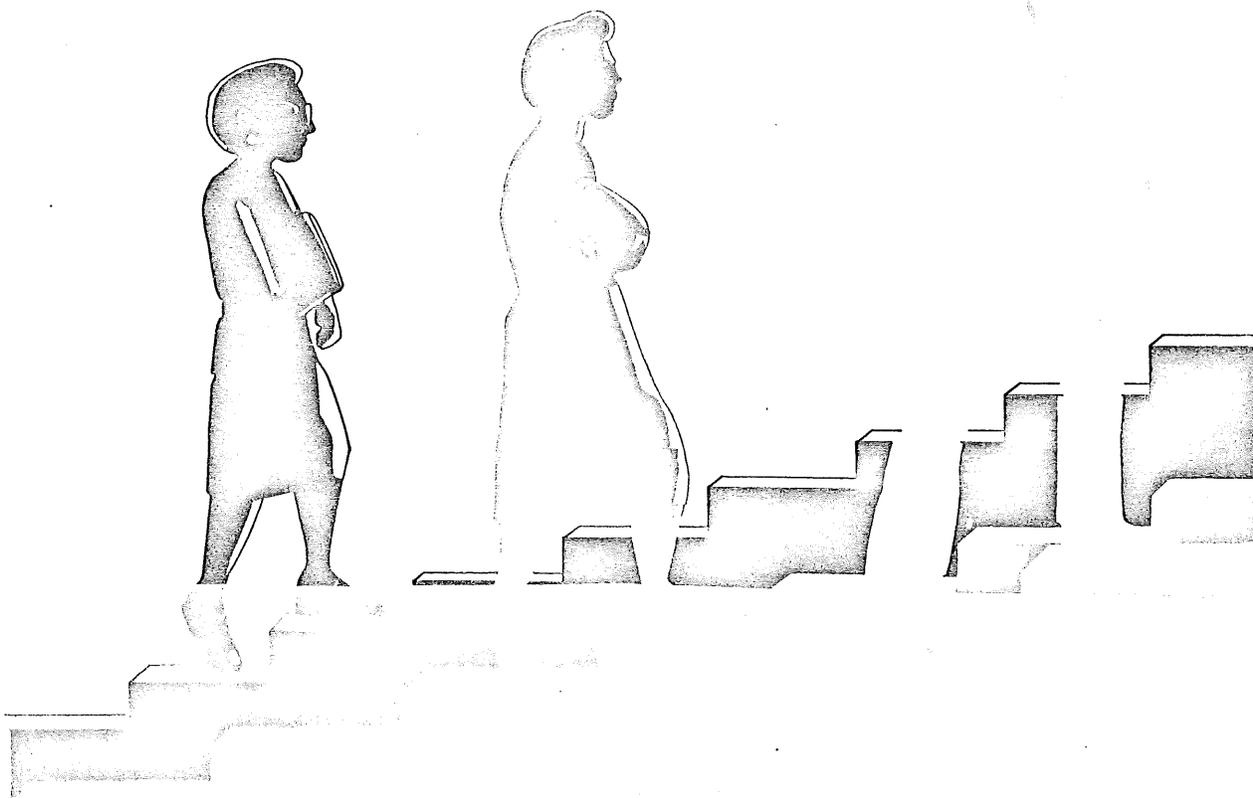
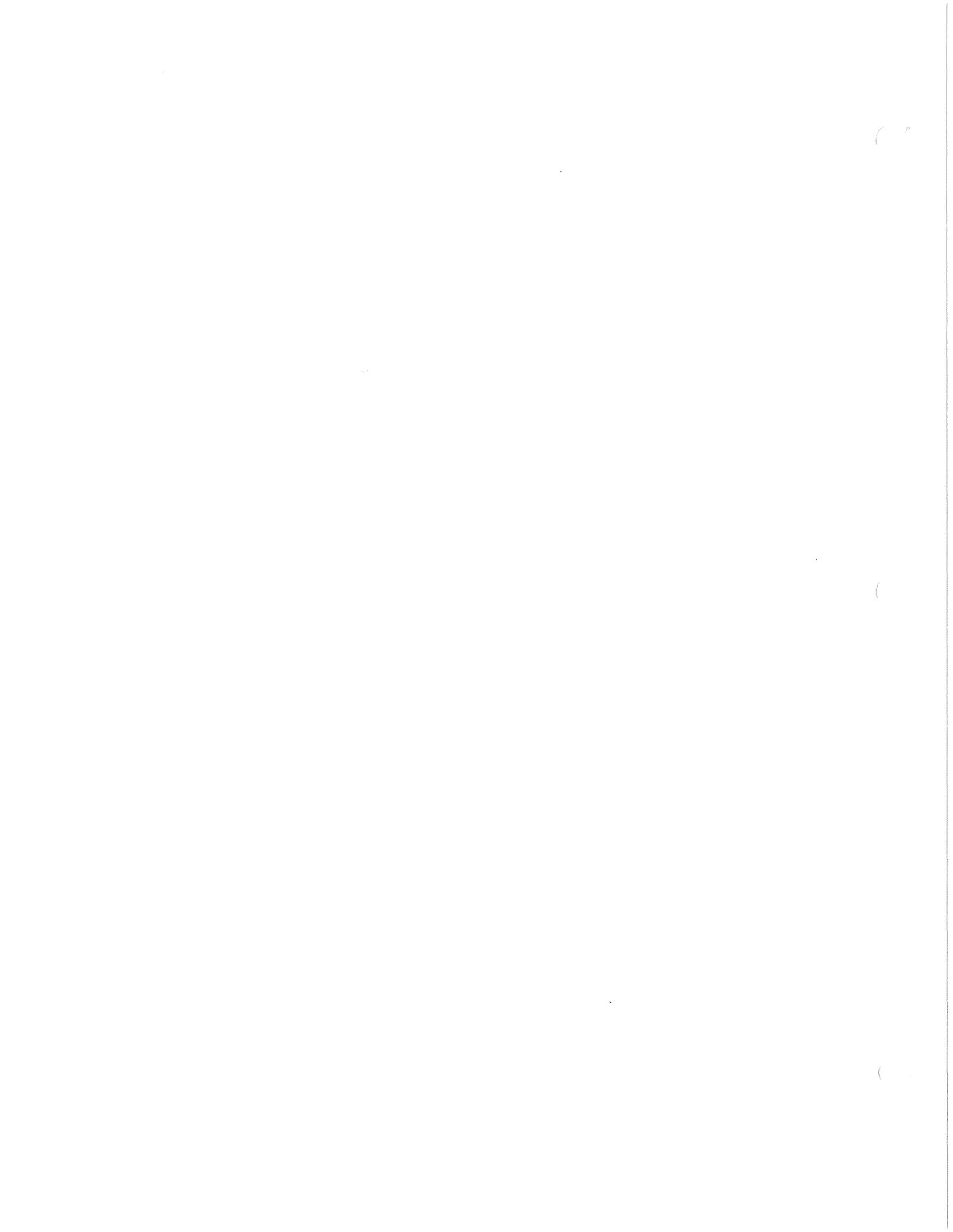


AFFIRMATIVE
ACT
PL
1982-1985





Mn/DOT Affirmative Action Plan and Annual Report

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Mn/DOT AFFIRMATIVE ACTION PLAN (AAP)

LEGAL AUTHORITY FOR AFFIRMATIVE ACTION

The Affirmative Action Plan is hereby established in accordance with Minnesota Statutes 43A, the Human Rights Act as amended through July, 1982, Executive Orders 11246 and 11375; Title VII of the Civil Rights Act of 1964, as amended by the Civil Rights Act of 1972; the Federal Aid Highway Act of 1968 (23USC 140 (a)); the Rehabilitation Act of 1973; and Title VI of the Railroad Revitalization and Regulatory Reform Act of 1976.

REAFFIRMATION OF Mn/DOT EEO POLICY STATEMENT

- I. The EEO policy of the Minnesota Department of Transportation (Mn/DOT) is that all employees and applicants for employment are to be treated equally and all personnel actions are to be carried out without regard to race, religion, creed, color, age, national origin, sex marital status, status with regard to public assistance, physical or mental handicap, or Vietnam Era Veteran status.
 - A. To encourage all division heads whose responsibility involves control over personnel resources to consider the availability and qualifications of the individuals under a policy of non-discrimination and affirmative action.
 - B. To insist that all managers, supervisors or support personnel do not, by word or action, harass other employees or interfere with their performance on job assignments because of race, color, creed, religion, sex, marital status, status with regard to public assistance, disability, age or national origin.
 - C. To implement the affirmative action policy as mandated by EEO/AA laws throughout the Department and further coordinate affirmative action programs through methods of internal communication and personal interaction with employees.
- II. The Mn/DOT will adhere to and actively promote a policy of equal opportunity in all employment and employee relations and practices within the Department. Mn/DOT fully supports the non-discriminatory provisions of all applicable state and federal laws.
- III. The Department further recognizes that the effective applications of a policy of equal opportunity in employment involves more than a policy statement. The Department will, therefore, undertake a progressive program of affirmative and positive action to assure that equal employment opportunities are provided on the basis of individual qualifications and to encourage all persons to seek employment with Mn/DOT and strive for advancement on this basis. Further, Mn/DOT will maintain an active commitment that permits full utilization of minority, female and handicapped persons and Vietnam Era Veterans throughout the Department.

10-28-82
Date


Richard P. Braun
Commissioner

Charter Statement - Mn/DOT Equal Opportunity Officer

The Minnesota Department of Transportation is pleased to submit its Affirmative Action Plan for your review and implementation as mandated by Minnesota Statutes 43A and all laws and regulations impacting upon equal employment opportunity. Our plan offers a thorough approach to measure yearly improvement in the hiring, training, and promoting of racial-ethnic minorities, female, handicapped persons, and Vietnam Era Veterans in Mn/DOT.

As a method to effect change, management recognizes that affirmative action requires specific, result-oriented, measurable steps which have been carefully designed to meet the needs of all protected group members. It is comprehensive in scope and requires conscientious implementation and evaluation.

Our goal is to maintain an adequate, workable and balanced program which seeks to overcome disparities for all protected group members, thereby eliminating unfair employment practices throughout the Department.

As always, I welcome all comments, ideas and suggestions as to how we may improve our Department while endeavoring to make it one of the best in service to the citizens of this state.

10-27-82

Date

Judith A. Pinke

Judith A. Pinke

Assistant Commissioner

INTRODUCTION

In order to adequately explore the meaning of affirmative action, it is important to first discuss its purpose. Affirmative action is a management posture or point of view that all barriers to employment opportunity that are not based on specific job requirements should be identified and removed; further, that initial employment and advancement opportunities for persons in protected groups shown to be underutilized in an agency's workforce should be facilitated so that the imbalance is redressed. Therefore, the purpose of affirmative action is to ensure and to demonstrate equal employment opportunity by achieving and maintaining a workforce that is representative of all qualified persons based on their availability in a given labor market area for a given occupation or job. The purpose is not to force management to employ persons who are not qualified for a position.

The issue of relative levels of qualifications of candidates for a position is one that has been largely misunderstood. Protected groups are so designated because it may be shown that they have been historically subjected to systemic employment discrimination. Because of this pattern of discrimination, it is reasonable to expect that the number of protected group members with a specific level of qualifications will always be less than the number of non-protected group members with the same level of qualifications. Consequently, one can expect to always find a non-protected group person who is more qualified than the most qualified and available protected group member. Therefore, to base hiring decisions solely on the level of relative qualifications serves only to perpetuate the effects of historical discrimination. The principles of affirmative action require the employer to consider not only the question of qualifications, but also the make up of the workforce. If the affirmative action goals are unmet, the pertinent question that must be addressed is whether the protected group members minimally qualify to perform the duties of the position not whether there is someone who is more qualified. If so, the protected group members should be hired. Under Minnesota law, all affirmative action plans are required to contain a pre-hiring review process to ensure consideration of this basic affirmative action principle.

If done properly, the need for affirmative action will eventually not exist because the goals will have been met. At this point, the employer re-acquires the luxury of equal employment opportunity--considering only the most qualified candidates for a position. This fact is perhaps the most compelling incentive for the achievement of affirmative action goals.

This Affirmative Action Plan is designed to activate and provide for the implementation of the Department's program as an equal opportunity employer in the State of Minnesota. It has been developed in response to the requirements set forth in the state and federal laws.

In preparing the Plan, we have examined current employment practices and committed our Department to seek out and to involve minorities, women, handicapped, and Vietnam Era Veterans in every level of employment and decision-making in an affirmative implementation of equal employment opportunity.

Responsibility for following through on these practices will be shared jointly by all administrative personnel involved in personnel transactions throughout the Minnesota Department of Transportation, the Department's Affirmative Action Manager and the Equal Opportunity Officer in particular. The Department will devote technical assistance and special help to applicants who may be at a competitive disadvantage in the labor markets; we shall also make an all-out effort to insure that our AA Program philosophy of technical assistance and special help is available to all present employees as well as potential employees. We will affirmatively seek out and give encouragement to minorities, handicapped, Vietnam Era Veterans, and women to compete for employment with the Minnesota Department of Transportation. Once employed, we shall affirmatively endeavor to assure that all employees are provided whatever assistance necessary to ensure equality of opportunity in employment and benefits.

RESPONSIBILITIES, DUTIES AND ACCOUNTABILITY FOR IMPLEMENTATION OF THE Mn/DOT
AFFIRMATIVE ACTION PLAN (AAP)

I. The Commissioner

The Commissioner of Transportation is responsible to the Governor, the Legislature, and the Commissioner of the Department of Employee Relations for equal employment/affirmative action programs within the Department as mandated by federal and state laws and regulations.

Responsibilities:

- A. The Commissioner shall direct the Commissioner's Staff to uphold and support affirmative action policies and programs aimed at removing barriers to equal employment opportunities for minority, female, Vietnam Era Veterans and handicapped group members.
- B. The Commissioner shall continue the Equal Opportunity Council which will analyze, monitor and annually evaluate the progress made in accordance with the goals and objectives of the Mn/DOT Affirmative Action Plan.
- C. The Commissioner shall designate the Assistant Commissioner for Finance and Administration to serve as the Department's Equal Opportunity Officer (EOO).

II. The Commissioner's Staff (Commissioner, Deputy Commissioner, and Assistant Commissioners.)

Responsibilities:

- A. Each member of the Commissioner's Staff is responsible for the enforcement of AA/EEO rules, regulations and other related projects assigned by the Commissioner or the Equal Opportunity Officer.
- B. The Staff members shall have the authority to review compliance by supervisors, or subordinates relative to their compliance with the policies and procedures stipulated in the Mn/DOT affirmative action program.
- C. The Staff shall, whenever feasible, offer support and technical resources to the EOO to achieve affirmative action goals; creating opportunities for upward mobility to enhance the careers of protected class members.
- D. The Commissioner's Staff shall annually analyze the Affirmative Action Plan and evaluate the progress made by officials responsible for administering the AAP within the department.

III. The Equal Opportunity Council (EOC)

The EOC shall be responsible for establishing and monitoring affirmative action policies and procedures in accordance with M.S. 43A.

The EOC shall be comprised of members from the Commissioner's Staff, with the Commissioner serving as its chairperson. The Equal Opportunity Council shall hold its annual meeting in July to approve Mn/DOT's combined goals and timetables, review quarterly and annual reports and evaluate pending or existing affirmative action programs.

IV. The Equal Opportunity Officer (EOO)

The Equal Opportunity Officer shall be responsible for administering all affirmative action policies, provisions and programs in accordance with M.S. 1976, 43A.

Responsibilities:

- A. The EOO shall ensure that the Mn/DOT's affirmative action program, policies, and directives are carried out.
- B. The EOO in conjunction with the Affirmative Action Manager will coordinate the affirmative action efforts of all divisions and advise and assist management to comply with federal and state regulations impacting upon Equal Employment Opportunity and Affirmative Action.
- C. The EOO shall serve as a permanent member of the Equal Opportunity Council and a consultant to the Council on matters pertaining EEO/AA.
- D. The EOO shall serve as chairperson of Mn/DOT's Central Office Affirmative Action Committee and ensure that the committee implements the AA program and meets on a quarterly basis.

V. Affirmative Action Manager

A. The designated Affirmative Action Manager for the Minnesota Department of Transportation is Nancy Pfeiler Petracca. Her office is located in room 315 of the state Transportation Building, and her telephone number is (612)296-1366.

B. Specific duties for the Manager include, but are not limited to, the following:

1. To develop for the Commissioner's approval the written Affirmative Action Plan.
2. To serve as the Department of Transportation's liaison with the State Equal Opportunity Division in the design, implementation, and monitoring of the Department of Transportation Affirmative Action Plan.
3. To assist the Department of Transportation and staff of all levels in identifying and arriving at solutions to problems of equal employment opportunity, including complaint resolutions.
4. To assist in the design and implementation of internal audit and report procedures that will measure the effectiveness of the Department of Transportation Affirmative Action Program, indicate need for remedial action, and determine the extent to which the Department of Transportation goals and objectives have been attained.
5. To keep the Commissioner and Department informed of the latest developments in the area of equal employment opportunity.
6. To coordinate efforts of various Department of Transportation divisions and the Central Office Affirmative Action Committee in order to effectively reach all employees with information on affirmative action.
7. To maintain files on affirmative action related materials, such as minutes of the Central Office Affirmative Action Committee meetings, in order to assure documentation of good faith efforts in the area.
8. To serve as liaison between the Department of Transportation and organizations representing the affected classes in order to develop and maintain an affected class recruitment network to provide for better recruitment from these groups.
9. To coordinate the Department of Transportation handicapped program as 504 coordinator.
10. To assist in the development and implementation of training in affirmative action as needed.

VI. Investigator of Affirmative Action Complaints

The Investigators shall be appointed by the District Engineers and Assistant Division Directors or Office Directors and shall conduct all complaint investigations in their jurisdictions. The Investigator should be a manager or supervisor who understands the personnel practices and union grievance procedures.

- A. The Investigator has 15 working days to investigate and recommend remedial action to resolve the problem.
- B. The Investigator ensures that the rights of all involved are protected throughout the investigation.
- C. The Investigator follows the procedures outlined in the Resolution of Complaints Procedure located at page 26.

VII. Central Office Affirmative Action Committee

The Central Office Affirmative Action Committee will be maintained to facilitate the implementation of the Mn/DOT Affirmative Action Plan. The Committee will have representation from the professional and non-professional ranks and will be composed of minority, female, handicapped and Vietnam Era Veteran group members when feasible. The Committee will function in an active role in addition to its advisory function. Meetings will be called quarterly or more often if needed. Meetings may be called at the discretion of the Equal Opportunity Officer. Members are appointed by the Deputy Commissioner upon recommendation from the Equal Opportunity Officer. The Equal Opportunity Officer shall act as chairperson. Minutes shall be maintained by the Affirmative Action Manager.

Responsibilities:

1. To review current policies, practices and programs of Mn/DOT to determine their impact upon opportunities for all protected class members.
2. To advise the Equal Opportunity Officer and the Affirmative Action Section about proposed revisions of current policies, practices, and programs which have had a disparate impact upon the minority, female, handicapped and Vietnam Era Veteran employees and applicants.
3. To recommend to the Equal Opportunity Officer through the Affirmative Action Manager the formulation of new policies, practices, and programs which aid Mn/DOT in meeting its responsibilities for equal employment opportunity.
4. To serve as a resource to the Affirmative Action Manager in matters pertaining to recruitment, search and selection procedures.

VIII. District Affirmative Action Committees

The District Affirmative Action Committee may be maintained to facilitate the implementation of the Mn/DOT Affirmative Action Plan. The Committees may have representation from the Department's professional and non-professional ranks and be composed of minority, female, Vietnam Era Veteran and handicapped group members when feasible. The Committees may function in an active role in addition to their advisory function. Meetings may be held quarterly or more often if needed. Meetings may be called at the discretion of the District Affirmative Action Officer. Members are appointed by the District Engineer from recommendations submitted by the District Affirmative Action Officer. Minutes will be maintained by the District Business Manager.

Responsibilities:

1. To review current policies, practices and programs of Mn/DOT to determine their impact upon opportunities for all protected class members.
2. To advise the Affirmative Action Manager and the Assistant Commissioner for Field Operations about proposed revisions of current policies, practices, and programs which have had a disparate impact upon the minority, female, handicapped and Vietnam Era Veteran employees and applicants.
3. To recommend to the Equal Opportunity Officer through the Affirmative Action Manager the formulation of new policies, practices, and programs which aid Mn/DOT in meeting its responsibilities for equal employment opportunity.
4. To establish a working relationship with the District Engineers who are held responsible at the District level for the implementation of the AAP; holding quarterly Affirmative Action Committee meetings if needed, and submitting minutes to the District Engineers, the Assistant Commissioner for Field Operations and the Affirmative Action Section.
5. To serve as a resource to the Affirmative Action Manager in matters pertaining to recruitment, search and selection procedures.

The following are names and location of the Central Office Committee Members:

<u>Name</u>	<u>Position</u>	<u>Location</u>	<u>Race/Sex</u>
Judith A. Pinke	Assistant Commissioner Finance/Administration Equal Opportunity Officer	408	White Female
Donna Allan	Principal Planning Grants Analyst Program Management	416A	Disabled White Female
Ed Clarke	Management Analysis Unit Supervisor	308	Black Male
Jack Davis	Personnel Director	315	White Male
Marge Ebensteiner	Secretary Operations Division	413	White Female
Ed Edman	Admin. Mgt. Director Operations Division	413	White Male
Dick Hathaway	Engineer, Principal Bridges and Structures	610	White Male
Janet Secor	Office Manager Right of Way	511	White Female
Dick Stehr	Director Trnasp. Info. and Support	818	White Male
Dick Sullivan	Assistant Division Director Technical Services	612	White Male

IX. The District Affirmative Action Officers-(District Business and Office Managers)

- A. The District Affirmative Action Officers shall be responsible for the implementation of the Mn/DOT Affirmative Action Plan at the District level.
- B. Responsibilities:
1. To chair or co-chair District Affirmative Action Committee meetings.
 2. To recommend to the District Engineer appointment to the Affirmative Action Committee members assuring representation from the protected classes.
 3. To provide orientation to new District Affirmative Action Committee members on Affirmative Action policies and procedures.
 4. To disseminate Committee minutes to the District Engineer and the Affirmative Action Manager and post the minutes for the convenience of employees.
 5. To welcome and encourage applications from minorities, females, handicapped persons, and Vietnam Era Veterans in traditional and non-traditional job categories through open solicitations and intensive efforts.
 6. To encourage protected group employees to take advantage of training opportunities leading to promotion and thereby increase employee retention.
 7. To promote and maintain equal treatment of minority, female, handicapped group persons, and Vietnam Era Veterans by supervisors.
 8. To assure that structured interviews are conducted objectively and without bias; allowing each candidate to respond to the same set of job related questions.
 9. To assess all disciplinary actions and terminations to assure fair treatment to all employees and guard against discriminatory practices.
 10. To follow the Uniform Selection Procedures.

INTERNAL DISSEMINATION OF THE POLICY STATEMENT AND AAP

- I. The Affirmative Action Policy Statement shall be circulated in writing to all personnel within Mn/DOT.
- II. The Mn/DOT Affirmative Action Policy Statement shall be made part of the orientation program for new employees.
- III. A summary of the AAP shall be given to each supervisor.
- IV. The AAP will be distributed to each member of the Commissioner's Staff and to all Office Directors and Section heads. The AAP shall be made available to anyone upon request.
- V. The AAP summary plus the complaint procedures and Investigator responsibilities will be posted on employee bulletin boards.

External Dissemination of AAP.

- I. All contractors and subcontractors shall sign an assurance of nondiscrimination.
- II. The words "An Equal Opportunity Employer" will appear on all stationery, job announcements, and advertisements.
- III. Copies of the AAP will be made available to the public upon request.
- IV. Copies of the AAP Summary will be sent to recruiting sources for female, minority, handicapped and Vietnam Era Veterans applicants.

The following page contains the hiring goals that have been established for the Department of Transportation for the year 1982-83. These goals were established from available statistics considering the turnover rate and availability of affected class persons to fill vacancies that occur in the workforce.

The left side of the chart represents the current Department of Transportation by job categories. The right side represents the number of minority and female employees that should be hired out of the total number hired in each category to make the workforce more representative of the labor market.

Goals and Timetables

The five year goals remain unchanged. The goals for the 1982-83 year are based on our goal attainment percentages during 1981-82.

It must be understood that as of this writing Mn/DOT is still operating under a hiring freeze and is in some areas still re-hiring those who have been laid off by either our Department or the State of Minnesota. Our first commitment is to them.

Then our next area of concern is to attempt to save workers from possible layoff. After that, we go to the promotional or open competitive lists to find candidates.

You will note that we have met our goals for minorities in the Professional, Clerical, and Laborer categories and for women in th Technical category.

WE EXPECT TO BE ABLE TO MAINTAIN THIS YEAR'S ACCOMPLISHMENTS OF HIRING 38% WOMEN AND 9.5% MINORITIES AND PROMOTING 30% WOMEN AND 5.6% MINORITIES.

Office/Administrators

This category represents all of Mn/DOT's Managers. During 1981-82, Mn/DOT hired one and promoted 10. Out of 100 Managers, we have one woman and two Black males. Our 5 year goal for women is 10% and we have 1%. The five year goal for minorities is 8% and we currently have 2%. Since we are further away from meeting the goal for women than for minorities, our goal for 82-83 will be to hire one woman if we hire anyone. Our goal for promotion will be to promote one woman and one minority.

Professionals

This category represents Planners, Research and Management Analysis, Personnel Officers, Graduate and Senior Engineers and Professional Supervisors. An average of the goals for these categories shows that we have attained our goal for minorities and not for women. Therefore, our goal for 1982-83 will be to hire women whenever possible and to maintain last year's attainment levels for promotions.

Technicians

This category represents Technical Supervisory or Engineering Specialist Principal and all the Technicians: Highway Technicians plus all Accounting Technicians, Electronic, Signal and Architectural Drafting Technicians, Radio Technicians and Auto Parts Technicians. An average of the goals in the two categories shows we have met our goal for women and not for minorities. Therefore, our goal for 1982-83 will be to hire minorities whenever possible and to maintain last year's attainment levels for promotions.

Office/Clerical

A review of the progress in this category shows that we have met both female and minority goals and so will not conduct affirmative action in this category. Equal employment opportunity will be monitored.

Skilled Craft

Mn/DOT has not met its goals for women or minorities in the Craft and Craft Supervisory categories but is further from meeting the goal for women than for minorities. Since we hired one person in this category last year, our 1982-82 goal will be to hire one female if possible. Mn/DOT will maintain last year's attainment on promotions since we have no women in the Craft category.

Service/Maintenance

This includes Laborers, Operatives and their supervisory personnel. Mn/DOT will strive to reach last year's attainment for 1982-83.

MANAGEMENT BY OBJECTIVES
FISCAL YEAR 1983

CONDITION REQUIRING ACTION: It is necessary to keep an accurate account of all transactions that occur in the Department.

Objective A: To conduct review of all recruitment and employment to insure non-discrimination in all personnel transactions.

<u>ACTION ITEM:</u>	<u>CODES</u>	<u>TARGET QUARTER</u>	<u>PERSON RESPONSIBLE</u>	FY 1983			
				July	Oct.	Jan.	Apr.
	Planned Activity: PA						
	Slippage : S			Sept.	Dec.	Mar.	June
	Completed : C						
1. To analyze the flow of applicants through the recruitment, selection and appointment process so as to assure that no discriminatory practices exist.		1-2-3-4	Affirmative Action Manager				
2. To review employment applications and other related forms to assure conformity with equal opportunity guidelines, including the affected classes.		2-4	Affirmative Action Manager				
3. To review and implement recruitment efforts in areas of underutilization of the affected classes. This will include all Districts and Subdistricts.		1-2-3-4	Affirmative Action Manager				
4. To utilize Pre-employment Review to assure affirmative action is pursued for each vacancy where we have a disparity. See Appendix A.		1-2-3-4	Affirmative Action Manager	PA	PA	PA	PA
5. To report quarterly to top management any missed opportunities to hire protected candidates where we have a disparity.		1-2-3-4	Affirmative Action Manager	PA	PA	PA	PA
6. To maintain a skills and resume bank of women and minorities.		1-2-3-4	Affirmative Action Manager	PA	PA	PA	PA

MANAGEMENT BY OBJECTIVES
FISCAL YEAR 1983

PAGE 2

CONDITION REQUIRING ACTION: Business Managers, Investigators, and the Affirmative Action manager are not fully aware of the rules of due process to follow when investigating complaints of discrimination. some are not aware of coverages of Civil Rights laws.

Objective B: To provide training to all of the above, explaining the coverages of the laws, defining forms of discrimination including harassment, and listing the elements of due process to follow when investigating.

<u>ACTION ITEM:</u>	<u>CODES</u>	<u>TARGET QUARTER</u>	<u>PERSON RESPONSIBLE</u>	FY 1983			
				July	Oct.	Jan.	Apr.
	Planned Activity: PA						
	Slippage : S			Sept.	Dec.	Mar.	June
	Completed : C						
1. To develop an outline of the objectives for the training.		1	Affirmative Action Officer, Training Manager	C			
2. To request appointment of Investigators.		1	Affirmative Action manager	C			
3. To agree on training presenters.		2	Affirmative Action manager,		PA		
4. To schedule training sessions.		2	Affirmative Action Manager		PA		
5. To present training sessions.		2	Affirmative Action Manager, Training Manager		PA		

MANAGEMENT BY OBJECTIVES
FISCAL YEAR 1983

PAGE 3

CONDITION REQUIRING ACTION: During the 1981-82 Affirmative Action Complaint Procedure Training, some first-line supervisors suggested that the middle and top managers receive similar training.

Objective C: To tailor the training program to the needs and our expectations of middle and top level managers.

<u>ACTION ITEM:</u>	<u>CODES</u>	<u>TARGET QUARTER</u>	<u>PERSON RESPONSIBLE</u>	FY 1983								
				July	Oct.	Jan.	Apr.	Sept.	Dec.	Mar.	June	
	Planned Activity:		PA									
	Slippage	:	S									
	Completed	:	C									
1. To tailor the 1981-82 Affirmative Action Complaint Procedure Training to middle and top managers.		1	Affirmative Action Manager	C								
2. To schedule the training.		3	Affirmative Action Manager							PA		
3. To put on the training session.		3	Affirmative Action Manager							PA		
4. To evalutate its effectiveness.		3	Affirmative Action Manager							PA		

MANAGEMENT BY OBJECTIVES
FISCAL YEAR 1983

PAGE 4

CONDITION REQUIRING ACTION: Mn/DOT's Affirmative Action Plan is cumbersome and difficult to disseminate properly.

Objective D: To design a shorter plan and receive approval from appropriate Committees and Mn/DOT's top management.

<u>ACTION ITEM:</u>	<u>TARGET QUARTER</u>	<u>PERSON RESPONSIBLE</u>	<u>CODES</u>				<u>FY 1983</u>			
			Planned Activity:	Slippage	Completed		July	Oct.	Jan.	Apr.
			PA	S	C	Sept.	Dec.	Mar.	June	
1. To design a shorter plan.	1	Affirmative Action Manager	PA							
2. To obtain approval from Field Operations Affirmative Action Committees.	2	Affirmative Action Manager					PA			
3. To obtain approval from Central Office Affirmative Action Committee.	2	Affirmative Action Manager					PA			
4. To obtain approval from top management	2	Affirmative Action Manager					PA			
5. To submit to FHWA.	2	Affirmative Action Manager					PA			

MANAGEMENT BY OBJECTIVES
FISCAL YEAR 1983

PAGE 5

CONDITION REQUIRING ACTION: Mn/DOT needs a policy on reasonable accommodation in hiring and promoting qualified handicapped persons.

Objective E: To design a policy.

<u>ACTION ITEM:</u>	<u>CODES</u>	<u>PERSON RESPONSIBLE</u>	FY 1983			
			July	Oct.	Jan.	Apr.
	Planned Activity: PA					
	Slippage : S		Sept.	Dec.	Mar.	June
	Completed : C					
<u>ACTION ITEM:</u>	<u>TARGET QUARTER</u>	<u>PERSON RESPONSIBLE</u>				
1. To review Department of Administration's policy statement and tailor it to Mn/DOT.	2	Central Office Affirmative Action Committee Taskforce	PA	PA		
2. To make recommendation to Central Office Affirmative Action Committee.	2	Central Office Affirmative Action Committee Taskforce		PA		
3. To make recommendation to top management.	2	Equal Opportunity Officer		PA		

MANAGEMENT BY OBJECTIVES
FISCAL YEAR 1983

PAGE 6

CONDITION REQUIRING ACTION: Managers are unable to recognize discrimination on the basis of national origin.

Objective F: To explain the difference between affirmative action and discrimination, to explain what foreign workers need to have to work in this country, and to define which national origins are covered by affirmative action.

<u>ACTION ITEM:</u>	<u>CODES</u>	<u>TARGET QUARTER</u>	<u>PERSON RESPONSIBLE</u>	FY 1983			
				July	Oct.	Jan.	Apr.
	Planned Activity: PA						
	Slippage : S			Sept.	Dec.	Mar.	June
	Completed : C						
1. To conduct research to define national origin.		1	Affirmative Action Manager	PA			
2. To submit memo to Equal Opportunity Officer for signature.		2	Affirmative Action Manager	PA			
3. To disseminate memo to all managers.		3		PA			

MANAGEMENT BY OBJECTIVES
FISCAL YEAR 1983

PAGE 7

CONDITION REQUIRING ACTION: Mn/DOT employees may not know their rights and responsibilities provided under Mn/DOT's Harassment Policy.

Objective G: To inform employees of their rights and responsibilities.

CODES

Planned Activity: PA
Slippage : S
Completed : C

FY 1983

July	Oct.	Jan.	Apr.
Sept	Dec.	Mar.	June
PA	PA	PA	

TARGET
QUARTER

PERSON RESPONSIBLE

ACTION ITEM:

1. To write an article for Mn/DOT Magazine.

2

Affirmative Action Manager

PA

PA

PA

MANAGEMENT BY OBJECTIVES
FISCAL YEAR 1983

PAGE 8

CONDITION REQUIRING ACTION: Mn/DOT Summer goals do not have statistics to justify them.

Objective H: To review alternate data sources and determine correct approach.

	<u>CODES</u>	FY 1983			
		July	Oct.	Jan.	Apr.
	Planned Activity: PA				
	Slippage : S	Sept.	Dec.	Mar.	June
	Completed : C				
<u>ACTION ITEM:</u>	<u>TARGET QUARTER</u>	<u>PERSON RESPONSIBLE</u>			
1. To research alternate data sources and report to top management.	3			PA	
2. To Publicize new goals.	3			PA	

MANAGEMENT BY OBJECTIVES
FISCAL YEAR 1983

PAGE 9

CONDITION REQUIRING ACTION: The Bemidji District Business Manager has expressed some concern with Indian employees.

Objective I: To invite representatives from Cass Lake Reservation where they recruit from to discuss problems with interested supervisors after the construction season.

<u>CODES</u>		FY 1983			
Planned Activity:	PA	July	Oct.	Jan.	Apr.
Slippage	: S	Sept.	Dec.	Mar.	June
Completed	: C				

<u>ACTION ITEM:</u>	<u>TARGET QUARTER</u>	<u>PERSON RESPONSIBLE</u>				
1. To invite Cass Lake Representative	2	Bemidji Business Manager		PA	PA	
2. To invite supervisors from Bemidji to air complaints	2	Bemidji Business Manager			PA	
3. To report to Affirmative Action Manager on results of the program.	3	Bemidji Business Manager			PA	

Affirmative Action
RESOLUTION OF DISCRIMINATION COMPLAINTS

PURPOSE

The purpose of this section is to provide managers and supervisors with a procedure for resolving discrimination complaints within the department.

STANDARD PRACTICE

Section 703 of Title VII of the 1964 Civil Rights Act as amended in 1972, and Minnesota Statute, Chapter 363, as amended in 1981, are intended to establish employer responsibility for eliminating all acts of discrimination by employers serving as federal contractors. Any actions committed because of an employee's race, color, creed, religion, national origin, sex, marital status, age, Vietnam Era Veteran status, public assistance status, disability or political preference are punishable under both federal and state laws. Harrassment is a form of discrimination and is covered in 2-2, Resolution of Harassment Complaints.

Managers and supervisors are responsible for maintaining a working atmosphere free of discriminatory insult, intimidation and all forms of employee discrimination.

District Engineers and Assistant Division Directors or Office Directors, shall appoint an investigator to conduct all complaint investigations in their jurisdictions, recognizing that the investigator should be a manager or supervisor and that it may not be appropriate to appoint the same person who has been assigned the recruiting or advocacy role.

Management shall not accept or investigate anonymous complaints.

The Personnel Office is responsible for insuring that all new central office employees receive a copy of the "Harassment Policy." District Business and Office Managers are responsible for ensuring that new district employees receive a copy of the "Harassment Policy."

An employee who has a complaint may contact the Affirmative Action manager for consultation at any point in the procedure, and may appeal to the Affirmative Action Manager the decision or inaction of management to the Affirmative Action Manager.

Time Limits:

1. Employee shall present complaint within 21 working days of the occurrence.
2. Supervisor or investigator who receives the complaint shall make every effort to resolve the matter and respond to the complainant within 15 working days.

3. Affirmative Action Manager, upon appeal from the complainant or in review of the remedy, shall resolve the matter within 40 working days.

If a complainant files both a discrimination complaint and a grievance, and the complaint is determined to be grievable, the grievance process shall be followed.

All information obtained by the investigator as a result of his/her investigation shall remain confidential except for information required by managers/supervisors responsible for resolving the complaint. All information obtained during the investigation shall be stored and destroyed in accordance with Mn/DOT record retention schedules.

Rumors that in the judgment of the investigator identify discriminatory actions shall be investigated.

The procedure that follows does not replace the right of any employee to file a formal complaint with the Human Rights Department. It is the practice, however, to attempt to resolve complaints at the lowest organizational level possible within this Department.

The procedure below may be handled verbally through step 12.

DEFINITIONS

Affirmative Action Manager--the person with responsibility for advising employees and supervisors on areas of conflict and the use of this procedure, and is located in the Mn/DOT Personnel Office.

Complaint--any matter an employee considers to be unfair treatment or discriminatory action that violates the employee's right.

Complainant--a person who alleges that unfair treatment has occurred.

Investigator--the person in each district or central office trained in and responsible for investigating Affirmative Action complaints and referring the findings to the District Engineer/Office Director for resolution.

Retaliation--a threat, implied or overt, to refuse to accurately appraise performance if the employee complains about discrimination.

FORMS

Mn/DOT 19363

Complaint Form

PROCEDURE

<u>Actor</u>	<u>Action</u>
Complainant	<ol style="list-style-type: none">1. As soon as discriminatory action occurs, discusses the action with the person who took the discriminatory action and tries to resolve the problem. <u>This must be done within 21 working days of the occurrence.</u> (See time limits in Standard Practice.)2. If uncomfortable with discussing the complaint directly, or unsuccessful in resolving the complaint, contacts the supervisor of the alleged offender or the Office Director/District Engineer, or Department Affirmative Action Manager to discuss the complaint.
Affirmative Action Manager	<ol style="list-style-type: none">3. If contacted by complainant, determines if the issue can be resolved at the local level and, if so, advises employee how to do so.4. If it cannot be resolved at the local level, or if the attempt was unsuccessful, requests that employee fill out a "Complaint Form" and follows procedure steps 5 and 6 within 40 days.<ol style="list-style-type: none">4a. Informs Office Director/District Engineer that Affirmative Action Manager is investigating the complaint.
Supervisor/Investigator	<ol style="list-style-type: none">5. Gives complainant a copy of Commissioner's Memorandum No. 61, "Harassment Policy," the "Complaint Procedure," and a list of agencies that protect civil rights, along with filing deadlines.6. Determines if the issue can be resolved at a local level and, if so, helps complainant to resolve the issue.7. Makes every attempt to resolve issue within 15 working days. Advises complainant that the appropriate bargaining unit employee representative may be present if the employee chooses.
Supervisor/Investigator	<ol style="list-style-type: none">8. Finds private room, asks complainant the following questions, and writes down the responses on the "Complaint Form":

PROCEDURE (continued)

Actor

Action

- 8a. What happened?
- 8b. When did it happen?
- 8c. Where did it happen?
- 8d. Who witnessed the occurrence?
- 8e. Did it ever happen to you before?
- 9. Asks employee to read notes taken and initial each page, if accurate.
- 10. In a private area, tells the person against whom the complaint is made about the complaint and asks for an explanation. Does not assume the person has actually done what the complainant says.
- 11. Consults with the Office Director/District Engineer to determine action to be taken.
 - 11a. If sufficient evidence is not found that the alleged action did occur, discusses the policy with the people involved and leaves it at that.
 - 11b. If sufficient evidence is found to support the allegation, consults with department Affirmative Action Manager about proposed resolution and corrective action to be sure the behavior stops, with consideration to the seriousness of the complaint and in compliance with the applicable labor agreement or plan.

NOTE: Discriminatory action taken by a supervisor or lead worker toward a subordinate may appropriately result in reprimand, suspension, demotion, or dismissal.

The discriminatory action may be of such a nature, as determined by the circumstances and judgement of the Office Director/District Engineer, that verbal warning may be all that is needed to stop it.

- 12. Informs the complainant that action will be taken, to ensure that the behavior will stop.

PROCEDURE (continued)

Actor

Action

13. Takes action as agreed upon by management.
14. Documents action taken in a file.
 - 14a. If insufficient evidence is found, records action taken in personal journal or file, but not in the alleged offender's Personnel file, and sends all information to Affirmative Action Section for appropriate record retention.
 - 14b. If sufficient evidence is found to support allegation and disciplinary action is taken, places copy of the documentation in the offender's Personnel file. Sends substantiating evidence to Affirmative Action Section for appropriate record retention.
15. Monitors and eliminates any attempts to retaliate against the complainant.
16. Contacts complainant within 5-10 days to be sure behavior has stopped.

Affirmative Action

- Manager 17. On appeal from employee or upon review of case file, reviews the complaint, previous investigation, and results achieved.
 - 17a. If previous investigation was complete and results appropriate, informs the complainant of this determination.
 - 17b. If corrective action was inappropriate, recommends changes to Office Director/District Engineer and/or Assistant Commissioner.
18. If investigation was not satisfactory, investigates the complaint, following steps 5 through 10.
19. If sufficient evidence is not found, discusses the policy with persons involved and records action taken, following records retention schedule.
20. If sufficient evidence is found to support allegation, discusses situation with Office

PROCEDURE (continued)

Actor

Action

Director/District Engineer and recommends corrective action to be sure behavior stops, with consideration to the seriousness of the complaint and in compliance with the applicable labor agreement or plan.

20a. If agreement cannot be reached, discusses situation with higher authorities, up to and including the Commissioner, if necessary.

20b. Retains file in accordance with record storage and retention schedule.

21. Informs the complainant that action will be taken, and assures complainant that behavior will stop.

Office Director/District

Engineer 22. Ensures that effective corrective or disciplinary action is taken and behavior stops.

Affirmative Action

Manager 23. Follows up to be sure action is taken.

23a. If appropriate action has not been taken, informs higher authorities of the situation, up to and including the Commissioner.

24. Contacts complainant 30 days after complaint is resolved to be sure the behavior has stopped.

25. Reports final resolution to Department of Employee Relations within 60 days of completion of the complaint resolution.

26. Monitors the timely resolution of all complaints.

27. Conducts on-going educational measures to explain the policy.

QUESTIONS AND ANSWERS

Q. What is the difference between a rumor and an anonymous complaint?

A. A rumor is when an identified observer reports an incident of harassment or discriminatory action between two identified

parties. This should be investigated. An anonymous complaint is when an observer (identified or unidentified) reports an incident of harassment or discrimination, but refuses to name one or both parties involved. This will not be investigated.

- Q. What if employee feels s/he cannot work any longer in the area because of the discrimination?
- A. The Affirmative Action Manager will conduct a brief preliminary investigation and if proof can be found to support the allegation, a temporary transfer of one or both employees may be warranted until the procedure is completed.

REFERENCES

Age Discrimination in Employment Act
Commissioner's Memorandum No. 61, "Harrassment Policy"
Equal Employment Opportunity Act of 1972
Equal Pay Act of 1963
Executive Order 11246 as amended by 11375
Federal Highway Administration Rule 222
Minnesota Statutes, Chapters 43A and 363
State Affirmative Action Rules 2 MCAR Seciton 2.293
Title VII of the Civil rights Act of 1964 as amended in 1972

Affirmative Action
RESOLUTION OF HARASSMENT COMPLAINTS

PURPOSE

Title VII of the Civil Rights Act is intended to correct discriminatory acts against women and minorities and to establish employer responsibility for eliminating all acts of discrimination by employers serving as federal contractors. Mn/DOT seeks to eliminate all forms of employee harassment where known and provide relief for employees whose rights are being abused.

Managers and supervisors must maintain a working atmosphere free of discriminatory insult, intimidation, and all forms of employee harassment including that based on race, color, creed, religion, national origin, sex, marital status, Vietnam Era Veteran status, age, public assistance status, disability, or political preference.

An employee may contact the Affirmative Action Manager to discuss the problem at any time.

An employee may file a Human Rights complaint at any time.

The Personnel office is responsible for insuring that all new central office employees receive a copy of the "Harassment Policy." District Business and Office Managers are responsible for ensuring that new district employees receive a copy of the "Harassment Policy."

DEFINITIONS

Harassment--any behavior that is annoying, insulting, demeaning, or that creates an uncomfortable working atmosphere dissimilar to that of other employees. Examples:

General Harassment

1. Exclusion from orientation or teamwork.
2. Repeated disparaging, belittling, demeaning, insulting remarks.
3. Repeatedly making the employee, or a characteristic unique to the employee, the butt of jokes.
4. Repeated ridicule of an employee.
5. Sabotage of an employee's character, reputation, work efforts, or property.
6. Unequal assignment of the "dirty work" or less responsible or challenging duties.
7. Unequal application of performance standards, discipline, or work rules.

Racial and National Heritage Harassment

1. Any behavior listed under general harassment on the basis of one's race, color, racial heritage, or national origin.

2. Telling jokes or making derisive derogatory remarks about one's race or nation heritage.
3. Use of language implying inferiority of a race or national heritage such as "boy," "nigger," "squaw," "red-skin," "spik," "slant-eyes," etc.
4. Criticism of one's civil rights activities.

Sexual Harassment

1. Any behavior listed under general harassment that employee states is causing discomfort because of his/her sex.
2. Unwanted sexual compliments, looks innuendos, or suggestions about one's clothing, body, or sexual activity.
3. Unwanted, unnecessary touching, brushing against one's body, patting, or pinching.
4. Demanding sexual favors accompanied by implied or overt threats concerning conditions of employment.
5. Displaying pictures or objects depicting nude or scantily-clad women or men in work areas.
6. Use of language implying inferiority of an employee based on sex such as "girl" or "boy" rather than "woman" or "man".

Religious, Disability, Age, Political Preference Harassment

1. Any behavior listed under general harassment on the basis of one's religion, disability, age, or political affiliation.
2. Use of demeaning, derogatory names or remarks about one's religion, disability, age, or political affiliation, such as "kike," "crip," "pops," etc.
3. Criticism of one's political activity or affiliation.

Retaliation--a threat, implied or overt, to refuse to accurately appraise performance if the employee complains about harassment.

FORMS

19363 Mn/DOT
Complaint Form

PROCEDURE

<u>Actor</u>	<u>Action</u>
Harassed Employee	<ol style="list-style-type: none"> 1. As soon as it happens, clearly explains to the person causing the harassment that the behavior is objectionable and asks that it cease. 2. If the harassment is repeated, lodges a complaint to the offending employee's immediate supervisor within 21 working days. 3. If the supervisor does nothing or if the harassment continues, presents the complaint to the district affirmative action designee or the

central office Affirmative Action Manager. Go directly to step 17 of the procedure in chapter 2-1, Resolution of Discrimination Complaints.

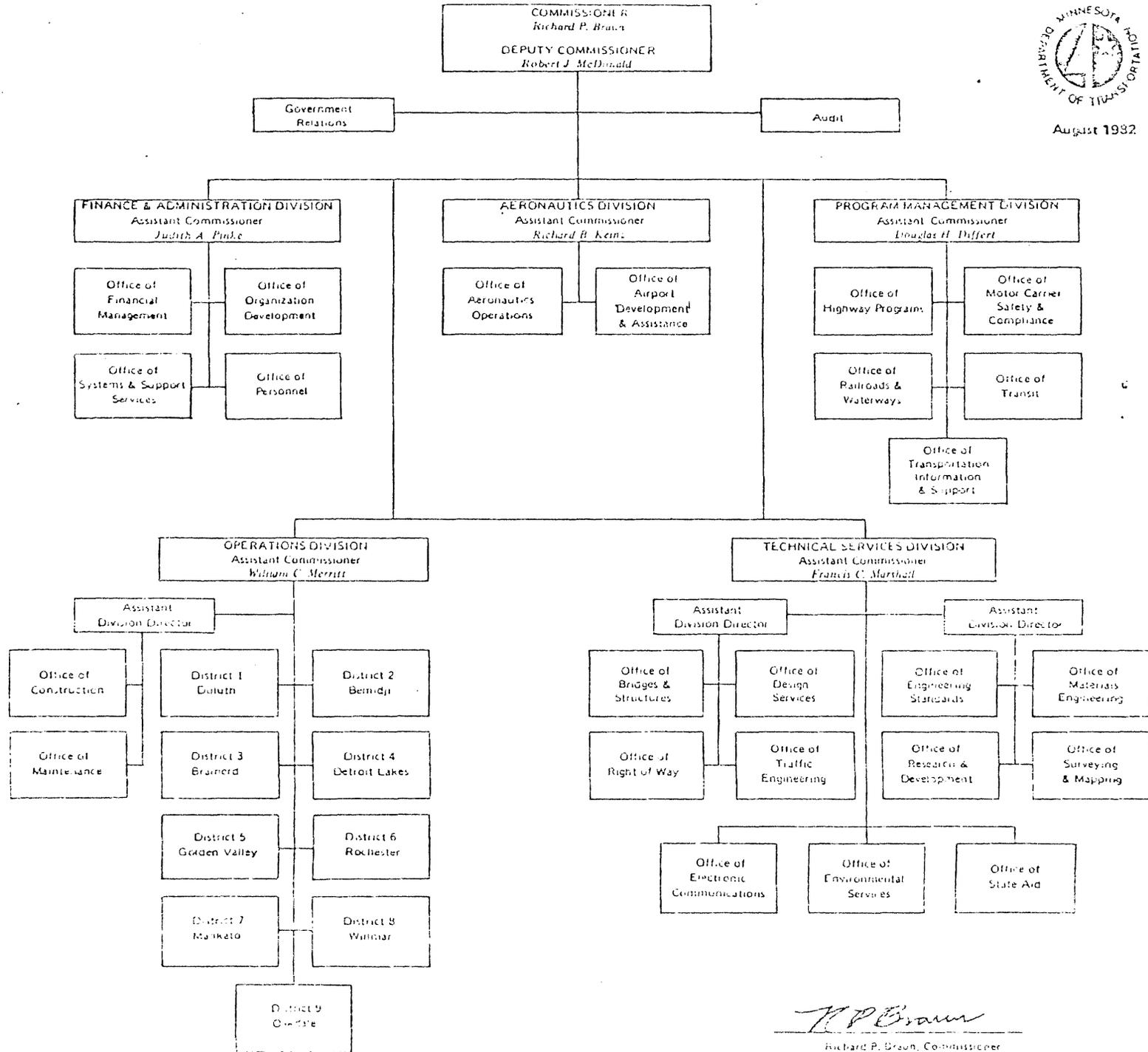
REFERENCES

Age Discrimination in Employment Act of 1967, 29 United States Code 631
Commissioner of Employee Relations Policy on Sexual Harassment, 1981
Commissioner's Memorandum No. 61, "Harassment Policy"
Equal Employment Opportunity Act of 1972
Rehabilitation Act of 1973
Title VII of the Civil Rights Act of 1964, 42 United States Code 2000e2

Mn/DOT ORGANIZATION CHART

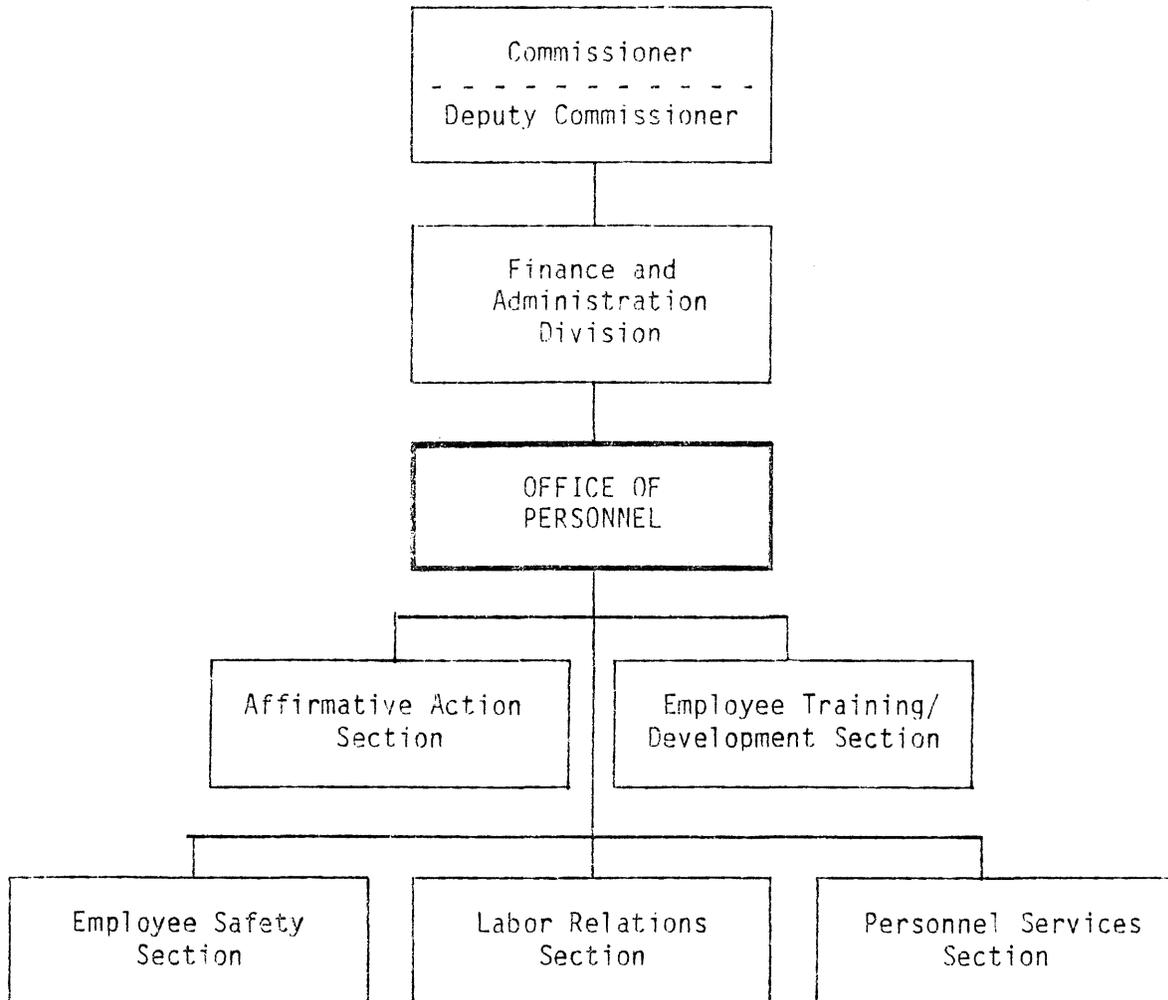


August 1982



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R.P. Braun
Richard P. Braun, Commissioner

Finance and Administration Division
OFFICE OF PERSONNEL

The Office of Personnel provides managers with lists of suitable candidates to meet employment needs, and administers programs to develop and enhance the skills and usefulness of Mn/DOT's work force. The Office interacts with the Departments of Employee Relations, Administration, Economic Security, Public Safety, Labor and Industry, and Human Rights; the Minnesota State Retirement System; and the Federal Highway Administration.

THE UNIFORM SELECTION PROCEDURE

A. Job Filled by Transfer

1. The District Business and Office Managers (except Districts 5 and 9) who serve as Affirmative Action Designees will record the following data any time a vacancy is filled by transfer in a classification with a disparity.
 - a. Title of position.
 - b. Is the position in a bargaining unit? Which one?
 - c. Was the position filled by the most senior candidate?
 - d. Did any protected class candidates bid on the vacancy? Name them.
 - e. Was a protected class person selected?

This data will be sent to the Affirmative Action Manager with the quarterly reports.

2. The Personnel Clerk Sernior posts all jobs for Central Office and Districts 5 and 9. She will notify the Affirmative Action Manager when a vacancy for which we show a disparity is posted. The Affirmative Action Manager will then send a memo to the office manager of the office and have the above data collected on each transfer.

B. Job Filled by Temporary or Emergency Appointment

The Business and Office Managers in the Districts and the Personnel Officers in Central Office will gather the following data when the vacancy is in a classification where a disparity exists.

1. Race, sex of applicants.
2. Total number of applicants.
3. Race, sex of person selected.
4. If the office does not want to hire a protected class qualified applicant, the supervisor must first discuss the reasons with the Office or Business Manager in districts or the Personnel Officer in Central Office. if the Office or Business Manager or Personnel Officer cannot convince the supervisor to hire the protected candidate, she or he must call the Affirmative Action Manager for approval before the applicant is notified.
5. Written reasons for non-selection of a protected candidate must accompany the appointment forms.

C. Job Filled by Certified List

1. Personnel Senior Clerk notifies Affirmative Action Manager when a list comes into her office.
2. If no disparity exists, Affirmative Action Manager attaches a memo to the list notifying the supervisor that a hire based on equal employment opportunity rather than affirmative action is in order.

3. If a disparity exists and no protected candidates are on the list, the AA Manager records the number on the list and the classification.
4. If a disparity exists and the list has protected class members, the AA Manager attaches the following memoranda:
 - (1.) Memo from the Assistant Commissioner in the Division the vacancy exists requesting the supervisor to fill out the following questionnaires:
 - (a) Uniform Selection Pre-employment Review
 - (b) Structured Interview Rating Sheet
5.
 - a. If the protected candidate is not selected, the supervisor must discuss it first with the District Office or Business Manager or the Central Office Personnel Officer.
 - b. If that person is unable to convince the supervisor to hire the protected candidate, then that person must contact the Department AA Manager for approval prior to notifying the selected applicant.
 - c. Written reasons from the supervisor for not selecting the protected class candidate must accompany forms.

D. Calculation of Adverse Impact

1. At the end of the year adverse impact will be calculated by the Affirmative Action Manager for each vacancy and each classification.
2. If adverse impact of the selection process in a classification is evident, a thorough investigation will take place to discover the cause.

Population Statistics

Total State Population - 4,075,970

Male - 1,997,826 or 49.01%

Female - 2,078,144 or 50.99%

Population By Race:

White - 3,935,770 or 96.56%

Black - 53,344 or 1.31%

American Indian - 35,016 or .86%

Asian, Pacific Islander - 26,536 or .65%

Other - 25,304 or .62%

The numbers above include a total Hispanic population of 32,123 whose origin by race breaks down as follows:

White - 19,241

Black - 772

American Indian, Asian, or Pacific Islander - 1,575

Other - 10,535

The Hispanic population constitutes .79% of the state's population.

STATE OF MINNESOTA

Table 1. Population by Sex and Minority Status

1970

Minority Status	(1) Number		(2) Per Cent distribution *		(3) Labor Force participation rate ^{2/}	
	Total	Female	Total	Female	Total	Female
1. TOTAL 1970*	3,804,971	1,941,161	100.0	100.0	59.4	43.5
2. White	3,736,038	1,906,621	98.2	98.2	59.4	43.4
3. Black	34,868	17,227	0.9	0.9	60.6	52.5
4. American Indian	23,128	11,795	0.6	0.6	47.9	36.0
5. Oriental ^{2/}	7,605	3,979	0.2	0.2	NA	NA
6. Other Races ^{3/}	3,332	1,539	0.1	0.1	53.3 ^{5/}	40.8 ^{5/}
7. Spanish-American	23,198	11,557	0.6	0.6	62.5	43.7
8. Minority Group ^{4/}	92,131	46,097	2.4	2.4	58.6	46.2

Notes: NA = Not Available

1/ Data in column 3 is from a different Census table. Some categories are not comparable with columns 1 and 2. See footnote 5.

2/ Sum of Japanese, Chinese, Filipino, Hawaiian and Korean.

3/ Sum of all other races excluding white, black, American Indian and Oriental.

4/ Sum of Spanish-American and all races except white. Some duplication possible since Spanish-American may include nonwhite races in addition to white.

5/ Includes American Indian and Oriental.

* Item 1 (TOTAL) is defined as the sum of items 2 through 6. The sum of individual items in column (2) may not equal totals because of rounding.

Source: Census of Population 1970.

MINNESOTA DEPARTMENT OF TRANSPORTATION

1982 EEO-4 REPORT

EMPLOYMENT DATA AS OF JUNE 30

	ANNUAL SALARY	MALE					FEMALE					
		TOTAL	WHITE	BLACK	HISPANIC	ASIAN	INDIAN	WHITE	BLACK	HISPANIC	ASIAN	INDIAN
Officials/ Administrators	\$ 6,099											
	10,000 - 12,900											
	13,000 - 15,900											
	16,000 - 19,900											
	20,000 - 24,900	2	2									
	25,000 - 32,900	13	11	2								
33,000 - PLUS	90	88					1	1				
Professionals	\$ 6,099											
	10,000 - 12,900											
	13,000 - 15,900	14	8			1		3			2	
	16,000 - 19,900	59	36	1				22				
	20,000 - 24,900	187	166	3		2	1	14			1	
	25,000 - 32,900	324	316	1	1	4		2				
33,000 - PLUS	26	26										
Technicians	\$ 6,099											
	10,000 - 12,900											
	13,000 - 15,900	133	109	1	1	1		21				
	16,000 - 19,900	576	542	3	2		1	28				
	20,000 - 24,900	477	466		2	1	1	7				
	25,000 - 32,900	136	136									
33,000 - PLUS												
Protective Service	\$ 6,099											
	10,000 - 12,900											
	13,000 - 15,900	1						1				
	16,000 - 19,900											
	20,000 - 24,900											
	25,000 - 32,900											
33,000 - PLUS												
Para- Professionals	\$ 6,099											
	10,000 - 12,900	2	2									
	13,000 - 15,900	4	1					3				
	16,000 - 19,900											
	20,000 - 24,900											
	25,000 - 32,900											
33,000 - PLUS												

MINNESOTA DEPARTMENT OF TRANSPORTATION

EEO-4 REPORT

EMPLOYMENT DATA AS OF JUNE 30

MALE

FEMALE

	ANNUAL SALARY	TOTAL	MALE					FEMALE				
			WHITE	BLACK	HISPANIC	ASIAN	INDIAN	WHITE	BLACK	HISPANIC	ASIAN	INDIAN
Office/ Clerical	\$ 6,099	2						2				
	10,000 - 12,900	38	2					35		1		
	13,000 - 15,900	36	3					33				
	16,000 - 19,900	15	5					10				
	20,000 - 24,900	20	16					4				
	25,000 - 32,900	4	4									
	33,000 - PLUS											
Skilled Craft	\$ 6,099											
	10,000- 12,900											
	13,000- 15,900											
	16,000- 19,900	146	141	4			1					
	20,000- 24,900	28	28									
	25,000- 32,900	24	24									
	33,000 - PLUS											
Service/ Maint.	\$ 6,099											
	10,000- 12,900	17	14	1		1		1				
	13,000- 15,900	166	154	1		1	1	7				
	16,000- 19,900	1,418	1,370	9		13	1	23				
	20,000- 24,900	117	116					1				
	25,000- 32,900	14	14									
	33,000- PLUS											

NON-COMPLEMENT FIGURES

Officials/Admin.												
Professionals	15	8						7				
Technicians	25	20				1		4				
Protective Serv.												
Para Professionals	23	16	2					5				
Office/Clerical	98	11	2					83	1	1		
Skilled Craft	4	4										
Service Maint.	309	159	9		20	3	12	94	3	3		6

NEW HIRES

Professionals	7	6	1									
Technicians	6	5						1				
Office/Clerical	64	3			1	1		58	1			
Skilled Craft	2	2										
Service Maint.	62	58	1					3				

EVALUATION

Progress on Objectives for FY 1982-83

Reports

1. Calculation of Adverse Impact on Hires, Promotions, Terminations, and Training.

You have received a report calculating the adverse impact for hires, and promotions. You also have a listing of separations with a breakdown by race and sex of the reasons for leaving. All involuntary terminations are explained in a separate attachment. The exit interviews we received were analyzed by sex and by reason for leaving.

2. Posting of Disparities on Bulletin Boards

This has been accomplished.

Studies

1. Internal Affirmative Action Program Qualitative Analysis

Last fall we began to design an audit mechanism and did not complete it since it was determined that FHWA did not require more than the applicant tracking system we already had in operation. However, the Central Office Affirmative Action Committee has requested one and so we are currently designing one which will be complete the end of July.

2. To Study Revisions of Harassment Policy

This has been done and a new policy and complaint procedure is available. The changes outline with greater clarity the steps the employee, the supervisor, and the Affirmative Action Manager should take to resolve a complaint.

Training

1. 1st Line Supervisors Training on Vacancy Filling and Complaint Resolution

Was completed in February of 1982.

2. Training in Investigations

It was decided that a private consultant should train our investigators on the proper methods of investigation. This has been delayed until fall due to a request from the Training Office.

3. Revise New Employee Orientation

The State of Minnesota is still in the process of revising the orientation video tapes. I have recommended that a committee be formed to restructure the contents on affirmative action. This will also be an objective for next year.

DEPARTMENT OF TRANSPORTATION

Office Memorandum

TO : Equal Opportunity Council

DATE: July 13, 1982

FROM : Nancy Pfeiler Petracca
Affirmative Action Manager

PHONE: 296-1366

SUBJECT: Affirmative Action Progress Report

	TOTAL DEPT. EMPLOYEES*	FEMALES			MINORITIES			TOTAL
		COMP	NON-COMP	TOTAL	CLERICAL	COMP	NON-COMP	
1978	4932	9.0%	61.5%	10.8%	68.3%	1.8%	12.1%	2.2%
1979	4860	9.0%	61.2%	11.2%	68.0%	2.0%	9.7%	2.3%
1980	4778	9.6%	51.8%	11.6%	70.0%	2.3%	6.2%	2.4%
1981	4596	9.5%	50.8%	11.2%	70.0%	2.4%	5.1%	2.5%
1982	4602	9.2%	38.7%	11.2%	71.0%	2.3%	8.0%	2.7%

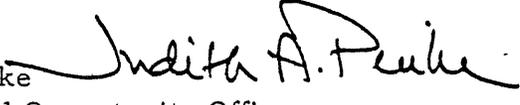
* - Figures are as of the end of April of each year. Numbers of women and minorities are significantly higher during the summer construction season.

DEPARTMENT OF TRANSPORTATION

Office Memorandum

TO : All Supervisors

DATE: July 27, 1982

FROM : Judith A. Pinke 
Mn/DOT Equal Opportunity Officer

PHONE: 612/296-3005

SUBJECT: 1982-83 Affirmative Action Plan Summary

Accomplishments

1. Hires

Mn/DOT made great progress during the past year. Thirty-eight percent (38%) of all new hires were women and 13% of all new hires were minorities.

2. Promotions

Thirty-one percent (31%) of all promotions were women from a workforce population where there are only 9.2% women. Eleven percent (11%) of all promotions were minorities from a work force population where there are only 2.2% minorities. This can be attributed to the commitment of Mn/DOT's top management to the affirmative action concept of correcting for discrimination which may have occurred in the past against women, minorities, handicapped, and veterans of the Vietnam conflict. The effort was also assisted by the new identification of protected applicants on lists of eligible applicants.

3. Layoffs

Fortunately, only forty-two people were laid off instead of the hundreds we had anticipated. Of the 42, two are female, none are minorities, four are handicapped and two are Vietnam Era veterans. Many of these employees have been recalled and Mn/DOT continues to maintain its commitment to recall those laid off, prevent further lay offs and encourage employees in areas where workload is decreasing to move into areas where the workload is increasing.

4. Highlights

Highlights of 1982 include the promoting of a female Highway Technician, Intermediate and a female Senior Clerk Typist to Management Analyst, the promotion of one female Clerk 4 to Planner, one female Clerk 4 to Research Analyst, and the promotion of a female Executive 1 to Word Processing Manager. We trained about 534 supervisors in the methodology of handling affirmative action complaints.

Goals

1. Background Information

Affirmative action goals are percentages based on census information about the skills of people in the labor pool in the recruiting area where the vacancy exists. Each occupational group, such as clerical, professional, or craft, has goals set for women, minorities, Vietnam Era Veterans and handicapped for each geographic location such as Brainerd or Central Office. If your geographic location has not met the goal for one or more of the protected groups in an occupational category where you have a vacancy, then we say you have a disparity. We keep track of the turnover and the disparity may change quarterly when the figures are compiled.

2. Hiring

Every time a list of certified eligible applicants comes in to the Personnel Office, we check the progress of your area and inform you about the disparity. If more than one protected group is under-represented in your geographic location, we ask you to select any one of the qualified protected applicants. If none of the protected candidates are qualified to do the work, you need not select them, but must explain why they are not qualified. Exceptions may be granted by the Deputy Commissioner. You might be interested to know that at the present time we are concentrating on the following protected groups in the following occupational categories:

<u>Group Least Represented</u>	<u>Occupational Category</u>
Minorities	Professional Supervisory
Women	Professional
Women	Operative
Minorities	Technical
Handicapped	Clerical

These examples were chosen because we hired significant numbers last year and expect some turnover this year. We are striving to meet the goals so that we can return to the luxury of selecting the most qualified rather than qualified applicants for our vacancies. Through your continued cooperation, we will succeed.

The quarterly report on goal progress will be sent to each Office Director, District Engineer, and Assistant Commissioner. If you wish to be sent a personal copy, please let Nancy Petracca know.

Thank you for your continued cooperation, and if you have any comments or concerns, please call me.

Attachment

NEW HIRES & PROMOTIONS REPORT

APRIL, 81 - APRIL, 82

District/Division Total Mn/DOT

OCCUPATIONAL CATEGORY	NEW HIRES			PROMOTIONS		
	TOTAL HIRED	WOMEN	MINORITIES	TOTAL PROM.	WOMEN	MINORITIES
Office/Administrators	1	1	0	10	0	0
Professionals	9	2	0	34	10	6
Technicians	43	15	4	49	12	2*
Protective Service Workers						
Paraprofessionals						
Office/Clerical	67	57	1	51	49	1**
Skilled Craft	3	0	0	11	0	0
Service/Maintenance	515	163	57	88	5	9

Total Hired	-	638	Total Promoted-	243
# of Women	-	238	# of Women	- 74
% of Women	-	37%	% of Women	- 30%
# of Minority	-	61	# of Minority	- 16
% of Minority	-	9.6%	% of Minority	- 7%

*-One of the 2 is a minority woman.

**--This is a minority woman.

Statistics were not collected for Handicapped or Vietnam Veterans.

The Women column consists only of white females. The minority column consists of male and female minorities. We count them only once.

TRAINING Mn/DOT Sponsored

Total	1045	
Minorities	7	.7%
Females	100	10%

Considering most of our minorities are
in Highway Maintenance Worker positions,
this level of training is good.

Analysis of Exit Interviews: Reasons for Leaving Mn/DOT

Occupational Category	SEX		More Money	Return to School	Retirement	Lay off	Child Care	Moving+1
	M	F						
Manager	2	0	1		1			
Professional	4	1	1	1		1	1	1
Technical	4	0	1		1	2		
Operative	5	0			4			1
Office	1	4	2		1	1		1
Craft	2	0			2			
TOTAL	18	5	5	1	9	4	1	3

The figures above represent only those employees who completed Exit Interviews.

Separations 243 Total

1. Resignations 95
 67 White Males
 24 White Females
 2 Minority Males
 2 Minority Females

2. Dismissals 11
 6 White Males
 2 White Females
 2 Minority Males
 1 Minority Females

(See attached list of reasons
 for involuntary terminations)

3. Deaths 19
 17 White Males
 2 White Females

4. Retirements 101
 94 White Males
 7 White Females

5. Transfers to Other
 Agencies 14
 5 White Males
 8 White Females
 1 Minority Male

6. Promotions to other agencies 3
 1 White Male
 2 White Females

INVOLUNTARY TERMINATIONS

APRIL 20, 1981 - APRIL 20, 1982

Total 11
Females 1 / 9%
Minorities (Male and Female) 3 / 27.2%

Reasons for Involuntary Termination

Richard Maki White Male Janitor Dismissed 06-02-81 Unable to perform satisfactorily	Ricardo Losbanos Asian Male Account Clerk Dismissed 09-29-81 Unsatisfactory Work Performance
--	---

Deborah McKenzie Black Female Clerk Typist Dismissed 09-16-81 Poor attendance	Nanette Lewis White Female Clerk Typist Dismissed 10-06-81 Deficiencies in Work Performance
--	--

Wallace Green White male Info. Director Dismissed 12-01-81 Consistent failure to perform responsibilities of position	Michael Sweeney White Male Hwy. Maint. Wkr. Sr. Dismissed 12-28-81 Forged doctor's statement. Work efforts unsatisfactory.
---	--

Lawrence Anderson White Male Hwy. Maint. Wkr. Sr. Dismissed 01-29-82 Reoccurrence of chemical dependency problem	Craig Kraft White Male Hwy. Maint. Wkr. Dismissed 02-12-82 Poor work habits
--	--

Thomas Shimmin White Male Gen. Rep. Wkr. Dismissed 02-12-82 Absenteeism	Mir S. Ali Asian Male Senior Engineer Dismissed 03-26-82 Attendance
--	--

Jeffrey Weller
White Male Elect. Tech.
Dismissed 03-26-82
Lack of punctuality

Figure 6

PROTECTED CLASSES WITHIN Mn/DOT WORK FORCE

1982

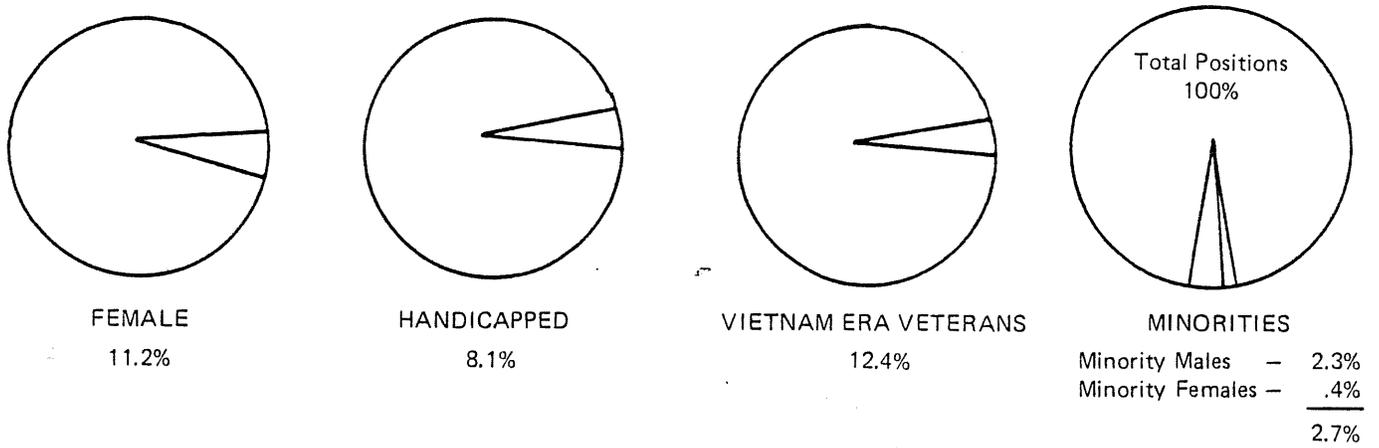


Figure 6, as a series, depicts each of the four protected classes as a percentage of total Mn/DOT positions. Each is considered separately since some overlap exists between protected class category percentages. For example, some handicapped persons may be women; and some Vietnam era veterans may be handicapped, etc.

APPLICANT SUMMARY DATA

AGENCY Minnesota Department of Transportation

DATE October 8, 1982

M A L E

F E M A L E

EEOC CATEGORY	WHITE	MINORITY	HANDICAPPED	VIETNAM VETERAN	WHITE	MINORITY	HANDICAPPED	VIETNAM VETERAN
OFFICIALS/ADMINIST.								
PROFESSIONALS	236	10	5	21	55			
TECHNICIANS	70		5	20	3			
PROTECTIVE SERVICES								
PARAPROFESSIONALS								
OFFICE/CLERICAL	1		1		79	7		7
SKILLED CRAFT	148		5	30				
SERV./MAINT.	325	10	8	30	13			

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STATE HIGHWAY AGENCY

EQUAL EMPLOYMENT PROGRAM REPORT

(FHWA:FHPM 2-2-2)

Region 5
Minnesota Department of Transportation
Richard Braun, Commissioner
September 1982

State Highway Agency EEO Program Report
FHPM 2-2-2

For the purpose of updating this report, most of the information will remain basically the same for Fed. F.Y. 1982-83.

I. ORGANIZATION AND STRUCTURE

A. State Highway Agency EEO Coordinator
(External) and Staff Support

1. The Office of Equal Employment Opportunity Contract Compliance (external) is still located in the Office of Construction and Contract Administration. The Contract Compliance Coordinator reports to the Construction Engineer. This office is a part of the Field Operations Division. The EEO Coordinator is responsible for the administration of the overall external program, which includes the following:
 - a) Scheduling and conducting of contract compliance reviews under FHPM 6-4-1-8.
 - b) Minority business enterprise program (49 CFR Part 23).
 - c) On-the-job training programs (FHPM 6-4-1-2).
 - d) Coordinating the supportive services contract with the St. Paul Urban League.
 - e) Coordinating the expansion of the EEO external programs throughout Mn/DOT.
 - f) Coordinating the administration of Title VI.
 - g) Civil Rights training to Mn/DOT personnel.
 - h) Mediation services between MBE and general contractors.

(Organization charts of Mn/DOT and the EEO Division appear as Attachments 1 and 2.)

2. The EEO Contract Compliance Program continues to be administered by a full-time director and one full time assistant.
3. The director has served in this position since December, 1977. Additional civil rights responsibilities were performed in the Office of the Governor. He also served as State Director of EEO and Assistant Commissioner of State Civil Service, with administrative responsibility over the state's EEO program. He served on the federal Region 5 Midwest EEO Committee for two years. He has also made presentations on Title VI to other state representatives at Federal Highway Administration conferences.

4. Coordination of the compliance review remains the exclusive responsibility of the director. Day-to-day implementation of the programs is delegated to various division directors, managers, and district directors.
5. Staff support for the EEO program includes one full time employee. This person is involved in the scheduling and conducting of compliance reviews, administering the MBE program, preparing federal reports, monitoring supportive service contracts, and preparing statistical information. The EEO Contract Compliance Unit has no direct or immediate clerical support.
6. The EEO Contract Compliance Director reports to the Construction Engineer. The prime responsibility for the implementation of this program would lie with the Commissioner of Mn/DOT. This responsibility is delegated downward through the Deputy Commissioner and the Assistant Commissioner in charge of the division described above (Field Operations, which includes the Office of Construction). (See Attachment 2.)

B. District and Division Personnel

1. Last year (1981), Mn/DOT assigned a specific individual within each respective district to manage EEO responsibilities. They report to the Assistant District Engineer, who in turn reports to the District Engineer. The District Engineers have reportability to the Assistant Commissioner of Field Operations.
2. District EEO personnel have been appointed. These individuals are prepared to serve as EEO Officers along with other responsibilities ranging from positions of administrative secretaries to engineers.
3. Personnel having EEO compliance responsibilities have received some training this year. Particular emphasis was placed on managing the various FHWA reports generated during the year. Other EEO concerns were also addressed.

C. Project Personnel

1. Project personnel will continue to have the lead role on Mn/DOT projects to oversee the implementation of EEO requirements. A project EEO checklist was developed approximately five years ago, and this checklist is used at all pre-construction conferences and at least once during each construction season. A copy of this EEO checklist is usually forwarded to the Central Office EEO Section. Stronger emphasis has been placed on the importance of providing the Central Office with EEO data. It has been emphasized by the Assistant Commissioner of Mn/DOT that tardiness in supplying EEO information can result in

payments being withheld to the contractor. To date, Mn/DOT has not had to use this sanction.

II. COMPLIANCE PROCEDURES

A. Applicable Directives

Items 1 through 4 - no reply necessary.

B. Implementation

1. All Federal Highway Administration Program Manual directives have been incorporated into the Minnesota Department of Transportation Construction Manual, which is the general policy instrument for construction operations. EEO special provisions are set forth in select construction- and maintenance-type proposals. These special provisions are being expanded and modified to address the new directives, as set forth in the Federal Registry, dated March 31, 1980. In selected federal aid construction contracts, on-the-job training special provisions are inserted, utilizing the criteria as approved by the Federal Highway Administration. Minority business specifications are contained in select federal aid construction proposals as it is deemed feasible. The Mn/DOT construction manual is updated as often as is necessary.
2. Mn/DOT compliance personnel will attend as many national and regional workshops and seminars annually to familiarize themselves with new FHWA directives and procedures regarding compliance reviews, supportive services, and minority business enterprises. Mn/DOT staff will be participating in Title VI reviews to be conducted on the following dates: Office of Planning - June 1981 Office of Research and Standards - May 1981, Office of Right of Way - June 1981 and Office of Design - June 1981. As of this report, one (1) Mn/DOT personnel person has participated in the Civil Rights Intermediate Training Course in Homewood, Ill.
3. The contractor is advised of the EEO contract requirements, both prior to the pre-construction conference and during the conference on federal aid contracts containing special provisions. EEO Contract Compliance personnel participate in assuring that the EEO special provisions of the contract are carried out prior to the final award. For pre-construction conferences that EEO personnel cannot be in attendance, a project engineer or project supervisor routinely reviews the contractor's obligations under the guidelines of the Federal Highway Program Manual.

III. ACCOMPLISHMENTS

A. Regular Project Compliance Review Program

1. Number of reviews conducted - 15.
2. Number of contractors reviewed - 17.
- * 3. Number of contractors found in compliance - 15.
4. Number of contractors found in non-compliance - 0.
5. Number of show-cause notices issued - 0.
6. Number of show-cause notices rescinded - 0.
7. Number of show-cause actions still unresolved - 0.
8. Number of follow-up interviews conducted - 2.
- * Two cases are pending at this time.

B. Consolidated Compliance Reviews

1. Mn/DOT participated with FHWA representatives in conducting 2 consolidated reviews during 1981-1982.
2. Mn Contractors appear to be more active in seeking out MBE/WBE participants because of this program.

C. Home-Office Reviews

All home-office reviews were conducted in accordance with Federal Highway Program Manual No. 2-2-3.

D. Major Problems Encountered

1. In many cases, contractors records indicate a high turnover of trainees against the same position. Some union agitation and interference seems to contribute to this. Also, turnover may be because of trainees not being able to get full hour weeks in.
2. Quality reviews have been reduced because of scarcity of big dollar, long-term projects.
3. The problem of training has existed as a stumbling block to the increased proficiency of the EEO Contract Compliance personnel due to budget cuts. Like most states, travel has been provided funding for participation and travel to become better educated in EEO administration.

E. Major Break-throughs

There have been no major break-throughs during Fiscal 1981-82.

IV. AREAWIDE PLAN/HOMETOWN AND IMPOSED (IF APPLICABLE)

Items A through E are not applicable in Minnesota.

V. CONTRACTS SANCTIONS

A. There were no sanctions imposed on any contractors during 1981. In a situation where a sanction would be in order, Mn/DOT will utilize the proceedings spelled out in the Federal Highway Program Manual.

B. Sanctions are taken in accordance with Federal Form PR-1273, Page 2, Section 2, Subsection 3, paragraph (3), which reads as follows:

"Sanctions for non-compliance: In the event of a contractor's non-compliance with the non-discrimination provision of this contract, the State Department of Transportation shall impose such contract sanctions that the Federal Highway Administration may determine to be appropriate, including, but not limited to, (1) withholding of payments to the contractor until the contractor complies and/or (2) cancellation, termination, or suspension of the contract in whole or part."

C. Not applicable at this time.

VI. COMPLIANTS

A. The State's Proceedings in Handling Discrimination Compliants:

1. The complainant is responsible for expressing his grievance to Mn/DOT through either a project engineer, the contractor's EEO officer, or to the EEO Contract Compliance.
2. An investigation is initiated by the EEO Contract Compliance Section.
3. A staff person from the EEO Contract Compliance Section acts as the investigating officer. This person may be accompanied by a representative from the respective office of Federal Highway Administration.
4. All involved parties present their arguments, and the data is recorded.
5. Mn/DOT's EEO Contract Compliance Section assimilates the data and attempts to render a decision that is mutually acceptable to both sides. This recommendation is forwarded to the Federal Highway Administration. The decision or recommendation that is

rendered through Mn/DOT's EEO Contract Compliance Section is either accepted, rejected, or modified by the Federal Highway Administration Division Office and ultimately the regional office of FHWA.

- B. Mn/DOT's EEO Contract Compliance Section did not refer any complaints to the State Human Rights Department or any similar enforcement agency during this report period.
- C. There were no complaints against any contractors holding federal aid highway projects during fiscal year 1981-82.

VII. EXTERNAL TRAINING PROGRAMS, INCLUDING SUPPORTIVE SERVICES

Mn/DOT has continued to utilize the procedures that have been discussed in previous federal assurance reports. In order to attempt to determine a fair and equitable distribution of trainees among the appropriate crafts, an analysis of the type of construction work contemplated, along with other criteria such as the duration of the project, the location, etc., are used for determining the number of trainee slots for training. The decision as to what areas of training will be utilized is left to the contractor and depends upon final approval by Mn/DOT and FHWA. Mn/DOT, along with the AGC and the division office of FHWA, has assembled a training manual with current "commonly used" classifications of crafts for OJT trainees can be utilized. Mn/DOT met the training goals as established by the Washington Office of DOT during 1980. Trainees goals have been reduced for 1982-83 because of the scarcity of work and the lack of need for additional crafts people. The OJT program in its present State seems to serve best as short-term employment for seasonal hiring and often a discounted labor source for cost conscience contractors.

- B. Mn/DOT's major tool for identifying the number of minorities and women that have completed training programs has been the Federal Form 1409 and periodic reports for identifying the distribution of minorities and women in the construction field. Further, Mn/DOT has relied upon survey forms that were designed by Mn/DOT's supportive service contractor, the St. Paul Urban League, to identify trainees and numbers of completions.
- C. The State was able to meet the goal (6.9%) on many of the projects established for the participation of females during this year. Mn/DOT's experience with females participating in training programs on construction jobs indicated that women were still more active in the programs in out-state areas. Probably several factors account for this success.
 - 1. The wages for construction work tend to be much higher than traditional jobs held by women in the out-state areas as well as in many metropolitan vicinities.

2. Many women who have had experience with equipment operations, such as form implements, seem to show an aptitude towards the operative classes.
 3. Many females who had experience driving school buses showed an interest in becoming truck drivers on highway and heavy construction projects.
- D. Under state law, most consultant and contractor projects are required to be advertised on a competitive-bid basis. Minnesota operates on the low-bid award-type system. This was changed somewhat under the new guidelines spelled out in the Federal Register, entitled "Participation by Minority Business Enterprise in the Department of Transportation Programs," dated March 31, 1980. Other than operating exclusively on set-aside programs, the Department of Transportation has gained minority participation in its programs through special provisions within selected contracts. These "special provisions" are designed to provide minorities, small businesses, and female entrepreneurs an opportunity to compete for federally funded projects, both as general and subcontractors. Mn/DOT has renewed a contract with the St. Paul Urban League as the supportive services contractor to provide support in managing the on-the-job training program.
- E. Mn/DOT requires statistical information (quarterly from the supportive services contractor) in a manner that can be analyzed to detect trends. Mn/DOT is able to review the status of training programs by similar reporting periods, as well as on an annual basis. The quarterly reports break the trainees into identifiable parameters so that we can refer to the ethnic group, sex, and job categories in which the trainees are placed.

VIII. MINORITY BUSINESS ENTERPRISE PROGRAM

- A. A minority business enterprise listing is incorporated into all Mn/DOT proposals containing special provision for MBE/WBE participation. Attached to this document is a copy of Mn/DOT's most recent list of participating minority and female contractors. This list is revised quarterly and verifications of continued eligibility are done annually.
- B. The minority business enterprise special provisions requirement, pursuant to federal regulations, have been incorporated into all federal aid proposals where feasible. Prime contractors are asked to provide proof of effort in attempting to contract and recruit minority subcontractors. The most common practice is for general contractors to make their solicitations to potential minority and female subcontractors by registered mail or telephone. Further, prime contractors are requested to make solicitations prior to submitting bids so that prices of the minority and female contractors are incorporated as part of the bid price. The 16 points listed

under 41 CFR 60-4.3 are used to determine a contractor's "good faith" effort on a project.

- C. This requirement appears in the MBE/WBE special provision: Each awardee of a federal aid contract is checked against the master list of those who are filed. In the event the contractor is not registered with the State Human Rights Department, he/she is required to do so prior to the award. The MBE/WBE requirements are contained in all federal aid proposals. Any additional materials that are provided to liaison offices are furnished by Mn/DOT's project engineer or the representative from the Contract Compliance Section during the pre-construction meeting.
- D. Pre-qualifications and/or licensing of contractors is not required in Minnesota.
- E. Not applicable.
- F. Not applicable.
- G. Minnesota is required under state legislation to provide an annual report to the legislature, regarding the progress and results of its minority business enterprise efforts and its small business program. This report is required at the end of each state fiscal year (June 30). Further, the state reports to the Federal Highway Administration the MBE/WBE activities required under the Federal Highway Program guidelines.

IX. LIAISON

The EEO Contract Compliance Section maintains a liaison relationship with other state, county, and municipal agencies and private organizations involved in EEO through active participation on various boards, committees, and subcommittees. During situations where other governmental agencies are involved in programs that are being federally funded with Mn/DOT as the pass-through agency, Mn/DOT personnel are in contact with representatives from those jurisdictions to assure that all federal requirements are being met. All reports become public information and are available to any organization or individuals regarding the activities of the programs operated through Mn/DOT.

X. INNOVATIVE PROGRAMS

Mn/DOT attempted to use a project & field engineers to assist in identifying specific pieces of work that could be set aside for MBE/WBE projects. Hopes were that the projects would be bid by more smaller MBE/WBE contractors either as generals or joint ventures with a prime contractor. Concerns were the MBE get a bond if necessary and whether or not MBE's could bid the projects as primes. As a result of this effort, two projects were identified that were small enough to lend themselves to the alternatives that were described earlier. The result

of the first bid letting was that the most active bidders on the project were MBE trucking firms that are presently doing the bulk of the hauling on Mn/DOT projects. The result of the second project was that one MBE firm joint ventured with a major-sized prime contractor. The conclusion of this attempt was that a special effort in this manner was not particularly successful in reaching those smaller MBE/WBE firms who have complained about being left out of the mainstream of the construction program in Minnesota.

MINNESOTA DEPARTMENT OF TRANSPORTATION

CONTRACTS AND SUBCONTRACTS WITH MINORITY/WOMEN BUSINESS ENTERPRISES

	<u>1978</u>	<u>1979</u>	<u>1980</u>	<u>1981</u>	<u>* 1982</u>
CONSULTANT AGREEMENTS	\$ 211,010	\$ 139,867	\$ 99,229	\$ 140,604	\$ 40,000
CONSTRUCTION CONTRACTS	<u>3,313,874</u>	<u>5,019,905</u>	<u>8,419,280</u>	<u>9,743,038</u>	<u>19,519,681</u>
TOTALS	<u>\$3,524,884</u>	<u>\$5,159,772</u>	<u>\$8,518,509</u>	<u>\$9,883,642</u>	<u>\$19,559,681</u>
% CHANGE	225%	146%	165%	116%	<u>198%</u>
NO. OF CONTRACTS	48	47	50	51%	<u> </u>

* \$10,676,504 Minority Business Enterprise
8,883,177 Women Business Enterprise
\$19,559,681

