STATE OF MINNESOTA

DEPARTMENT OF TRANSPORTATION

Affirmative Action Plan

August 2016 – August 2018

Office of Equity & Diversity
395 John Ireland Boulevard
St. Paul, MN 55155-1800

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MINNESOTA DEPARTMENT OF TRANSPORTATION
AFFIRMATIVE ACTION PLAN 2016-2018

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I. EXECUTIVE SUMMARY

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

Table 1: Underutilization Analysis of Protected Groups

<table>
<thead>
<tr>
<th>Job Categories</th>
<th>Women</th>
<th>Racial/Ethnic Minorities</th>
<th>Individuals with Disabilities</th>
</tr>
</thead>
<tbody>
<tr>
<td>Officials and Administrators</td>
<td>XX</td>
<td></td>
<td>XX</td>
</tr>
<tr>
<td>Professionals</td>
<td>XX</td>
<td></td>
<td>XX</td>
</tr>
<tr>
<td>Office/Clerical</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Technicians</td>
<td>XX</td>
<td></td>
<td>XX</td>
</tr>
<tr>
<td>Skilled Craft</td>
<td>XX</td>
<td>XX</td>
<td>XX</td>
</tr>
<tr>
<td>Service Maintenance</td>
<td>XX</td>
<td>XX</td>
<td>XX</td>
</tr>
</tbody>
</table>

Once approved, information about how to obtain or view a copy of this plan will be provided to every MnDOT employee. Our intention is that every employee is aware of MnDOT’s commitments to affirmative action and equal employment opportunity. The plan will also be posted on MnDOT’s internal and external website and will be maintained in the Office of Equity & Diversity.

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

[Signatures and dates]
II. STATEMENT OF COMMITMENT

This statement reaffirms MnDOT’s commitment to Minnesota’s statewide affirmative action efforts and providing equal employment opportunities to all employees and applicants in accordance with equal opportunity and affirmative action laws.

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

• No individual shall be discriminated against in the terms and conditions of employment, HR hiring practices, or access to and participation in programs, services, and activities with regard to race, color, national origin, creed, religion, age, disability, sex, gender, sexual orientation, genetic information, familial status, marital status, status with regard to public assistance, or membership/activity in a local human rights commission.

• MnDOT is committed to the implementation of the affirmative action policies, programs, and procedures included in this plan to ensure that employment practices are free from discrimination. Employment practices include, but are not limited to, the following: hiring, promotion, demotion, transfer, recruitment and/or recruitment advertising, layoff, disciplinary action, termination, rates of pay and/or other forms of compensation, and selection for training, including apprenticeship. Reasonable accommodations will be provided to employees and applicants with disabilities.

• MnDOT will continue to actively promote a program of affirmative action, wherever minorities, women, and individuals with disabilities are underrepresented in the workforce, and work to retain all qualified and talented employees, including employees from protected groups.

• MnDOT will evaluate its efforts, including those of its directors, managers, and supervisors, in promoting equal opportunity and achieving affirmative action objectives contained herein. In addition, MnDOT will expect all employees to perform their job duties in a manner that promotes equal opportunity to all.

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

[Signature]
Commissioner of Transportation

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

A. Commissioner of Transportation
Charles Zelle, Commissioner

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

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

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

Accountability:
The Commissioner of Transportation is accountable directly to the Governor and indirectly to the Commissioner of Minnesota Management and Budget (MMB) on matters pertaining to equal opportunity and affirmative action.
B. Affirmative Action Officer or Designee

Rosemarie Merrigan, Acting Director of the Office of Equity & Diversity (OED)

Responsibilities:
The Affirmative Action Officer or designee is responsible for implementation of the policies contained in the Affirmative Action Plan, and oversight of MnDOT’s compliance with equal opportunity and affirmative action laws.

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

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

Accountability:
The Affirmative Action Officer is accountable directly to MnDOT’s Chief of Staff and indirectly to the Commissioner of Transportation on matters pertaining to affirmative action and equal opportunity.
C. Americans with Disabilities Act Coordinator or Designee

Rosemarie Merrigan, Acting Director of the Office of Equity & Diversity (OED)

Responsibilities:
The Americans with Disabilities Act (ADA) Coordinator or designee is responsible for the oversight of MnDOT's compliance with the Americans with Disabilities Act Title I – Employment and Title II – Public Services, in accordance with the Americans with Disabilities Act – as amended, the Minnesota Human Rights Act, and Executive Order 96-09.

Duties:
The duties of the ADA Coordinator or designee include, but are not limited to, the following:

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

Accountability:
The Affirmative Action Officer is accountable directly to MnDOT's Chief of Staff and indirectly to the Commissioner of Transportation on matters pertaining to affirmative action and equal opportunity.
D. Human Resources Director or Designee  
Karin van Dyck, Human Resources Director

Responsibilities:
The Human Resources Director or designee is responsible for ensuring equitable and uniform administration of all Human Resources (HR) policies including taking action to remove barriers to equal employment opportunity with MnDOT.

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

- Provide leadership to human resources staff and others to ensure HR decision-making processes adhere to equal opportunity and affirmative action principles;
- Ensure, to the extent possible, development and utilization of section criteria that is objective, uniform, and job-related;
- Initiate and report on specific program objectives contained in the Affirmative Action Plan;
- Ensure a pre-hire review process is implemented and receives support from directors, managers, and supervisors;
- Include the Affirmative Action Officer or designee in the decision-making process regarding HR actions involving protected group members, including hiring, promotion, disciplinary actions, reallocation, transfer, termination, and department and division-wide classification studies;
- Include responsibility statements for supporting affirmative action, equal opportunity, diversity, and/or cultural responsiveness in position descriptions and annual objectives;
- Assist in recruitment and retention of individuals in protected groups, and notify directors, managers, and supervisors of existing disparities;
- Make available to the Affirmative Action Officer or designee and ADA Coordinator or designee all necessary records and data necessary to perform duties related to equal opportunity and affirmative action.

Accountability:
The Human Resources Director is accountable directly to the Assistant Commissioner of MnDOT's Corporate Services Division and indirectly to the Commissioner of Transportation.
E. Directors, Managers, and Supervisors

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

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

- Assist the Affirmative Action Officer or designee in identifying and resolving problems and eliminating barriers which inhibit equal employment opportunity;
- Communicate MnDOT's affirmative action policy to assigned staff;
- Carry out supervisory responsibilities in accordance with the equal employment opportunity and affirmative action policies embodied in this plan;
- Maintain a consistent standard within the workforce so that employees are evaluated, recognized, developed, and rewarded on a fair and equitable basis;
- Include responsibility statements for supporting affirmative action, equal opportunity, diversity, and/or cultural responsiveness in staff position descriptions and annual objectives;
- Provide a respectful and inclusive work environment;
- Refer complaints of discrimination and harassment to the appropriate parties;
- Identify and refer ADA issues to the ADA Coordinator or designee.

Accountability:
Directors, managers, and supervisors are accountable directly to their designated supervisor and indirectly to the Commissioner of Transportation.
F. All Employees

Responsibilities:
All employees are responsible for conducting themselves in accordance with MnDOT’s equal opportunity and Affirmative Action Plan and policies.

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

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

Accountability:
Employees are accountable directly to their designated supervisor and indirectly to the Commissioner of Transportation.
IV. COMMUNICATION OF THE AFFIRMATIVE ACTION PLAN

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

A. Internal Methods of Communication

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

- MnDOT’s Affirmative Action Plan is available to all employees on the Office of Equity & Diversity Web Page of MnDOT’s internal website at http://ihub.dot.state.mn.us or in print copy to anyone who requests it. The plan will be made available in alternative formats as requested.

- Nondiscrimination and equal opportunity statements and posters are prominently displayed and available in areas frequented and accessible to all employees.

B. External Methods of Communication

- MnDOT’s Affirmative Action Plan is available on the Equal Employment Opportunity Web Page of MnDOT’s external website at http://www.dot.state.mn.us or in print copy to anyone who requests it. The plan will be made available in alternative formats as requested.

- MnDOT’s website homepage, letterhead, publications, and all job postings will include the statement “an equal opportunity employer”.

- Nondiscrimination and equal opportunity statements and posters are prominently displayed and available in areas frequented and accessible to members of the public. Examples of posters displayed include: Equal Employment Opportunity is the Law, Employee Rights under the Fair Labor Standards Act, and the Americans with Disabilities Act Notice to the Public.
It is the policy of the State of Minnesota to prohibit harassment of its employees based on race, color, national origin, creed, religion, age, disability, sex, gender, sexual orientation, genetic information, familial status, marital status, status with regard to public assistance, or membership/activity in a local human rights commission. This prohibition with respect to harassment includes both overt acts of harassment and those acts that create a negative work environment.

Any employee subjected to such harassment should file a complaint internally with MnDOT’s Affirmative Action Officer or designee. If the employee chooses, a complaint can be filed externally with the Minnesota Department of Human Rights (MDHR), the Equal Employment Opportunity Commission (EEOC), or through other legal channels. These agencies have time limits for filing complaints, so individuals should contact the agencies for more information. In extenuating circumstances, the employee should contact the State Affirmative Action Program Coordinator in the Office of Equal Opportunity and Diversity at Minnesota Management and Budget (MMB) for information regarding the filing of a complaint. Any unintentional or deliberate violation of this policy by an employee will be cause for appropriate disciplinary action.

Each employee is responsible for the application of this policy. This includes initiating and supporting programs and practices designed to develop an understanding, acceptance, commitment, and compliance within the framework of this policy. All employees must be informed that harassment is unacceptable behavior. The Affirmative Action Officer or designee will be expected to keep MnDOT and its employees apprised of any changes in the law or its interpretation regarding this form of discrimination. The Affirmative Action Officer or designee is also responsible for:

- Notifying all employees and applicants of this policy; and
- Informing all employees of the complaint procedure and ensuring that all complaints are investigated promptly and carefully.

Definitions:

Discriminatory harassment is any behavior based on protected class status which is not welcome, which is personally offensive, which, therefore, may affect morale and interfere with the employee’s ability to perform their job functions. For example, harassment based on national origin has been defined by the U.S. Equal Employment Opportunity Commission as “ethnic slurs and other verbal or physical conduct relating to an individual’s national origin”.

Definitions:
Sexual harassment has also been specifically defined by the Minnesota Human Rights Act, which states in regards to employment, that:

"Sexual harassment" includes unwelcome sexual advances, requests for sexual favors, sexually motivated physical contact or other verbal or physical conduct or communication of a sexual nature when:

- Submission to that contact or communication is made a term or condition, either explicitly or implicitly, of obtaining employment;
- Submission to or rejection of that conduct or communication by an individual is used as a factor in decisions affecting that individual's employment; or
- That conduct or communication has the purpose or effect of substantially interfering with an individual's employment, and in the case of employment, the employer knows or should have known of the existence of the harassment and failed to take timely and appropriate action.

It is possible for discriminatory harassment to occur:

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

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

Varying degrees of discriminatory harassment violations can occur and require differing levels of progressive discipline. Individuals who instigate harassment are subject to serious disciplinary actions up to and including suspension, demotion, transfer, or termination. Additionally, inappropriate behaviors that do not rise to the level of discriminatory harassment, but are none the less disruptive, should be corrected early and firmly in the interests of maintaining a barrier-free work place. Individuals who participate in inappropriate behaviors at work are also subjected to disciplinary actions.

Any employee or applicant who believes they have experienced discrimination or harassment based on race, color, national origin, creed, religion, age, disability, sex, gender, sexual orientation, genetic information, familial status, marital status, status with regard to public assistance, or membership/activity in a local human rights commission may file a complaint of discrimination.

Complaints of discrimination or harassment can be filed using the internal complaint procedure included in this Affirmative Action Plan.
The Minnesota Department of Transportation has established the following discrimination/harassment complaint procedure to be used by all employees and applicants. Coercion, reprisal, or intimidation against anyone filing a complaint or serving as a witness under this procedure is prohibited.

Responsibility of Employees:
All employees shall respond promptly to any and all requests by the Affirmative Action Officer or designee for information and for access to data and records for the purpose of enabling the Affirmative Action Officer or designee to carry out responsibilities under this complaint procedure.

Who May File:
Any employee or applicant who believes they have been discriminated against or harassed by reason of race, color, creed, religion, national origin, sex, gender, genetic information, marital status, familial status, status with regard to public assistance, membership or activity in a local human rights commission, disability, sexual orientation, or age may file a complaint. Employees who are terminated are encouraged to file their internal complaint prior to their actual separation; however, complaints will be taken for a reasonable period of time subsequent to the actual separation date.

Complaint Procedure:
The internal complaint procedure provides a method for resolving complaints involving alleged violations of MnDOT’s policy prohibiting discrimination and harassment. Employees are encouraged to use this internal complaint process. Retaliation against a person who has filed a complaint either internally or through an outside enforcement agency or other legal channel is prohibited. Employees may contact MnDOT’s Office of Equity & Diversity (OED) at 651/366-4725 for more information.

Filing Procedures:
1. Employees may make complaints verbally or in writing. Employees are encouraged to file a complaint within a reasonable period of time after becoming aware that a situation may involve discrimination.

2. The Affirmative Action Officer or designee determines if the complaint falls under the purview of the Office of Equity & Diversity, i.e., the complainant is alleging discrimination on the basis of race, color, national origin, creed, religion, age, disability, sex, gender, sexual orientation, genetic information, familial status, marital status, status with regard to public assistance, or membership/activity in a local human rights commission; or if the complaint is of a general personnel concern. The Affirmative Action Officer or designee will assess the allegation and determine the appropriate course of action.
The Affirmative Action Officer or designee may also consider options other than investigation for resolution, such as workplace mediation or facilitated conversations.

- If it is determined that the complaint is not related to discrimination but rather to general personnel concerns, the Affirmative Action Officer or designee will inform the complainant in a timely manner and refer them to the appropriate office.
- If the complaint is related to discrimination, the Affirmative Action Officer or designee will contact all parties named as respondents and outline the basic facts of the complaint in a timely manner.

3. The Affirmative Action Officer or designee shall then investigate the complaint. At the conclusion of the investigation, the Affirmative Action Officer or designee shall review the findings of the investigation and notify the complainants and respondents that the investigation is completed.
   - If there is sufficient evidence to substantiate the complaint, appropriate action will be taken.
   - If insufficient evidence exists to support the complaint, a letter will be sent to the complainants and the respondents dismissing the complaint.

4. A written answer will be provided to the parties within sixty (60) days after the complaint is filed. The complainants will be notified should extenuating circumstances prevent completion of an investigation within sixty (60) days.

5. Disposition of complaints must be filed with MMB within 30 days of the date of determination.

6. All documentation associated with a complaint shall be considered investigative data under the Minnesota Government Data Practices Act. The status of the complaint will be shared with the complainants and respondents. After an investigation is completed and all appeals are exhausted, all documentation is subject to the provisions of the Minnesota Government Data Practices Act.

7. An investigation may include, but is not limited to, the following types of data:
   - Interviews or written interrogatories with all parties involved in the complaint (i.e., complainants, respondents, and their respective witnesses; officials having pertinent records or files, etc.); and
   - All records pertaining to the case (i.e., written, recorded, filmed, or in any other form); and
   - Research and review of pertinent cases, statutes, policies, guidance and regulations.

8. The Affirmative Action Officer or designee shall maintain records of all employee discrimination investigations and any pertinent information or data for three (6) years after a case is closed. All data collected may at some point become evidence in civil or criminal legal proceedings pursuant to state or federal statutes.
VII. REASONABLE ACCOMMODATION POLICY

Policy Statement
The Minnesota Department of Transportation (MnDOT) is committed to adhere to all state and federal laws that prohibit discrimination against qualified individuals with disabilities in all employment practices.

Unless MnDOT can demonstrate that a particular accommodation would impose an undue hardship on the operations of its program(s) or pose a direct threat, reasonable accommodations must be provided to qualified individuals with disabilities when such accommodations directly affect:

- Performing the essential functions of the job; or
- Applying or competing for a job; or
- Enjoying equal benefits and privileges of employment.

Reason for Policy:
- To ensure compliance with all applicable state and federal laws;
- To establish a written and readily accessible procedure regarding reasonable accommodations, including providing notice of this policy on all job announcements and on MnDOT’s website;
- To provide guidance and resources to all employees to ensure timely and appropriate response to all employees regarding accommodations;
- To provide a positive and supportive interactive process regarding accommodations; and
- To provide a timely and thorough review process for individuals prior to the denial of accommodations.

Who needs to know this policy?
- Senior Leadership Team, Office Directors, District Engineers, Managers and Supervisors must ensure that employees comply with this policy;
- All employees must follow the policy and support MnDOT’s efforts and strategies to integrate this policy as it relates to MnDOT’s employment practices; and
- All applicants for MnDOT employment must be informed of this policy.
Procedures

Individuals who may request reasonable accommodations:

- Any MnDOT employee with a qualifying disability who needs a reasonable accommodation to perform the essential functions of his or her position or to enjoy the equal benefits and privileges of employment.
- Any applicant for MnDOT employment with a qualifying disability who needs assistance with the job application, interview and/or selection process.
- A family member, friend, health professional or other representative, on behalf of an employee or applicant with a qualified disability, when an individual is unable to make the request for accommodations. In this case, the applicant or employee will be contacted to confirm the reasonable accommodation request.

MnDOT will comply with the Government Data Practices, Chapter 13, in obtaining or sharing information related to an accommodation. The applicant or employee has the discretion to accept or reject the proposed accommodation.

Submitting a Reasonable Accommodation Request

MnDOT employees or applicants may make a reasonable accommodation request to any or all of the following:

- The immediate supervisor or manager in his or her chain of command;
- Affirmative Action Officer; and/or
- Disability Programs Coordinator; and/or
- Human Resources Office; and/or
- Any agency official with whom applicant has contact in the processing of their employment application.

Time of Request

An individual may request a reasonable accommodation whenever he/she chooses, even if he/she has not previously disclosed the existence of a disability.

Form of Request

An employee and/or applicant needing an accommodation is the person responsible for requesting an accommodation or providing sufficient notice or information to MnDOT that an accommodation is needed.

- A request for accommodation may be made in writing, in person, or verbally;
- The individual requesting an accommodation can use “plain English” and does not have to mention the ADA or use the phrase “reasonable accommodation” or “disability”.
- When a supervisor or manager receives information indicating that an employee is experiencing difficulty performing his or her job due to a medical condition or disability, further inquiry will be required.
The Interactive Process

- The interactive process is a collaborative process between the employee and/or applicant and MnDOT to explore and identify specific reasonable accommodations. See link: Interactive Process Checklist and Reminders. The interactive process is required when:
  - The need for an accommodation is not obvious;
  - Where the medical condition or work requirements change or fluctuate;
  - Where there are questions about the reasonableness of the requested accommodation.
- The interactive process should begin as soon as possible after a request for accommodations is made or the need for accommodations becomes known.
- The process should ensure a full exchange of relevant information and communication between the employee and MnDOT. An individual may request that the Affirmative Action Officer, the Disability Programs Coordinator, or a union representative be present.
- The Affirmative Action Officer shall be consulted when:
  - There are issues, conflicts, or questions that arise during the interactive process; or
  - Prior to denying a request for accommodations.

Denial of Request for Reasonable Accommodations

The supervisor must contact the Affirmative Action Officer for assistance and guidance prior to denying any request for reasonable accommodations. MnDOT may deny a request for reasonable accommodations when:

- The accommodation results in undue hardship or poses a direct threat to the individual or others.
- After a thorough interactive process, no accommodation, including reassignment to a vacant position, will enable the employee to perform the essential functions of the job.

Review in the Event of Denial

- Employees or applicants who are dissatisfied with the decision(s) pertaining to an accommodation request may ask for a review with the Affirmative Action Officer. If the Affirmative Action Officer was the individual handling the accommodation request, he/she may request review from the Chief of Staff within a reasonable period of time.
- If the individual believes the decision is based on discriminatory reasons, he/she may file a complaint internally with the Affirmative Action Officer or externally with an enforcement agency such as the Equal Employment Opportunity Commission (EEOC) or the Minnesota Department of Human Rights.
Agency Request for Medical Information in Connection with a Request for Reasonable Accommodations

When a disability and need for accommodations is reasonably evident or already known, further medical information will not be sought. OED or HR staff may request medical information when:

- The need for an accommodation is not reasonably evident;
- The information submitted by the requestor is insufficient to document the disability or the need for the accommodation(s);
- A question exists as to whether an individual is able to perform the essential functions of a position, with or without a reasonable accommodation;
- A question exists as to whether an employee will pose a direct threat to himself/herself and/or others.

Supervisors and managers should not request medical information or documentation from applicants or employees seeking an accommodation. Only medical documentation specifically related to the employee’s request for an accommodation and the ability to perform the essential tasks of the position will be requested. When medical documentation or information is appropriately requested, an employee must provide it in a timely manner, or MnDOT may deny the reasonable accommodation request. Requesting genetic information is prohibited, as stipulated by the Genetic Information Nondiscrimination Act (GINA) of 2008.

Confidentiality

All medical information obtained in connection with a request for reasonable accommodations must be kept in confidential and secure files which are separate from all other employment files. Employees who obtain or have access to medical records or information are strictly bound by these confidentiality requirements and the Government Data Practices, Chapter 13, Minnesota Government Data Practices Act (MGDPA). If a dispute arises about the confidentiality or the legality of disclosing or refusing to disclose information under the state MGDPA or under federal law, practitioners should consult with the Office of Chief Counsel.

- Medical information may be disclosed on a “need-to-know” basis to OED or HR staff in compliance with applicable laws, court orders and/or with the employee’s written consent.
- Information regarding the employee’s disability, medical records or the need for accommodations will not be disclosed to other employees.
- A supervisor or manager of the employee requesting the accommodation may be told about necessary restrictions regarding the work or duties of the employee and about necessary accommodations but not information about the medical condition or treatment.
- MnDOT must maintain records related to an applicant or employee who has requested reasonable accommodations in compliance with applicable laws and the MnDOT records retention schedule.
Reassignment as an Accommodation

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

The supervisor shall work with the Affirmative Action Officer, HR, and the requestor, in accordance with collective bargaining agreements, to identify vacant MnDOT positions for which the employee may be qualified, with or without reasonable accommodations. Positions which are equivalent to the employee’s current job in terms of pay, status, and other relevant factors will be considered first. If there are none, MnDOT will consider vacant lower level positions for which the individual is qualified.

Consideration of Undue Hardship

A thorough interactive process will be initiated prior to MnDOT making a determination of undue hardship. Determination of undue hardship is made on a case-by-case basis and only after consultation with the Affirmative Action Officer. A determination of undue hardship should consider several factors, including:

- Nature and cost of the accommodation in relation to the office size, resources, and budget;
- The impact the accommodation will have on the operations of the office.

Funding for Reasonable Accommodations

The cost for accommodations is generally paid for by the office or district where the requestor works. Questions regarding funding for reasonable accommodations should be directed to the Affirmative Action Officer.

Definitions

Direct Threat

Direct threat is defined as a significant risk of substantial harm to the health or safety of the individual or others that cannot be eliminated or reduced by reasonable accommodations. The determination that an individual poses a “direct threat” shall be based on an individualized assessment to the individual’s present ability to safely perform the essential functions of the job.

This assessment shall be based on a reasonable medical judgment that relies on the most current medical knowledge and/or the best available objective evidence. In determining whether an individual would pose a direct threat, the factors to be considered include:

- Duration of the risk
- Nature and severity of the potential harm
- Likelihood that potential harm will occur
- Imminence of potential harm
Essential Functions

The essential functions of a position include, but are not limited to, those job duties that are so fundamental to the position that the individual cannot do the job without being able to perform them. A function can be essential if the position exists specifically to perform the function, if there are a limited number of other employees who could perform the function if it were assigned to them, or if the function is specialized and the employee is hired based on his or her ability to perform the function.

Interactive Process

The interactive process by which the individual requesting an accommodation and the supervisor communicate with each other about the request for accommodations and identify:

- The process for determining whether an accommodation will be provided;
- The communication options that are available; and
- The date a decision will be made regarding the accommodation request(s).

Qualified Employee or Applicant with a Disability

- An individual with a physical and/or mental disability that substantially/materially limits one or more major life activities (e.g., caring for one’s self, performing manual tasks, walking, seeing, hearing, speaking, breathing, learning, working, etc.);
- An individual who has a record or history of such impairment, or who is regarded as having such impairment;
- An individual with a disability who satisfies the requisite skill, experience, education, and other job-related requirements of the employment position that the individual holds or desires, and who, with or without reasonable accommodations, can perform the essential functions of the position.

Reasonable Accommodation

A reasonable accommodation is an adjustment or alteration that enables a qualified individual with a disability to apply for a job, perform job duties, and enjoy the benefits and privileges of employment. There are three categories of reasonable accommodations:

1. Modifications or adjustments to a job application process to permit an individual with a disability to be considered for a job (such as providing application forms in alternative formats like large print or Braille).
2. Modifications or adjustments to enable a qualified individual with a disability to perform the essential functions of the job, such as providing a sign language interpreter.
3. Modifications or adjustments that enable employees with disabilities to enjoy equal benefits and privileges of employment.
Undue Hardship

An **undue hardship** is an action that is unduly costly, extensive, substantial, disruptive, or that would fundamentally alter the nature or operation of MnDOT. The Affirmative Action Officer will determine undue hardship based upon several factors, including, but not limited to:

- The nature and cost of the accommodation in relation to the size, available resources, and the nature and structure of the operation, and
- The impact of the accommodation on the nature or operation of MnDOT.

Responsibilities

**Joint Responsibilities of Human Resources, Supervisors, Managers and Directors**

- Actively promote and support MnDOT’s efforts to foster awareness, acceptance and appreciation for inclusion, diversity, affirmative action and reasonable accommodation requirements for qualified persons with disabilities in MnDOT recruitment, employment, selection, promotion and training opportunities.
- Ensure that all applicants and employees have access to this policy and to timely assistance, resources and an interactive process for their accommodation requests.
- Ensure confidentiality of private or sensitive data relative to requests for reasonable accommodations.
- Seek guidance from the Affirmative Action Officer when questions or issues arise about reasonable accommodation requests, confidentiality, the interactive process and the requirements of this policy.
- Promptly notify the Affirmative Action Officer whenever a request for a reasonable accommodation is received and/or approved. Respond promptly to requests for background data and information as requested by the Affirmative Action Officer or Disability Programs Coordinator.

**Affirmative Action Officer and Disability Programs Coordinator**

- Ensure the understanding of and proper implementation of this policy through ongoing communication, training and guidance so that reasonable accommodation requests are responded to in a timely and appropriate manner.
- Ensure that all applicants and employees have access to this policy and to timely assistance, resources and an interactive process for their accommodation requests.
- Review and recommend changes to internal policy, practice and procedures, consistent with best practices and applicable laws.
- Ensure compliance with Minnesota Statute 43A.191 and Executive Order 96-9, which require annual reporting documenting compliance with the Americans with Disabilities Act (1990), the ADA Amendments Act of 2008 and the Minnesota Human Rights Act (MHRA).
MINNESOTA DEPARTMENT OF TRANSPORTATION
AFFIRMATIVE ACTION PLAN 2016-2018

- Ensure confidentiality of private data, including medical records and medical information received in response to reasonable accommodation requests. Such records are to be kept in a separate, confidential and secure location.

Office of Human Resources

In addition to the joint responsibilities listed above:

- Utilize recruitment and selection measures which are flexible, job-related and consistent with business necessity to ensure consideration of qualified employees with disabilities in recruitment and appointment decisions.
- Ensure that reasonable accommodation requests received in association with the application, interview, and selection processes are responded to promptly and appropriately.

Applicants or Employees who want to be considered for Reasonable Accommodations

- Make request for accommodations as set forth in the procedures section of this policy to any of the following:
  - The immediate supervisor or manager in the chain of command;
  - Affirmative Action Officer; and/or
  - Disability Programs Coordinator; and/or
  - Human Resources Office; and/or
  - Any MnDOT employee or staff member with whom applicant has contact in the processing of their employment application.
- Where additional information is needed to consider the request for accommodations, respond in a timely manner to requests for supporting documentation from the Affirmative Action Officer or the Disability Programs Coordinator.
- Actively participate in the interactive process, if applicable.

Related Information
Rehabilitation Act of 1973, Title 29 USC 701
Americans with Disabilities Act ADA (1990)
Title 29, C.F.R., Part 1630 “Regulations to Implement the Equal Employment Provisions of ADA”
U.S. Equal Employment Opportunity Commission
Genetic Information Nondiscrimination Act (GINA) of 2008
Minnesota Human Rights Act (MHRA)
Family and Medical Leave Act (FMLA)
VIII. EVACUATION PROCEDURES FOR INDIVIDUALS WITH DISABILITIES

MnDOT Central Office (St. Paul, MN):
Emergency Floor Monitors are assigned to each floor of Central Office to assist in the coordination of the building evacuation. These individuals are trained for appropriate response to ensure that employees with mobility-related disabilities have assistance to relocate to a smoke-free or safe area in an emergency.

Each mobility-impaired building occupant will move to the lobby with fire doors closed. If the lobby is smoky, move to a smoke-free area accompanied by an attendant. One attendant should remain with the mobility-impaired person. Once employees have effectively vacated the stairwells, occupants with a mobility disability should relocate to landings for better fire protection and access by emergency personnel. Unless a life-threatening situation exists, the person with a mobility disability and their attendant will not attempt to move down the stairs without the assistance of emergency response personnel.

Weather emergency shelter is within corridor areas when fire doors are closed. Security emergency shelter is the opposite of weather emergency shelter, that is, shelter on the work area side of the fire doors.

Floor plans, emergency floor monitors, and emergency phone numbers can be found by clicking on the following link: http://ihub/co/emergencyground.html.

Evacuation Options:
Individuals with disabilities have four basic evacuation options:

- **Horizontal Evacuation**: Using building exits to the outside ground level or going into unaffected wings of multi-building complexes;

- **Stairway Evacuation**: Using steps to reach ground level exits from building;

- **Shelter in Place**: Unless danger is imminent, remain in a room with an exterior window, a telephone, and a solid or fire resistant door. If the individual requiring special evacuation assistance remains in place, they should dial 911 immediately and report their location to emergency services, who will in turn relay that information to on-site responders. The shelter in place approach may be more appropriate for sprinkler protected buildings where an area of refuge is not nearby or available. It may be more appropriate for an individual who is alone when the alarm sounds; and/or

- **Area of Rescue Assistance**: Identified areas that can be used as a means of egress for individuals with disabilities. These areas, located on floors above or below the building's exits, can be used by individuals with disabilities until rescue can be facilitated by emergency responders.
Evacuation Procedures for Individuals with Mobility, Hearing, and Visual Disabilities:

Individuals with disabilities should adhere to the following procedures:

- **Mobility Disabilities (individuals who use wheelchairs or other personal mobility devices - “PMDs”):** Individuals using wheelchairs should be accompanied to an area of rescue assistance by an employee or shelter in place when the alarm sounds. The safety and security staff will respond to each of the areas of rescue assistance every time a building evacuation is initiated to identify the individuals in these areas and notify emergency responders how many individuals need assistance to safely evacuate.

- **Individuals with mobility-related disabilities (individuals who do NOT use wheelchairs or scooters):** Individuals with mobility-related disabilities, who are able to walk independently, may be able to negotiate stairs in an emergency with minor assistance. If danger is imminent, the individual should wait until the heavy traffic has cleared before attempting the stairs. If there is no immediate danger (detectable smoke, fire, or unusual odor), the individual with a disability may choose to wait at the area of rescue assistance until emergency responders arrive to assist them.

- **Individuals with Hearing Disabilities:** MnDOT’s buildings are equipped with fire alarm horns/strobes that sound the alarm and flash strobe lights. The strobe lights are for individuals who are deaf and/or hard-of-hearing. Individuals with hearing disabilities may not notice or hear emergency alarms and will need to be alerted of emergency situations.

- **Individuals with vision-related disabilities:** MnDOT’s buildings are equipped with fire alarm horns/strobes that sound the alarm and flash strobe lights. The horn will alert individuals who are blind or have visual disabilities of the need to evacuate. Most individuals with visual disabilities will be familiar with their immediate surroundings and frequently traveled routes. Since the emergency evacuation route is likely different from the common traveled route, individuals with visual disabilities may need assistance in evacuating. The assistant should offer assistance, and if accepted, guide the individual with a visual disability through the evacuation route.

Severe Weather Evacuation Options:

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

- **Horizontal Evacuation:** If located on the ground or basement floor, severe weather shelter areas are located throughout each floor;

- **Elevator Evacuation:** If there are no safe areas above the ground floor, the elevator may be used to evacuate to the ground or basement levels; and/or

- **Shelter in Place:** Seeking shelter in a designated severe weather shelter and remaining there until the ‘all clear’ is used.
Individual incident command staff and resource contacts will be maintained by each district and reviewed annually so information is current and accurate. When identifying contacts for the primary individuals to fill these positions, districts will also identify first and second alternate staff members to fill the roles as needed.

If additional assistance is needed in an emergency, please contact any of the following individuals to request the type of assistance you may need:

<table>
<thead>
<tr>
<th>Central Office</th>
<th>Phone</th>
<th>E-mail Address</th>
</tr>
</thead>
<tbody>
<tr>
<td>Todd Haglin, Statewide Emergency Management &amp; Safety Manager</td>
<td>651/366-3079 (desk) 651/775-3661 (cell)</td>
<td><a href="mailto:todd.haglin@state.mn.us">todd.haglin@state.mn.us</a></td>
</tr>
<tr>
<td>Keith Juliar, Statewide Safety Director</td>
<td>651/366-3039 (desk) 612/219-4559 (cell)</td>
<td><a href="mailto:keith.juliar@state.mn.us">keith.juliar@state.mn.us</a></td>
</tr>
<tr>
<td>Kip Knudson, Safety</td>
<td>651/366-3363 (desk) 651/200-8391 (cell)</td>
<td><a href="mailto:kip.kudson@state.mn.us">kip.kudson@state.mn.us</a></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Outstate</th>
<th>Phone</th>
<th>E-mail Address</th>
</tr>
</thead>
<tbody>
<tr>
<td>D1 (Duluth/Virginia) – Steve Pecharich</td>
<td>218/725-2776 (desk) 218/390-2146 (cell)</td>
<td><a href="mailto:steve.pecharich@state.mn.us">steve.pecharich@state.mn.us</a></td>
</tr>
<tr>
<td>D2 (Bemidji/Crookston) – Rod Starkey</td>
<td>218/755-6566 (desk) 218/766-6731 (cell)</td>
<td><a href="mailto:rodney.starkey@state.mn.us">rodney.starkey@state.mn.us</a></td>
</tr>
<tr>
<td>D3 (Baxter/St. Cloud) – Lisa Dumont</td>
<td>218/828-5713 (desk) 320/493-2466 (cell)</td>
<td><a href="mailto:lisa.dumont@state.mn.us">lisa.dumont@state.mn.us</a></td>
</tr>
<tr>
<td>D4 (Detroit Lakes/Morris) – Kohl Skalin</td>
<td>218/846-3637 (desk) 218/849-6105 (cell)</td>
<td><a href="mailto:kohl.skalin@state.mn.us">kohl.skalin@state.mn.us</a></td>
</tr>
<tr>
<td>D6 (Rochester/Owatonna) – Troy Hollasch</td>
<td>507/286-7615 (desk) 507/273-2059 (cell)</td>
<td><a href="mailto:troy.hollasch@state.mn.us">troy.hollasch@state.mn.us</a></td>
</tr>
<tr>
<td>D7 (Mankato/Windom) – Rebecca Albrecht</td>
<td>507/304-6126 (desk) 507/381-5710 (cell)</td>
<td><a href="mailto:rebecca.l.albrecht@state.mn.us">rebecca.l.albrecht@state.mn.us</a></td>
</tr>
<tr>
<td>D8 (Willmar/ Marshall/ Hutchinson – Mark Pierskalla</td>
<td>320/214-6381 (desk) 320/894-7412 (cell)</td>
<td><a href="mailto:mark.pierskalla@state.mn.us">mark.pierskalla@state.mn.us</a></td>
</tr>
<tr>
<td>Metro – Julie Libonate, Safety Supervisor</td>
<td>651/234-7427 (desk) 651/775-2231 (cell)</td>
<td><a href="mailto:julie.libonate@state.mn.us">julie.libonate@state.mn.us</a></td>
</tr>
</tbody>
</table>
A copy of MnDOT's weather and emergency evacuation plans in the respective locations can be found by clicking on the following links:

<table>
<thead>
<tr>
<th>Location</th>
<th>Links to Weather and Emergency Evacuation Plans</th>
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<tbody>
<tr>
<td>District 1 (Duluth/Virginia)</td>
<td><a href="http://ihub/d1/safety/index.html">http://ihub/d1/safety/index.html</a></td>
</tr>
<tr>
<td>District 2 (Bemidji/Crookston)</td>
<td><a href="http://ihub/d2/safety/safety.html">http://ihub/d2/safety/safety.html</a></td>
</tr>
<tr>
<td>District 3 (Baxter/St. Cloud)</td>
<td><a href="http://ihub/d3/safety.html">http://ihub/d3/safety.html</a></td>
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<tr>
<td>District 7 (Mankato/Windom)</td>
<td><a href="http://ihub/d7/safety/docs/emergencyactionplan_mankato_windom.pdf">http://ihub/d7/safety/docs/emergencyactionplan_mankato_windom.pdf</a></td>
</tr>
<tr>
<td>District 8 (Willmar/Hutchinson/ Marshall)</td>
<td><a href="http://ihub.dot.state.mn.us/d8/safety/emergencyplans/index.html">http://ihub.dot.state.mn.us/d8/safety/emergencyplans/index.html</a></td>
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</tbody>
</table>
                           Emergency Actions: [http://ihub/metro/hr/safety/emerg_emp_actions.pdf](http://ihub/metro/hr/safety/emerg_emp_actions.pdf)  
IX. GOALS AND TIMETABLES

Through the utilization analysis, MnDOT has determined which job categories are underutilized for women, racial/ethnic minorities, and/or individuals with disabilities and has set the following hiring goals for the next two years (Reference Table 2).
### Table 2: Underutilization Analysis and Hiring Goals for 2016-2018

The 2nd, 3rd, and 4th columns of the chart below show the number of underutilized individuals of each protected group in each job category at MnDOT. The 5th, 6th, and 7th columns show the agency’s hiring goals for each group in each category.

The hiring goals for 2016-2018 were established taking into account future retirements, separations, hiring practices, and internal and external availability in all job categories.

<table>
<thead>
<tr>
<th>Job Categories</th>
<th>Women</th>
<th>Racial/Ethnic Minorities</th>
<th>Individuals With Disabilities</th>
<th>Women</th>
<th>Racial/Ethnic Minorities</th>
<th>Individuals With Disabilities</th>
</tr>
</thead>
<tbody>
<tr>
<td>Officials/Administrators</td>
<td>3</td>
<td>0</td>
<td>2</td>
<td>3</td>
<td>2</td>
<td>2</td>
</tr>
<tr>
<td>Professionals</td>
<td>182</td>
<td>0</td>
<td>18</td>
<td>50</td>
<td>20</td>
<td>20</td>
</tr>
<tr>
<td>Office/Clerical</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Technicians</td>
<td>4</td>
<td>0</td>
<td>36</td>
<td>25</td>
<td>10</td>
<td>40</td>
</tr>
<tr>
<td>Skilled Craft</td>
<td>17</td>
<td>9</td>
<td>12</td>
<td>2</td>
<td>3</td>
<td>3</td>
</tr>
<tr>
<td>Service Maintenance</td>
<td>36</td>
<td>81</td>
<td>63</td>
<td>20</td>
<td>50</td>
<td>20</td>
</tr>
</tbody>
</table>
Availability:
MnDOT determined the recruitment area to be statewide for all job categories. In conducting its underutilization analysis, MnDOT used the two-factor analysis. MnDOT determined it was best to use this type of analysis to show a comparison of the actual employment of women, minorities, and individuals with a disability with their relative availability in the applicable job groups.

The student recruitment programs offered at MnDOT have significantly increased MnDOT's employment of minority, women and individuals with disabilities, and have given individuals learning and employment opportunities, providing academic development and exposure to MnDOT as a potential employer upon completion of their educational goals.

Women:
The population of women at MnDOT has improved in the Officials/Administrators, Professionals, Technicians, Skilled Craft, and Service Maintenance job categories and has stayed the same in the Office/Clerical job category. The following factors have contributed to this improvement:

- Increased individual coaching to managers/supervisors regarding the hiring and selection processes
- An increase in hiring from previous Affirmative Action Plan years

Minorities:
The population of minorities at MnDOT has stayed the same in the Officials/Administrators, Professionals, Office/Clerical, and Technicians job categories and has not improved in the Skilled Craft and Service Maintenance job categories.

Most MnDOT positions in the 'Skilled Craft' job category are difficult to fill given the specialized knowledge and skills needed to compete for these positions. MnDOT is researching "Grow Our Own" programs in the 'skilled craft' area for jobs that are difficult to fill and require specialized knowledge and skills. Such a program may allow MnDOT to invest in individuals seeking employment who have the aptitude, desire, and motivation to do specialized work.

Individuals with Disabilities:
The population of individuals with disabilities has improved in the Officials/Administrators, Professionals, Technicians, Skilled Craft, and Service Maintenance job categories and has stayed the same in the Office/Clerical job category.

The State of Minnesota aspires to be a leader in employing individuals with disabilities and recognizes that to maintain a competitive edge in today's workforce, individuals with disabilities are an integral part of our success in providing responsive services to all Minnesotans.
On August 4, 2014, Governor Dayton signed Executive Order 14-14, providing for 'Increased State Employment of Individuals with Disabilities'. Executive Order 14-14 can be found here.

MnDOT, recognizing that the number of employees who self-disclose their disability status in Sema4 Self Service, as defined by the ADA, is under-reported. In an effort to correctly reflect a more accurate representation, MnDOT conducts a yearly campaign asking employees to review their disability status. Each year, the campaign utilizes methods to educate employees on the definition of a “disability” under the ADA and provides education to employees about confidentiality of such a disclosure. Although the number of employees who self-disclose slightly increases each year, MnDOT does not believe the actual statistic is an accurate representation.

To address the underutilization of individuals with disabilities moving forward, MnDOT will focus on recruitment which directly targets individuals with disabilities by:

1. Deepening relationships with organizations that serve individuals with disabilities to establish effective referral channels
2. Targeting employment opportunities to individuals with disabilities
3. Advertising vacancies in media that reaches and/or represents individuals with disabilities
4. Build a trusting relationship with employees by utilizing MnDOT's disability-related ERG, FUEL, to:
   a. Provide ongoing awareness-building activities to help dispel myths and stereotypes in the workplace
   b. Create structured communication for employees to identify relevant issues and provide recommendations to the Department
   c. Give insight on employee morale
The Minnesota Department of Transportation is committed to expanding its intercultural competence and diversifying its workforce in order to be:

1. Responsive to and trusted by the communities we serve
2. Effective in delivering high quality, dependable, transportation systems
3. Competitive for a highly skilled workforce
4. Supportive of a work environment where all employees feel valued and contribute their best

MnDOT’s Office of Equity & Diversity (OED) is committed to ensuring a workplace where mutual respect and dignity for all individuals is maintained and promoted. OED provides and will continue to provide services in affirmative hiring and promotion, organizational development, complaint resolution, investigation, mediation, language services, reasonable accommodations, and training. Continuing areas of focus involve the following groups:

Objective #1: MnDOT’s Diversity & Inclusion Unified Plan:
To assist the organization in progressing to the next level of diversity and inclusion resulting in an environment that promotes and encourages a diverse workforce to contribute their full potential towards achieving MnDOT’s strategic vision and delivering a high level of service to the public.

Diversity & Inclusion Focus Areas: Leadership Commitment and Involvement; Inclusive Culture and Values; Education and Training; Employee Involvement and Communication; Community Involvement.

Evaluation: This objective was included in the 2014-2016 Affirmative Action Plan. Steady growth has been developed in all Diversity & Inclusion focus areas by:

- Continuing to work with senior leadership on the Executive Inclusion Council to develop cultural competency for MnDOT employees at all levels of the organization. This is done by reviewing and updating practices that have caused unintended barriers for prospective employees and by increasing the number and variety of equity and inclusion trainings available in support of that mission.
- Giving all employees opportunities for professional development by attending educational events and activities that encourage, promote and enhance equity throughout MnDOT.
- Education and training that incorporates a culture of respect and inclusion has increased exponentially. We now have a regular schedule of training opportunities that continue to fill to capacity. Feedback from participants indicates that the work is recognized as important and valued as a required vehicle for managing and supporting change efforts.
- Continuing to work with the Developmental Model of Cultural Sensitivity and the Intercultural Development Inventory (IDI) to design training that supports MnDOT’s Strategic Vision. We have 3 certified IDI administrators on staff who are working employees at all levels of the organization on individual cultural development plans.
Objective #2: Student Opportunities:

MnDOT participates in a number of learning and employment opportunities for college and high school students. Due to the nature of the work at MnDOT, most opportunities are for students in pre-engineering, survey, and Civil Engineering programs.

Evaluation: This objective was included in the 2014-2016 Affirmative Action Plan; however, the Civil Engineering Internship Program has since been added. These student opportunities provide academic development and exposure to MnDOT as a potential employer when making secondary education decisions and/or upon completion of a student’s educational goals. MnDOT has partnering relationships with the University of Minnesota, Center for Transportation Studies (CTS), MnSCU colleges and universities, Minnesota Project Lead the Way (PLTW) schools, STEM education programs, and engineering colleges in the 5-state Midwest area.

Long standing student recruitment programs at MnDOT include:

- **Phoenix Program** – The Phoenix Internship Program is a partnership with MnDOT and MN Project Lead the Way (PLTW) high schools (www.pltw.org) providing internship opportunities for high school senior students enrolled in STEM (Science, Technology, Engineering and Math) courses. Phoenix serves as a feeder program for the Seeds Program if these interns decide to pursue college.

- **Civil Engineering Internship Program** – The Civil Engineering Internship Program provides summer internships to civil engineering students. The program hires the interns through its partnership with the University of Minnesota’s Center for Transportation Studies (CTS) and through other recruitment methods and are located in various locations throughout the State of Minnesota. These internships allow students to participate in hands-on transportation related experience.

- **Seeds Student Worker Program** – Based on the concept of 'growing our own' talent at MnDOT, the Seeds Student Worker Program is a career track program providing student worker job opportunities for minority students, students with a disability, recently separated veteran students, or economically disadvantaged students. Seeds serves as a feeder program for the Graduate Engineer/Land Surveyor program and many other occupations within MnDOT.

- **Grad Engineer / Land Surveyor Program** – The Graduate Engineer and Land Surveyor program is a trainee program designed to recruit, attract, and maintain new graduates of civil engineer, construction engineer, and land surveyor programs while providing comprehensive, professional, on-the-job training and experience.
Employee Resource Groups (ERGs) are groups of employees, often from traditionally underrepresented groups or allies, who meet to support each other in the workplace and to aid the organization on four focus areas: Professional Development, Recruitment, Retention, and Community Outreach. An ally is someone who supports a group other than one's own, such as racial identity, gender or sexual orientation and works towards respectful equitable relationships in the workplace. ERGs are part of MnDOT's larger goal and commitment to be an inclusive workplace.

Evaluation: This objective was included in the 2014-2016 Affirmative Action Plan; however, an additional ERG (Asian ERG) has since been added. Employee Resource Groups continue to be an integral part of MnDOT's workforce by:

- Increasing recruitment efforts to more diverse applicant pools.
- Supporting each other in the workplace and MnDOT. There is a mutual relationship between the organization and the ERGs where the groups share their experiences and knowledge to help MnDOT better understand and manage barriers that exist in the workplace as well as the communities we serve.
- Educating other employees about their communities through lunch and learn events specific to the various cultures.
- Assisting MnDOT in being more inclusive by becoming an ERG member or ally.

There are currently seven (7) Employee Resource Groups at MnDOT, the most recent being the Asian ERG; approximately 180 employees statewide are involved as ERG members. Below are the current ERG successes at MnDOT:

- **African-American**: A group that is dedicated to the interests of employees who self-identify as Black, African, African-American, West Indian, or any African descent, and allies/partners who have a shared interest.

- **Asian**: A group that serves as an employment and information resource for both internal staff and external populations of Asian origin and heritage; and from Asian countries. This ERG aims to promote MnDOT's commitment to diversity and inclusion, its status as a workplace of choice, and overall civic engagement in Minnesota.

- **FUEL – "Fully Utilizing Employees without Labeling"**: FUEL addresses questions and concerns related to disability issues at MnDOT and in the community. FUEL's goal is to reach mutual understanding between individuals with and without disabilities. Doing so improves and strengthens working relationships and fully utilizes the abilities of every employee.

- **Indigenous**: A group that works to provide a healthy level of cultural awareness and history of our unique Indigenous roots in relation to transportation.

- **Q & A - LGBTQ**: A group for MnDOT employees who are lesbian, gay, bisexual, transgender, questioning or queer and their allies. Q & A focuses on providing a safe and respectful work environment for LGBTQ employees and their allies.
Objective #4: Language Services

MnDOT remains committed to providing the following language services, both internally and externally statewide:

Evaluation: This objective was included in the 2014-2016 Affirmative Action Plan and will remain an objective as MnDOT continues to provide services to those with particular communication needs.

- **Foreign Language Interpreting/Translating**
  
  As Minnesota’s population becomes more diverse, the need for quality interpretation and/or translation in many languages continues to grow.

- **Sign Language Interpreting**
  
  We are dedicated to providing quality communication services for the hearing impaired. The State of Minnesota is contracted with Dynamic Communications, working together to provide certified interpreters who are ethical and professional, allowing us to meet the communication preferences of hearing impaired persons (deaf and/or hard of hearing), both internally and externally.

- **Accent Modification**
  
  Speech and language training can help address communication challenges that arise when employees with different accents try to communicate with each other or with the public.

Objective #5: Policy Review & Updates

MnDOT’s Office of Equity & Diversity is responsible for reviewing and updating policies related to Affirmative Action and Equal Employment Opportunity. MnDOT’s Discrimination policy is currently under review and will be updated during the period of this Plan.

Evaluation: This objective was included in the 2014-2016 Affirmative Action Plan. During the previous plan period, the Discrimination Case Manager position was vacant; therefore, policy drafting was delayed. The Office of Equity and Diversity (OED) has drafted a new policy which is currently under final review. The policy will be completed and distributed during this plan period. Once the policy is in effect, OED intends to provide training regarding the new policy.
XI. METHODS OF AUDITING, EVALUATING, AND REPORTING PROGRAM SUCCESS

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

The rules governing statewide affirmative action programs require that methods of auditing, evaluating and reporting program success be established. This includes the establishment of the pre-employment review process for all hiring decisions in EEO4 job categories of which a disparity exists.

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

Any time the hiring authority cannot justify a hire, MnDOT takes a missed opportunity. MnDOT leadership will be asked to justify the missed opportunity. MnDOT will report the number of affirmative and non-affirmative hires as well as missed opportunities to Minnesota Management and Budget on a quarterly basis.

When candidates are offered interviews, employees scheduling interviews will describe the interview format to the candidate so that an applicant with a disability is able to determine whether they may need to request a reasonable accommodation in advance of the interview, allowing them equal opportunity to participate in the interview process.

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

B. Pre-Review Procedure for Layoff Decisions

Determination of Position(s): Per contract, the Commissioner's Staff determines the position(s) in the class or class option, if one exists, and employment condition and work location which is to be eliminated. This information is then delegated to MnDOT's Labor Relations Manager and HR designees to exercise layoff options to the affected employees which are subject to contractual language.

MnDOT's Affirmative Action Officer, in conjunction with the Human Resources Office, shall be responsible for reviewing all pending layoffs to determine the effect on MnDOT's affirmative action goals and timetables.
If it is determined that there is an adverse impact on protected groups, MnDOT will document the reasons why the layoff is occurring, such as positions targeted for layoff, applicable personnel policies or collective bargaining agreement provisions, or other relevant reasons. MnDOT will determine if other alternatives are available to minimize the impact on protected groups.

C. Other Methods of Program Evaluation

MnDOT submits the following compliance reports to Minnesota Management and Budget as part of the efforts to evaluate the affirmative action program:

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

MnDOT also evaluates the Affirmative Action Plan in the following ways:

- Monitors progress toward stated goals by job category;
- Analyzes employment activity (hires, promotions, mobility assignments, and terminations) by job category to determine if there is adverse impact;
- Analyzes compensation program to determine if there are patterns of discrimination;
- Reviews the accessibility of online systems, websites, and ensures that reasonable accommodations can be easily requested; and
- Discusses progress with MnDOT leadership on a periodic basis and makes recommendations for improvement.
XII. RECRUITMENT PLAN

The objective of this recruitment plan is to ensure MnDOT's recruitment programs and efforts are publicly marketed, attract, and obtain qualified applicants, enhance the image of state employment, and to assist in meeting the affirmative action goals to achieve a diverse workforce. The Office of Human Resources Recruitment Unit’s mission is to recruit, develop and retain a highly qualified diverse workforce. We strive to achieve this mission by using a variety of sources to recruit candidates, and by providing a variety of work experiences, and promoting career and personal development.

The Recruitment Unit attended several recruitment events at a cost of $10,495 during the 2014-2016 plan years. This amount is solely registration fees; it does not include expenses of advertising, staff attending the events, mileage, and other logistic expenses.

Below are various recruitment methods or strategies utilized by MnDOT’s recruitment unit during the past year and plans for the upcoming plan years 2016-2018:

A. Advertising Sources

Graystone Advertising is the contract advertiser for State of Minnesota agencies. MnDOT has placed employment ads on an as needed basis for difficult to fill vacancies. Graystone will place ads in local publications as well as diversity publications based on the classification and/or location of a vacancy. Advertising is utilized more in the MnDOT District offices than in the Twin Cities metropolitan area. Our outstate offices have also conducted targeted advertising and participated in recruitment with tribal liaisons and Tribal Employment Rights Offices (TERO) in their geographic area.

MnDOT uses social media and online recruiting as a cost effective advertising resource. Vacancy announcements are place on MnDOT’s Facebook page, the Seeds Facebook page, MnDOT’s Twitter page, and the State of Minnesota LinkedIn page. Online recruiting is being used to source candidates by placing vacancy announcements on job boards such as Monster.com, InDeed.com and on specific college and university school career websites. Both social media and online recruiting have been used to reach a larger demographic of diverse candidates and has been effective to recruit passive, experienced job seekers.

B. Job and Community Fairs

MnDOT Office of Human Resources (OHR), Recruitment Unit is heavily involved in participating in job and career fairs. Listed below are events that were attended by recruitment representatives in FY ’15 and FY ’16.

- 20th Annual American Indian OIC & Takoda Institute Career Fair, American Indian OIC, Mpls
- 20th Annual American Indian Wellness and Resource Fair, American Indian Center, Minneapolis
- 28th Forum on Workplace Inclusion, Minneapolis Convention Center, Minneapolis
- Bois Forte State of the Band Event, Tower
- Comunidades Latinias Unidas en Servicio (CLUES) Career Fair, CLUES Center, Minneapolis
C. College and University Recruitment Events

MnDOT attends college, university, and high school career and internship events on a regular basis. Some college events are selected based on the institution’s diversity demographics or the specialization of studies, such as Civil Engineering. The high school events we attend in partnership with AchieveMPLS and we attend the events at PLTW, civil engineering high schools. We typically attend events at out-of-state universities in our neighboring states of Wisconsin, Iowa, North Dakota, and South Dakota that have an engineering focus. In FY17, MnDOT plans on attending colleges and universities that rank top in the country for civil engineering students such as University of Illinois Champaign Urbana, University of California, Berkeley and Michigan Tech. These schools not only are ranked top in the nation for civil engineering graduates, but they are also culturally diverse. MnDOT district offices participate in events at colleges in their regions also.

Listed below are events that were attended by recruitment representatives in FY ’15 and FY ’16.

- American Society of Civil Engineers Career Fair, Minneapolis
- Center for Transportation Studies Career Fair, Minneapolis
- Dunwoody College Career Fair, Minneapolis
- E- Fest Engineering, Computer Science & Science Career Fair, Duluth
- Engineering Job Fair, Mankato
- Iowa State Engineering Career Fair, Iowa
- Marquette University Career Fair, Milwaukee
- MCTC Job Bank Expo, Minneapolis
- Minnesota Private Colleges Jobs and Internship Fair, Minneapolis
D. Recruitment for Individuals with Disabilities

MnDOT works closely with staff of the MN Department of Employment and Economic Development (DEED), Vocational Rehabilitation Services, to identify and place students with disabilities in student worker positions in the Seeds Student Worker Program. Through this relationship with DEED we have also placed job candidates with disabilities in other jobs in MnDOT.

The MN Community Advisors on Recruitment and Retention Strategies (MnCARRS) also includes DEED representatives, MN Dept. of Veteran’s Affairs, and the US Department of Veteran Affairs with a focus on job opportunities for veterans with disabilities.

There is a close working relationship between MnDOT’s Office of Equity and Diversity (OED) and the OHR Recruitment Unit. This relationship includes partnering at events and in the placement of applicants in MnDOT’s workforce. OHR, Recruitment staff and OED were represented at the MnDOT Disability Resource Fair, MnDOT Central Office, in October 2014 and 2015.

MnDOT’s Office of Equity & Diversity has business cards in alternate formats. The OHR, Recruitment Unit is in the process of acquiring Braille business cards for general recruitment events.
Supported Employment (M.S. 43A.191, Subd. 2(d))

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

E. Relationship Building and Outreach

MnDOT has participated in many efforts to extend our department's support and outreach to diverse communities throughout the state.

AchieveMpls is a non-profit organization which partners with the Minneapolis Public Schools. AchieveMpls' mission and goal is to ensure academic achievement, equitable opportunities, and career and college readiness for all students in the City of Minneapolis. MnDOT's Office of Human Resources (OHR) Recruitment Staff participates throughout the school year in AchieveMpls high school career fairs that included Minneapolis South, Patrick Henry, and Washburn.

AchieveMpls has a summer youth employment program, Step-Up, which connects talented youth with employers to provide 10 weeks of paid summer employment. Step-Up Achieve also collaborates with Minneapolis EMERGE to fill positions that we call Summer Only Phoenix Interns (SOPi). The mission of EMERGE, through the investment in people, develops human capital by connecting economically disadvantaged individuals with summer employment opportunities. The following SOPi have been hired: Two (2) in 2014; Three (3) in 2015; and Two (2) in 2016.

MnDOT is working on building a partnership with Right Track St. Paul. Right Track is an organization that connects the City of St. Paul, St. Paul Public Schools, and local businesses together to provide employment opportunities for St. Paul youth. OHR Recruitment Staff have been working with Right Track to employ St. Paul youth in the Phoenix internship program. OHR Recruitment Staff will be attending the Right Track Youth Job Pro Fair in August 2016.

MN Community Advisors on Recruitment & Retention Solutions (MnCARRS) is a partnership that was formed in MnDOT in October 2008. The short term objective was to partner with communities to recruit and hire qualified diverse candidates for 70+ transportation technician positions at MnDOT. After the filing of those positions, the long term objective was to build recruitment partnerships with Minnesota's diverse communities with the intent to grow the diversity of the applicant, and hired, pools for all MnDOT jobs.

Since September of 2013, MnCARRS went from a MnDOT partnership to a statewide partnership to include all state agencies and is now led by Minnesota Management and Budget (MMB). MnDOT continues to have a strong active presence on the committee and attends all quarterly meetings. The community partnership has resulted in many documented MnDOT referrals and hires.
Community Partners include:
- American Indian Family Center
- American Indian OIC
- Chicano Latino Affairs Council
- Communidades Latinas Unidas En Servicio (CLUES)
- Council on Asian Pacific Minnesotans
- East Side Neighborhood Services
- DEED Veteran Employment Services
- Greater Minnesota Tribal Employment Rights Office Representatives
- Hmong American Partnership
- Indian Affairs Council
- Little Earth of United Tribes
- Summit Academy OIC
- Merrick Community Center
- Minneapolis Urban League
- Other MN State Agencies
- Ramsey County
- US Department of Veterans Affairs

MnDOT has also participated in the following community events and celebrations:
- African Americans in Aviation, Minnesota History Center
- American Indian OIC Fall Celebration and Spring Open House
- Mock Interviewing Session at the St. Paul YWCA, Minneapolis Urban League, Summit Academy OIC, and American Indian OIC
- Multi-Cultural Forum, Minneapolis Convention Center
- St. Paul’s Rondo Days
- Twin Cities Pride Festival
- Dragon Festival, honoring the Pan-Asian Heritage and Spirit
- Chicano Latino Affairs Council
- Communidades Latinas Unidas En Servicio (CLUES)
F. Internships

a. College Students: MnDOT partners with the University of Minnesota, Center for Transportation Studies to provide summer student worker opportunities to Civil Engineering students. MnDOT provides development opportunities for the students and exposure to MnDOT as a potential employer upon completion of their educational goals. As a result of cooperative efforts with the University of Minnesota, Center for Transportation Studies, we have provided summer student worker positions for 33 civil engineering students since 2012. In 2015, MnDOT hired seven (7) interns through this partnership and out of those, five (5) were hired into the Graduate Engineer and Land Surveyor program. For the summer of 2016, we hired eight (8) interns.

Based on the concept of 'growing our own' talent at MnDOT, the Seeds Student Worker Program is a career track program providing student worker job opportunities for minority students, students with a disability, or economically disadvantaged students. Seeds serves as a feeder program for the Graduate Engineer/Land Surveyor program. However, students are placed in many areas and classifications. The program has an 82% placement rate of Seeds graduates into full time MnDOT positions. The program currently has 25 students working year round.

b. High School Students: Science, Technology, Engineering and Math (STEM)

The Phoenix Internship Program is an intern program at MnDOT that partners with MN Project Lead the Way schools (www.pltw.org). The Phoenix Program provides internship opportunities for high school students enrolled in STEM (Science, Technology, Engineering and Math) courses.

The primary focus of the program is to attract pre-engineering students. Phoenix serves as a feeder program for the Seeds Program and other student worker positions if an intern decides to pursue college in Minnesota. MnDOT has hired students as Phoenix Interns from the following schools:

- Bemidji High School
- Blaine High School
- Detroit Lakes High School
- East Ridge High School in Woodbury
- Mankato East High School
- Minneapolis Patrick Henry
- Minneapolis South High School
- Minneapolis Washburn High School
- St. Paul Johnson High School
- Willmar High School

Since the program’s inception, approximately 35 Phoenix Interns have transitioned from Phoenix into the Seeds Student Worker Program. There are currently 30 students in the Phoenix Program.
G. Additional Recruitment Activities

More detail on the MnDOT recruitment programs mentioned in this document can be found on the MnDOT web site at http://www.dot.state.mn.us/jobs/index.html.
XIII. RETENTION PLAN

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

Karin van Dyck, Human Resources Office Director, is responsible for the oversight of MnDOT’s retention programs/activities. Karin can be reached via phone (651/366-3385) or e-mail (karin.van.dyck@state.mn.us).

A. Individuals Responsible for MnDOT’s Retention Program/Activities

➤ Human Resources
  • Incorporate an entrance survey into the New Employee Orientation framework.
  • Monitor the retention and eventual hiring of diverse candidates through student worker feeder systems and/or affirmative efforts at on-the-job training (i.e. Seeds program).
  • Centrally collect and analyze exit interview data.
  • Report semi-annually on exit interview data and trends. Provide reports to MnDOT’s Affirmative Action Officer.
  • Develop and by request, consult with offices/districts on methods/resources they can employ to encourage employees to provide feedback. (May consist of 360 degree feedback tool, focus groups, surveys, etc.).
  • By request, assist offices/districts in addressing potential retention and/or employee satisfaction issues that detract from successful work performance or principles of a fair and respectful workplace.
  • Collaborate with MnDOT’s Affirmative Action Officer, offices and districts to develop strategies that address any unfavorable trends in turnover, particularly where employees cite race, gender or disability discrimination, harassment, mis-treatment or related reasons as their primary motivation for leaving MnDOT. Identify areas that have specific needs and address those needs.
  • Incorporate employee engagement discussions to address potential retention issues and barriers to fostering an inclusive work environment.

➤ Office of Equity & Diversity (OED)
  • Collaborate with HR in reporting results of baseline exit interviews to executive team.
  • Collaborate with HR to develop strategies that reduce differential rates when reasons for turnover are related to discrimination, harassment, etc. Identify areas that have specific needs and address those needs.
Senior Management (Office Directors and Above)
- Address areas within your jurisdiction that have identified issues of discrimination, discriminatory harassment and/or disrespectful treatment.
- Utilize performance management tools when necessary.
- Convey a strong message to employees and direct reports about your position of intolerance for discrimination, discriminatory harassment and/or disrespectful treatment and your expectation that managers and supervisors will manage their work areas appropriately and seek assistance from HR when needed.

Outcome Measurement
- Outcomes will include increased insight into how voluntary employee turnover may be minimized and how the needs of both the organization and its employees might be best met. Satisfied employees deliver superior service.
- Appropriate measures will be developed to measure success.

B. Separation and Retention Analysis by Protected Groups
There were a total of 786 separations in FY 2016; below is an analysis of the representation and separation of protected groups:
- Women represent 21.48% of the total agency workforce and make up 18.96% of all separations.
- Minorities represent 9.06% of the total agency workforce and make up 8.27% of all separations.
- Individuals with disabilities represent 4.45% of the total agency workforce and make up 2.80% of all separations.

A separation analysis has been conducted on each protected group in each job category by reason for separation to determine whether protected group members are leaving MnDOT at higher rates than other employees. The Separation Analysis Reports by protected groups are included in the 'Appendix' of this Affirmative Action Plan.

MnDOT currently has multiple agency-wide developments underway which address issues related to recruitment and retention of protected group members; these strategies will be reported in the next plan year.
C. Methods of Retention of Protected Groups

Objective

Ensure principles of a fair and respectful workplace with emphasis on cross-cultural awareness / understanding to promote appreciation of an increasingly diverse workforce. Encourage retention and success for all employees and solicit feedback on employee career experience.

Strategy

- Seek feedback from employees on issues of concern. ERGs provide a forum for diverse employees and help prevent feelings of isolation.
- Encourage mobility within MnDOT.
- Promote mentoring to provide employees of diverse backgrounds with information on organizational norms and career opportunities, as well as access to networks – formal and informal – they might be excluded from under normal circumstances.
- Periodically survey employee satisfaction, conduct entrance surveys, exit surveys, and employee engagement discussions to help identify trends and establish a baseline for measuring change.
**APPENDIX**

**A. Complaint of Discrimination/Harassment Form**

**Part I – Contact Information** *(Print all items legibly)*

<table>
<thead>
<tr>
<th>Name:</th>
<th>Telephone:</th>
</tr>
</thead>
<tbody>
<tr>
<td>Mailing Address:</td>
<td></td>
</tr>
<tr>
<td>City:</td>
<td>State:</td>
</tr>
<tr>
<td></td>
<td>Zip Code:</td>
</tr>
</tbody>
</table>

**Part II – Basis of the Discrimination**

I was discriminated against based on my... *(please check all that apply)*

- [ ] Race/Color/National Origin
- [ ] Sex
- [ ] Age
- [ ] Religion
- [ ] Disability
- [ ] Income Status
- [ ] Other *(please explain)*

**Part III – Information of Allegedly Offending Individual(s)** *(Please provide information to the best of your knowledge)*

<table>
<thead>
<tr>
<th>Company Name (under which alleged discrimination occurred):</th>
<th>Telephone:</th>
</tr>
</thead>
<tbody>
<tr>
<td>Company Mailing Address:</td>
<td></td>
</tr>
<tr>
<td>City:</td>
<td>State:</td>
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<td>Zip Code:</td>
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</tbody>
</table>

<table>
<thead>
<tr>
<th>Name(s) of Individual(s) who Allegedly Discriminated</th>
<th>Job title</th>
</tr>
</thead>
</table>
Part IV – Tell Us What Happened (In your own words please explain what happened. Be thorough and include all dates and relevant details involved in the incident. If needed, you may attach additional sheet(s) to the back.)

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B. Employee/Applicant Request for ADA Reasonable Accommodation Form

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

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

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

Questions to document the reason for the accommodation request (please attach additional pages if necessary).
1. What, if any job function are you having difficulty performing?
2. What, if any employment benefit are you having difficulty accessing?
3. What limitation as result of your physical or mental impairment is interfering with your ability to perform your job or access an employment benefit?
4. If you are requesting a specific accommodation, how will that accommodation be effective in allowing you to perform the functions of your job?

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

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

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

Employee/Applicant Signature: __________________________ Date: __________________________
C. MnDOT Profile and Organizational Chart

MnDOT managers and supervisors are committed to the employment of a diverse, well qualified and inclusive work force. They shall act in accordance with federal and state laws regarding affirmative action and equal employment opportunity in all aspects of employment, including recruiting, hiring and promoting employees.
MINNESOTA DEPARTMENT OF TRANSPORTATION
AFFIRMATIVE ACTION PLAN 2016-2018

September 8, 2016
### D. Underutilization Analysis Worksheets

#### WOMEN

<table>
<thead>
<tr>
<th>Job Categories</th>
<th>Total Employees</th>
<th>Total Women</th>
<th>% of Women</th>
<th>Availability Percentage</th>
<th>Availability Number</th>
<th>AAP 2016-2018 Underutilized</th>
<th>AAP 2014-2016 Underutilized</th>
<th>Improved, Not Improved, Same</th>
<th>Numerical Difference in the Two Plans</th>
</tr>
</thead>
<tbody>
<tr>
<td>Officials/Administrators</td>
<td>177</td>
<td>63</td>
<td>35.59%</td>
<td>37.50%</td>
<td>66</td>
<td>3</td>
<td>4</td>
<td>Improved</td>
<td>1</td>
</tr>
<tr>
<td>Professionals</td>
<td>1,224</td>
<td>477</td>
<td>38.97%</td>
<td>53.82%</td>
<td>659</td>
<td>182</td>
<td>194</td>
<td>Improved</td>
<td>12</td>
</tr>
<tr>
<td>Office/Clerical</td>
<td>187</td>
<td>151</td>
<td>80.75%</td>
<td>67.66%</td>
<td>127</td>
<td>0</td>
<td>0</td>
<td>Same</td>
<td>0</td>
</tr>
<tr>
<td>Technicians</td>
<td>1,472</td>
<td>217</td>
<td>14.74%</td>
<td>15.02%</td>
<td>221</td>
<td>4</td>
<td>11</td>
<td>Improved</td>
<td>7</td>
</tr>
<tr>
<td>Skilled Craft</td>
<td>223</td>
<td>0</td>
<td>0.00%</td>
<td>7.69%</td>
<td>17</td>
<td>17</td>
<td>18</td>
<td>Improved</td>
<td>1</td>
</tr>
<tr>
<td>Service Maintenance</td>
<td>1,597</td>
<td>140</td>
<td>8.77%</td>
<td>11.00%</td>
<td>176</td>
<td>36</td>
<td>41</td>
<td>Improved</td>
<td>5</td>
</tr>
<tr>
<td>Totals</td>
<td>4,880</td>
<td>1,048</td>
<td>21.48%</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

#### MINORITIES

<table>
<thead>
<tr>
<th>Job Categories</th>
<th>Total Employees</th>
<th>Total Minorities</th>
<th>% of Minorities</th>
<th>Availability Percentage</th>
<th>Availability Number</th>
<th>AAP 2016-2018 Underutilized</th>
<th>AAP 2014-2016 Underutilized</th>
<th>Improved, Not Improved, Same</th>
<th>Numerical Difference in the Two Plans</th>
</tr>
</thead>
<tbody>
<tr>
<td>Officials/Administrators</td>
<td>177</td>
<td>9</td>
<td>5.08%</td>
<td>4.86%</td>
<td>9</td>
<td>0</td>
<td>0</td>
<td>Same</td>
<td>0</td>
</tr>
<tr>
<td>Professionals</td>
<td>1,224</td>
<td>141</td>
<td>11.52%</td>
<td>7.96%</td>
<td>97</td>
<td>0</td>
<td>0</td>
<td>Same</td>
<td>0</td>
</tr>
<tr>
<td>Office/Clerical</td>
<td>187</td>
<td>31</td>
<td>16.58%</td>
<td>7.96%</td>
<td>15</td>
<td>0</td>
<td>0</td>
<td>Same</td>
<td>0</td>
</tr>
<tr>
<td>Technicians</td>
<td>1,472</td>
<td>107</td>
<td>7.27%</td>
<td>6.87%</td>
<td>101</td>
<td>0</td>
<td>0</td>
<td>Same</td>
<td>0</td>
</tr>
<tr>
<td>Skilled Craft</td>
<td>223</td>
<td>7</td>
<td>3.14%</td>
<td>7.26%</td>
<td>16</td>
<td>9</td>
<td>0</td>
<td>Not Improved</td>
<td>9</td>
</tr>
<tr>
<td>Service Maintenance</td>
<td>1,597</td>
<td>147</td>
<td>9.20%</td>
<td>14.28%</td>
<td>228</td>
<td>81</td>
<td>23</td>
<td>Not Improved</td>
<td>58</td>
</tr>
<tr>
<td>Totals</td>
<td>4,880</td>
<td>442</td>
<td>9.06%</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
## INDIVIDUALS WITH DISABILITIES

<table>
<thead>
<tr>
<th>Job Categories</th>
<th>Total Employees</th>
<th>Total with Disabilities</th>
<th>% of those with Disabilities</th>
<th>Availability Percentage</th>
<th>Availability Number</th>
<th>AAP 2016-2018 Underutilized</th>
<th>AAP 2014-2016 Underutilized</th>
<th>Improved, Not Improved, Same</th>
<th>Numerical Difference in the Two Plans</th>
</tr>
</thead>
<tbody>
<tr>
<td>Officials/Administrators</td>
<td>177</td>
<td>10</td>
<td>5.65%</td>
<td>7.00%</td>
<td>12</td>
<td>2</td>
<td>8</td>
<td>Improved</td>
<td>6</td>
</tr>
<tr>
<td>Professionals</td>
<td>1,224</td>
<td>68</td>
<td>5.56%</td>
<td>7.00%</td>
<td>86</td>
<td>18</td>
<td>31</td>
<td>Improved</td>
<td>13</td>
</tr>
<tr>
<td>Office/Clerical</td>
<td>187</td>
<td>19</td>
<td>10.16%</td>
<td>7.00%</td>
<td>13</td>
<td>0</td>
<td>0</td>
<td>Same</td>
<td>0</td>
</tr>
<tr>
<td>Technicians</td>
<td>1,472</td>
<td>67</td>
<td>4.55%</td>
<td>7.00%</td>
<td>103</td>
<td>36</td>
<td>42</td>
<td>Improved</td>
<td>6</td>
</tr>
<tr>
<td>Skilled Craft</td>
<td>223</td>
<td>4</td>
<td>1.79%</td>
<td>7.00%</td>
<td>16</td>
<td>12</td>
<td>15</td>
<td>Improved</td>
<td>3</td>
</tr>
<tr>
<td>Service Maintenance</td>
<td>1,597</td>
<td>49</td>
<td>3.07%</td>
<td>7.00%</td>
<td>112</td>
<td>63</td>
<td>60</td>
<td>Not Improved</td>
<td>3</td>
</tr>
<tr>
<td><strong>Totals</strong></td>
<td><strong>4,880</strong></td>
<td><strong>217</strong></td>
<td><strong>4.45%</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Improvement in availability from AAP 2014-2016 to AAP 2016-2018:
- Officials/Administrators: Improved by 6
- Professionals: Improved by 13
- Office/Clerical: No change
- Technicians: Improved by 6
- Skilled Craft: Improved by 3
- Service Maintenance: Improved by 3
E. Two-Factor Analysis Worksheets

The following worksheets are used to calculate job group availability percentages, considering internal and external availability:

<table>
<thead>
<tr>
<th>Job Category:</th>
<th>Officials and Administrators</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>ASSIGNED WEIGHT (%)</strong></td>
<td></td>
</tr>
<tr>
<td>Internal Availability</td>
<td>85.00%</td>
</tr>
<tr>
<td>External Availability</td>
<td>15.00%</td>
</tr>
<tr>
<td>Total Assigned Weight (must equal 100%)</td>
<td>100.00%</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Job Category:</th>
<th>Professionals</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>ASSIGNED WEIGHT (%)</strong></td>
<td></td>
</tr>
<tr>
<td>Internal Availability</td>
<td>66.39%</td>
</tr>
<tr>
<td>External Availability</td>
<td>33.61%</td>
</tr>
<tr>
<td>Total Assigned Weight (must equal 100%)</td>
<td>100.00%</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Job Category:</th>
<th>Women</th>
<th>Minorities</th>
<th>Individuals with Disabilities</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>SOURCE OF INITIAL STATISTICS</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Internal Availability</td>
<td>Oracle OBIEE</td>
<td></td>
<td></td>
</tr>
<tr>
<td>External Availability</td>
<td>Census</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>INITIAL STATISTICS (%)</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Women</td>
<td>35.00%</td>
<td>0.00%</td>
<td>5.00%</td>
</tr>
<tr>
<td>Minorities</td>
<td>7.00%</td>
<td>4.86%</td>
<td>7.00%</td>
</tr>
<tr>
<td>Individuals with Disabilities</td>
<td>35.38%</td>
<td>2.48%</td>
<td>4.25%</td>
</tr>
<tr>
<td><strong>WEIGHTED STATISTICS (%)</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Women</td>
<td>29.75%</td>
<td>0.00%</td>
<td>4.25%</td>
</tr>
<tr>
<td>Minorities</td>
<td>5.63%</td>
<td>0.73%</td>
<td>1.05%</td>
</tr>
<tr>
<td>Individuals with Disabilities</td>
<td>36.44%</td>
<td>5.30%</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Job Category:</th>
<th>Women</th>
<th>Minorities</th>
<th>Individuals with Disabilities</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>SOURCE OF INITIAL STATISTICS</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Internal Availability</td>
<td>Oracle OBIEE</td>
<td></td>
<td></td>
</tr>
<tr>
<td>External Availability</td>
<td>Census</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>INITIAL STATISTICS (%)</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Women</td>
<td>26.14%</td>
<td>12.03%</td>
<td>3.73%</td>
</tr>
<tr>
<td>Minorities</td>
<td>53.82%</td>
<td>7.96%</td>
<td>7.00%</td>
</tr>
<tr>
<td>Individuals with Disabilities</td>
<td>35.44%</td>
<td>10.66%</td>
<td>4.83%</td>
</tr>
<tr>
<td><strong>WEIGHTED STATISTICS (%)</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Women</td>
<td>17.35%</td>
<td>7.99%</td>
<td>2.48%</td>
</tr>
<tr>
<td>Minorities</td>
<td>18.09%</td>
<td>2.68%</td>
<td>2.35%</td>
</tr>
<tr>
<td>Individuals with Disabilities</td>
<td>35.44%</td>
<td>10.66%</td>
<td>4.83%</td>
</tr>
</tbody>
</table>
### Office/Clerical

<table>
<thead>
<tr>
<th></th>
<th>Assigned Weight (%)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Internal Availability</td>
<td>44.19%</td>
</tr>
<tr>
<td>External Availability</td>
<td>55.81%</td>
</tr>
<tr>
<td>Total Assigned Weight</td>
<td>100.00%</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Job Category:</th>
<th>Assigned Weight (%)</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Women</strong></td>
<td></td>
</tr>
<tr>
<td>Internal Availability</td>
<td>27.91%</td>
</tr>
<tr>
<td>External Availability</td>
<td>67.66%</td>
</tr>
<tr>
<td><strong>Minorities</strong></td>
<td></td>
</tr>
<tr>
<td>Internal Availability</td>
<td>11.63%</td>
</tr>
<tr>
<td>External Availability</td>
<td>7.96%</td>
</tr>
<tr>
<td><strong>Individuals with Disabilities</strong></td>
<td></td>
</tr>
<tr>
<td>Internal Availability</td>
<td>7.00%</td>
</tr>
<tr>
<td>External Availability</td>
<td>7.00%</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Source of Initial Statistics</th>
</tr>
</thead>
<tbody>
<tr>
<td>Internal Availability</td>
</tr>
<tr>
<td>External Availability</td>
</tr>
</tbody>
</table>

### Technicians

<table>
<thead>
<tr>
<th></th>
<th>Assigned Weight (%)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Internal Availability</td>
<td>58.74%</td>
</tr>
<tr>
<td>External Availability</td>
<td>41.26%</td>
</tr>
<tr>
<td>Total Assigned Weight</td>
<td>100.00%</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Job Category:</th>
<th>Assigned Weight (%)</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Women</strong></td>
<td></td>
</tr>
<tr>
<td>Internal Availability</td>
<td>4.83%</td>
</tr>
<tr>
<td>External Availability</td>
<td>15.02%</td>
</tr>
<tr>
<td><strong>Minorities</strong></td>
<td></td>
</tr>
<tr>
<td>Internal Availability</td>
<td>1.49%</td>
</tr>
<tr>
<td>External Availability</td>
<td>6.87%</td>
</tr>
<tr>
<td><strong>Individuals with Disabilities</strong></td>
<td></td>
</tr>
<tr>
<td>Internal Availability</td>
<td>1.49%</td>
</tr>
<tr>
<td>External Availability</td>
<td>7.00%</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Source of Initial Statistics</th>
</tr>
</thead>
<tbody>
<tr>
<td>Internal Availability</td>
</tr>
<tr>
<td>External Availability</td>
</tr>
</tbody>
</table>
### Skilled Craft

<table>
<thead>
<tr>
<th><strong>Assigned Weight (%)</strong></th>
<th><strong>Internal Availability</strong></th>
<th><strong>External Availability</strong></th>
<th><strong>Total Assigned Weight (must equal 100%)</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>35.29%</td>
<td>64.71%</td>
<td>100.00%</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th><strong>Women</strong></th>
<th><strong>Initial Statistics (%)</strong></th>
<th><strong>Weighted Statistics</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td>Internal Availability</td>
<td>0.00%</td>
<td>0.00%</td>
</tr>
<tr>
<td>External Availability</td>
<td>7.69%</td>
<td>4.98%</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th><strong>Minorities</strong></th>
<th><strong>Initial Statistics (%)</strong></th>
<th><strong>Weighted Statistics</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td>Internal Availability</td>
<td>0.00%</td>
<td>0.00%</td>
</tr>
<tr>
<td>External Availability</td>
<td>7.26%</td>
<td>4.70%</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th><strong>Individuals with Disabilities</strong></th>
<th><strong>Initial Statistics (%)</strong></th>
<th><strong>Weighted Statistics</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td>Internal Availability</td>
<td>0.00%</td>
<td>0.00%</td>
</tr>
<tr>
<td>External Availability</td>
<td>7.00%</td>
<td>4.53%</td>
</tr>
</tbody>
</table>

### Service Maintenance

<table>
<thead>
<tr>
<th><strong>Assigned Weight (%)</strong></th>
<th><strong>Internal Availability</strong></th>
<th><strong>External Availability</strong></th>
<th><strong>Total Assigned Weight (must equal 100%)</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>21.47%</td>
<td>78.53%</td>
<td>100.00%</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th><strong>Women</strong></th>
<th><strong>Initial Statistics (%)</strong></th>
<th><strong>Weighted Statistics</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td>Internal Availability</td>
<td>1.89%</td>
<td>0.41%</td>
</tr>
<tr>
<td>External Availability</td>
<td>11.00%</td>
<td>8.64%</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th><strong>Minorities</strong></th>
<th><strong>Initial Statistics (%)</strong></th>
<th><strong>Weighted Statistics</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td>Internal Availability</td>
<td>1.57%</td>
<td>0.34%</td>
</tr>
<tr>
<td>External Availability</td>
<td>14.28%</td>
<td>11.21%</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th><strong>Individuals with Disabilities</strong></th>
<th><strong>Initial Statistics (%)</strong></th>
<th><strong>Weighted Statistics</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td>Internal Availability</td>
<td>0.63%</td>
<td>0.14%</td>
</tr>
<tr>
<td>External Availability</td>
<td>7.00%</td>
<td>5.50%</td>
</tr>
</tbody>
</table>

### Source of Initial Statistics

<table>
<thead>
<tr>
<th><strong>Internal Availability</strong></th>
<th><strong>Oracle OBIEE</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>External Availability</strong></td>
<td><strong>Census</strong></td>
</tr>
</tbody>
</table>
### F. Separation Analysis by Protected Groups Worksheets

<table>
<thead>
<tr>
<th>Types of Separation</th>
<th>Total Number</th>
<th>Total Percentage</th>
<th>Total Number of Women</th>
<th>Percentage of Women</th>
<th>Total Number of Minorities</th>
<th>Percentage of Minorities</th>
<th>Total Employees w/Disabilities</th>
<th>Percentage of Employees w/Disabilities</th>
</tr>
</thead>
<tbody>
<tr>
<td>Dismissal or Non-Certification</td>
<td>31</td>
<td>3.94%</td>
<td>11</td>
<td>35.48%</td>
<td>9</td>
<td>29.03%</td>
<td>1</td>
<td>3.23%</td>
</tr>
<tr>
<td>Resignations</td>
<td>129</td>
<td>16.41%</td>
<td>36</td>
<td>27.91%</td>
<td>23</td>
<td>17.83%</td>
<td>1</td>
<td>0.78%</td>
</tr>
<tr>
<td>Retirement</td>
<td>178</td>
<td>22.65%</td>
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<td>0</td>
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<tr>
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<td>5.91%</td>
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<td><strong>8.27%</strong></td>
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<td><strong>2.80%</strong></td>
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<th>Percentage of Women</th>
<th>Total Number of Minorities</th>
<th>Percentage of Minorities</th>
<th>Total Employees w/Disabilities</th>
<th>Percentage of Employees w/Disabilities</th>
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</thead>
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<td>0</td>
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<td>0.00%</td>
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<td>0.00%</td>
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<td>0.00%</td>
<td>0</td>
<td>0.00%</td>
<td>0</td>
<td>0.00%</td>
</tr>
<tr>
<td>Termination without Rights</td>
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<td>13.33%</td>
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<td>0.00%</td>
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<td>0.00%</td>
<td>0</td>
<td>0.00%</td>
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<td><strong>4</strong></td>
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## PROFESSIONALS

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<tr>
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<th>Total Percentage</th>
<th>Total Number of Women</th>
<th>Percentage of Women</th>
<th>Total Number of Minorities</th>
<th>Percentage of Minorities</th>
<th>Total Employees w/ Disabilities</th>
<th>Percentage of Employees w/ Disabilities</th>
</tr>
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<tbody>
<tr>
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<td>3.45%</td>
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<tr>
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<td>41.03%</td>
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<td>0.00%</td>
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<td>100.00%</td>
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<tr>
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<td>100.00%</td>
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<td>0.00%</td>
<td>0</td>
<td>0.00%</td>
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## OFFICE/CLERICAL

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<th>Total Percentage</th>
<th>Total Number of Women</th>
<th>Percentage of Women</th>
<th>Total Number of Minorities</th>
<th>Percentage of Minorities</th>
<th>Total Employees w/ Disabilities</th>
<th>Percentage of Employees w/ Disabilities</th>
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<td>0.00%</td>
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<td>0.00%</td>
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<td>0.00%</td>
<td>0</td>
<td>0.00%</td>
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<td>0.00%</td>
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<td>66.67%</td>
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<td>13.33%</td>
<td>1</td>
<td>6.67%</td>
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### TECHNICIANS

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<th>Total Number of Women</th>
<th>Percentage of Women</th>
<th>Total Number of Minorities</th>
<th>Percentage of Minorities</th>
<th>Total Number of Employees w/ Disabilities</th>
<th>Percentage of Employees w/ Disabilities</th>
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</thead>
<tbody>
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<td>0.00%</td>
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<td>0</td>
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### SKILLED CRAFT

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<th>Total Number of Women</th>
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<th>Total Number of Minorities</th>
<th>Percentage of Minorities</th>
<th>Total Number of Employees w/ Disabilities</th>
<th>Percentage of Employees w/ Disabilities</th>
</tr>
</thead>
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<tr>
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<td>0</td>
<td>0.00%</td>
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<td>0.00%</td>
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<td>0.00%</td>
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<td>0.00%</td>
</tr>
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<td>0.00%</td>
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<td>0.00%</td>
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## SERVICE MAINTENANCE

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<th>Total Number of Minorities</th>
<th>Percentage of Minorities</th>
<th>Total Number of Employees w/Disabilities</th>
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</tr>
</thead>
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<tr>
<td>Dismissal or Non-Certification</td>
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<td>2.74%</td>
<td>2</td>
<td>33.33%</td>
<td>1</td>
<td>16.67%</td>
<td>1</td>
<td>16.67%</td>
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<td>3</td>
<td>21.43%</td>
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<td>7.14%</td>
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<td>8.57%</td>
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<td>5.71%</td>
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<td>0.00%</td>
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<td>0.00%</td>
<td>0</td>
<td>0.00%</td>
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<td>6.13%</td>
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<td>6.39%</td>
<td>8</td>
<td>3.65%</td>
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</table>

MINNESOTA DEPARTMENT OF TRANSPORTATION
AFFIRMATIVE ACTION PLAN 2016-2018
MINNESOTA DEPARTMENT OF TRANSPORTATION
AFFIRMATIVE ACTION PLAN 2016-2018

G. Other Relevant Information, Policies, or Documents

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MnDOT Employee Exit Survey

I. Employment with MnDOT

Which of the following best describe your primary reason for leaving MnDOT?

- Resignation
- Retirement
  - Regular
  - Early Retirement Incentive
  - Enhanced Retirement
- Transfer to another state agency

After leaving MnDOT, I:

- will start a job with another employer
- will look for a job
- will be self-employed
- will not be looking for employment
- will be retired
- do not know

If you have accepted a job in the public sector, the job is in:

- City
- County
- State
- Another State
- Federal
- Other Jurisdiction
- N/A

If you have accepted a job in the private sector, the job is in:

- Engineering Consulting
- Contractor
- Other
- N/A

If you have accepted a job with another employer, is the job in the non-profit sector?

- Yes
- No
- N/A

From the list below, choose three factors that significantly affected your decision to leave state employment. Then give each of the three factors a rank by writing a 1, 2, or 3 next to the item. (1 is “most important”; 2 and 3 are important but less than #1).

1. Job duties (didn’t like the work)
2. Job duties (didn’t match career goals/interests)
3. Job duties (not challenging enough)
4. Skills and abilities were not well used
5. Career change
6. Workload
7. Management practices
8. Red tape and bureaucracy
9. Limited promotion or advancement opportunities
10. Limited training and development opportunities
11. Pay
12. Benefits
13. Employment conditions (full-time/part-time work, other work location, etc.)
14. Work schedule
15. Working conditions (physical work environment, tools, resources)
16. Conflict with co-workers
17. Conflict with supervisor or manager
18. Not feeling appreciated or valued
19. Family circumstances
20. Health reasons
21. Return to school
22. Moving
23. Commuting distance
24. Retirement
25. No longer desire or need to work
26. Other (please specify):

---

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After hearing of your resignation or retirement, did anyone at MnDOT encourage you to reconsider and/or explore other career or job options within the state?
  - Yes
  - No

Before deciding to leave, did you look into other employment opportunities with the State of Minnesota?
  - Yes
  - No

II. Job Satisfaction

Using the scale below, indicate the level of importance to you and your level of satisfaction with each of the following aspects of your employment:

<table>
<thead>
<tr>
<th>Level of Importance to you</th>
<th>Level of Job Satisfaction</th>
</tr>
</thead>
<tbody>
<tr>
<td>5. Most Important</td>
<td>5. Most Satisfied</td>
</tr>
<tr>
<td>4. Somewhat Important</td>
<td>4. Somewhat Satisfied</td>
</tr>
<tr>
<td>2. Somewhat Unimportant</td>
<td>2. Somewhat Dissatisfied</td>
</tr>
<tr>
<td>1. Unimportant</td>
<td>1. Dissatisfied</td>
</tr>
</tbody>
</table>

Importance  | Satisfaction

Opportunity to serve the public
Opportunity to be a part of MnDOT's mission and activities
Job duties (interesting and challenging work)
Job security or merit system protections
Promotion and mobility opportunities
Opportunities for training and development
Pay
Benefits (insurance, retirement, deferred compensation, vacation and sick leave)
Flexible work schedules
Workload (amount of work assigned to you, time given to complete it, fairness of work distribution)
Working conditions (physical work environment, tools, resources)
Merit-based hiring and promotion
Management practices
Work is recognized and rewarded
Performance appraisal or evaluation
Relationships with co-workers
Relationships with supervisor or manager
The job you are leaving
MnDOT in general
Other

If you chose "other" as one of your answers, be specific:

In the future, would you consider returning to work at MnDOT?
  - Yes
  - No
  - Undecided
  - If no, why?  ____________________________________________
Would you recommend MnDOT as a good place to work?
- Yes
- No
- Undecided
- If no, why?

III. Workplace Environment

Did you know who to contact at MnDOT if you experience harassment or unfair treatment?
- Yes
- No

Do you believe employees in your work area were treated fairly regardless of race, gender, age, or disability?
- Yes
- No
- If no, please explain

Did you experience harassment in your work area? (Harassment is the conduct of one employee toward another which has the purpose or effect of 1) unreasonably interfering with the employee’s work performance and/or 2) creating an intimidating, hostile, or offensive work environment.)
- Yes
- No

Did you report it to anyone?
- Yes
- No
- N/A

Did you hear racial, ethnic jokes and/or jokes of an offensive sexual nature in your work area?
- Yes
- No

Do you believe you can report employee misconduct without fear of retaliation?
- Yes
- No

You are encouraged to contact the Affirmative Action Office at 651/366-4717 to discuss any concerns you may have.

IV. My Suggestions

Use the space below to enter specific comments regarding each question. Please be concise.

What would make MnDOT a better place to work?

How could MnDOT attract and keep valuable employees?

Additional comments:
V. Demographic & Employment Information

Demographic Information

Purpose of Questions Regarding your Demographic Information

Answers to questions about your demographic information (age, gender, race/ethnicity and disability status) are classified as "private data" under Minnesota Statutes (13.43. Subd. 4). For this reason, you may choose to withhold such information from your survey response; however, your demographic information will help us analyze survey results by age, gender, race/ethnicity and disability. If this data is not provided, such analysis will not be possible.

Indicate your age group:
- Under 25
- 25-35
- 36-45
- 46-55
- 56-65
- 66 and older

Gender:
- Male
- Female

Which race best describes you?
- American Indian/Alaska Native
- Asian/Pacific Islander
- Black/African American
- Hispanic/Latino
- White/Caucasian

Disability Status

An individual is considered to be a person with a disability if he or she: (1) has a physical or mental impairment which substantially limits one or more major life activities (caring for oneself, breathing, performing manual tasks, walking, seeing, hearing, speaking, learning, etc.; or (2) has a record of such an impairment; or (3) is regarded as having such an impairment.

Under the above definition, are you a person with a disability?
- Yes
- No

Employment Information

How long did you work for MnDOT?
- Less than 1 year
- 1-5 years
- 6-10 years
- More than 10 years

Which office did you work in? ________________________

What was your job classification? ________________________

Which bargaining unit represented you?
- AFSCME
- MAPE
- MGEC
- MMA
- Commissioner's Plan
- Managerial Plan