State of Minnesota

Minnesota Zoological Garden

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

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Statement of Commitment

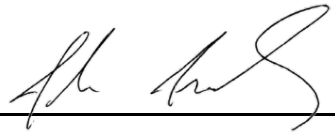
Minnesota Administrative Rules, part 3905.0400, subpart 1, item C

This statement reaffirms Minnesota Zoological Garden (thereafter "the agency") is committed to Minnesota's statewide affirmative action efforts and providing equal employment opportunity to all employees and applicants in accordance with equal opportunity and affirmative action laws.

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

- No individual shall be discriminated against in the terms and conditions of employment, personnel practices, or access to and participation in programs, services, and activities, or subject to harassment, on the basis of race, sex (including pregnancy), color, creed, religion, age, national origin, sexual orientation, gender expression, gender identity, disability, marital status, familial status, status with regard to public assistance, or membership or activity in a local human rights commission.
- The prohibition of discrimination on the basis of sex precludes sexual harassment, gender-based harassment, and harassment based on pregnancy.
- This agency is committed to 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 or recruitment advertising, layoff, disciplinary action, termination, rates of pay or other forms of compensation, and selection for training, including apprenticeship. We will provide reasonable accommodation to employees and applicants with disabilities.
- This agency will continue to actively promote a program of affirmative action, wherever females, racial/ethnic minorities, and individuals with disabilities are underrepresented in the workforce, and work to retain all qualified, talented employees, including protected group employees.
- This agency will evaluate its efforts, including those of its directors, managers, and supervisors, in promoting equal opportunity and achieving affirmative action objectives contained herein. In addition, this agency will expect all employees to perform their job duties in a manner that promotes equal opportunity for all.

It is the agency'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.

Agency Head:  **Date Signed:** 2/16/2021

Executive Summary

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

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

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

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

Table 1 Workforce Underutilization Analysis of Protected Groups

(x indicates the job categories and protected groups that have underutilization.)

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

Once complete, information about how to obtain or access a copy of this Plan is provided to every employee of the agency. Our intention is to make every employee aware of Minnesota Zoological Garden's (MZG) commitments to affirmative action and equal employment opportunity. The completed Plan is also posted on the MZG's website and maintained in the MZG's Human Resources Office.

Affirmative Action Officer or Designee: Renee Schmitt **Date Signed:** 02/12/2021

Human Resources Director or Designee: Renee Schmitt **Date Signed:** 02/12/2021

Agency Head: _____ **Date Signed:** 2/16/2021

Organizational Profile

The mission of the MZG is to connect people, animals and the natural world to save wildlife. The MZG is located in Apple Valley and encompasses a 485-acre campus, which is home to more than 5,300 animals with about 1.29 million guests visiting annually. The MZG's Free to Explore programs align with the State's general assistance programs providing free access to over 85,000 Minnesotans annually. The MZG is also the State's largest environmental educator with over 400,000 participants annually. The MZG's conservation programs protect endangered species and preserve critical ecosystems and its education programs engage audiences at the MZG, throughout our region, and around the world.

Individuals Responsible for Directing/Implementing the Affirmative Action Plan

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

A. Director Zoological Gardens

Responsibilities

The Director Zoological Gardens is responsible for establishing an Affirmative Action Program, including goals, timetables, and compliance with all federal and state laws and regulations. Quarterly, the Director reports the agency's progress in meeting its affirmative action goals and objectives to the Commissioner of MMB, and reports to MMB on the results of the agency's affirmative action plan at the same time as the agency submits its biennial budget request to MMB.

Duties

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

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

Accountability

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

Name of individual(s) responsible

Name: John Frawley **Email:** john.frawley@state.mn.us

Title: Director Zoological Gardens **Phone:** 952-431-9299

B. Affirmative Action Officer

Responsibilities

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

Duties

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

- Develop and administer the agency's Affirmative Action Plan.
- Develop and set agency-wide affirmative action hiring goals.
- Monitor agency compliance and fulfill all affirmative action reporting requirements.
- Disseminate the affirmative action policy to employees in the agency.
- Inform the Director Zoological Gardens on progress on affirmative action and equal opportunity goals and report potential concerns.
- Act as the affirmative action liaison between the agency, MMB, and the Governor's Office.
- Determine the need for affirmative action training within the agency and coordinate the development the training programs with the assistance of internal and external resources, as necessary.
- Review and recommend changes in policies, procedures, programs, and physical accommodations to implement affirmative action and equal opportunity.
- Develop innovative programs to attract and retain individuals from protected groups in the agency.
- Support and participate in the recruitment individuals of protected groups for employment, promotion, and training opportunities.
- Manage the agency's pre-hire review process.
- Review requests for non-affirmative non-justified hires in the Monitoring the Hiring process and refer unresolved issues to the Director Zoological Gardens for final decision.

- Ensure supervisors and managers are making affirmative efforts to recruit and retain candidates and employees from protected group.
- Oversee the administration of the Americans with Disabilities Act Title I and Title II.
- Receive requests for ADA accommodations and work with appropriate supervisors, unions, etc. to approve or deny the request, or provide alternative accommodations.
- Maintain records of requests for reasonable accommodations.
- Oversee the administration of the Agency Diversity Recruitment program.
- Comply with the state-wide and agency anti-discrimination and anti-harassment policies.

Accountability

The Affirmative Action Officer is accountable to the Director Zoological Gardens and Zoo Deputy Director for program impacts and for ongoing program activities and direction. The Affirmative Action Officer oversees the administrator of ADA Title II, the administrator of Diversity and Inclusion, and other equal opportunity related administrators. In addition, AAO endures that aggregated data and trends of complaints of illegal discrimination in hiring are provided and shared with the Human Resources on a quarterly basis.

Name of individual(s) responsible

Name: Renee Schmitt **Email:** renee.schmitt@state.mn.us

Title: Human Resources Director **Phone:** 952-431-9465

C. Affirmative Action Officer Designee(s)

Responsibilities

Designees are responsible for the implementation of the department's Affirmative Action Plan at their facility/work location. Each designee is directly accountable to the agency's Affirmative Action Officer for matters relating to affirmative action.

Duties

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

- Fulfill all affirmative action reporting requirements by submitting standard reports.
- Ensure dissemination of all relevant affirmative action information to appropriate staff.

- Serve as ex-officio member of the Employee Resource Group (ERG) diversity committee at their work and/or participate in the agency's diversity or equity committee.
- Determine the need for diversity training and recommend training at their respective work location.
- Review policies, procedures, and practices to recommend changes to the Affirmative Action Officer.
- Partner with the agency's recruitment team at their work locations.
- Comply with the statewide and agency anti-discrimination and anti-harassment policies.

Accountability

The Affirmative Action Designee is accountable directly to the Human Resources Director on matters pertaining to Affirmative Action and Equal Opportunity.

Name of individual(s) responsible

Name: Roxanne Lane **Email:** Roxanne.lane@state.mn.us

Title: Human Resources Specialist **Phone:** 952-431-9255

D. Human Resources Director or Designee(s)

Responsibilities

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

Staff within Human Resources who work on affirmative action and diversity issues are accountable to the HR Director or Designee.

Duties

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

- Maintain effective working relationships with agency affirmative action officers and designees.
- Provide leadership to HR staff and others to ensure personnel decision-making processes adhere to equal opportunity and affirmative action principles.

- Provide guidance in the development and use of selection criteria to ensure they are objective, uniform, and job related.
- Assist in recruitment and retention of protected groups and notify managers and supervisors of existing disparities.
- Ensure an Affirmative Action Pre-hire Review process is implemented and followed by hiring managers and supervisors by in collaboration with the Affirmative Action Officer.
- Initiate and report on progress made with program objectives contained in the Affirmative Action Plan.
- Ensure that the reasonable accommodation process is implemented and followed for all employees and applicants in need of reasonable accommodation.
- Assist supervisors, managers, and the Affirmative Action Officer in recruitment of protected group members through career and job fairs and other efforts, as well as in selection and retention of protected group members.
- Assist supervisors, managers, affirmative action officers, and human resources staff in the creation of supported worker positions. These positions help reduce agency costs by diverting supportive employment duties from higher skilled workers to supported worker positions. This can improve employee morale and retention of individuals with disabilities in integrated employment.
- Request assistance from MMB to support diversity recruitment efforts, as well as the retention of protected group members in hard-to-fill or executive level positions.
- Include responsibility statements for affirmative action/equal employment opportunity in position descriptions and annual performance objectives.
- Comply with the state-wide and agency anti-discrimination and anti-harassment policies.

Accountability

HR staff are accountable to the HR Director or Designees.

Name of individual(s) responsible

Name: Renee Schmitt

Title: Human Resources Director

Email: renee.schmitt@state.mn.us

Phone: 952-431-9465

Name: Roxanne Lane

Title: Human Resources Specialist-Designee

Email: Roxanne.lane@state.mn.us

Phone: 952-431-9255

E. Americans with Disabilities Act Title I Coordinator

Responsibilities

The Americans with Disabilities Act (ADA) Title I Coordinator is responsible for ensuring the agency's compliance with the ADA Title I – Employment, in accordance with the ADA - as amended, and the Minnesota Human Rights Act.

Duties:

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

- Provide guidance, coordination, and direction to agency management on the ADA. The agency develops and implements policies, procedures, and practices to ensure agency employment practices and programs are accessible and nondiscriminatory.
- Provide training, technical guidance, and consultation to agency management and staff on compliance and best practices for hiring and retaining individuals with disabilities, as well as the provision of reasonable accommodations to employees and job applicants.
- Track and facilitate requests for reasonable accommodations for job applicants and employees, as well as members of the public accessing agency services, and report reasonable accommodations annually to MMB.
- Research case law rules and regulation and update HR Directors on evolving ADA issues. Meet bi-annually with ADA Coordinators and provide updates on ADA.
- Ensure compliance with ADA reporting according to state and federal requirements.
- Assist the Affirmative Action Officer in designing and delivering specific ADA training for targeted groups.
- Submit reasonable accommodation reimbursement under the guidelines of the state-wide accommodation fund.
- Provide reasonable accommodations to qualified individuals (as defined by ADA) with known physical or mental disabilities, to enable them to compete in the selection process, perform essential functions of the job, and/or enjoy equal benefits and privileges. The ADA Coordinator, in consultation with the employee and supervisor, and other individuals involved must:
    - Discuss the purpose and essential functions of the job and complete a step-by-step job analysis;
    - Determine the precise job-related limitations;
    - Identify potential accommodations and assess the effectiveness each would have in allowing the employee to perform essential functions of the job; and

- After discussion and review, select and implement the accommodations that are appropriate for both the employee and the employer using the Reasonable Accommodation Agreement.

- Comply with the statewide and agency anti-discrimination and anti-harassment policies.

Accountability:

The ADA Title I Coordinator is accountable to Director Zoological Gardens and Zoo Deputy Director.

Name of individual(s) responsible

Name: Renee Schmitt

Title: Human Resources Director

Email: renee.schmitt@state.mn.us

Phone: 952-431-9465

Name: Roxanne Lane

Title: Human Resources Specialist-Designee

Email: Roxanne.lane@state.mn.us

Phone: 952-431-9255

F. Americans with Disabilities Act Title II Coordinator

Responsibilities

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

Duties:

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

- Provide guidance, coordination, and direction to agency management on the ADA Title II requirements. The agency develops and implements policies, procedures, and practices to ensure agency employment practices and programs are accessible and nondiscriminatory.
- Provide training, technical guidance, and consultation to the agency's management and staff on compliance and best practices with regards and obligations to members of the public with disabilities, as well as the provision of reasonable modifications for visitors.
- Track and facilitate requests for reasonable modifications for members of the public accessing agency services. Report reasonable modifications annually to MMB.

- Research case law rules and regulation and update Executive team on evolving ADA issues. Meet bi-annually with state ADA Coordinators and learn updates and share practices on ADA.
- Ensure compliance with ADA reporting according to state and federal requirements.
- Assist the Affirmative Action Officer in designing and delivering training for Agency employees assisting ADA modifications for the public.
- Provide reasonable modifications to members of the public (as defined by ADA) with known physical or mental disabilities, to ensure equal access and privileges to programming and services. The ADA Title II Coordinator will consult with the member of the public in need of a modification and:
    - Discuss the purpose and essential functions of the reasonable modification.
    - Identify the potential modifications and assess the effectiveness each request.
    - After discussion and review, select and implement the modifications that are appropriate for both the member of the public and the agency.
    - Document this review and reported in the State ADA Annual Report.
- Comply with the state-wide and agency anti-discrimination and anti-harassment policies.

Accountability:

The ADA Title II Coordinator is accountable to the Director Zoological Gardens and Zoo Deputy Director.

Name of individual(s) responsible

Name: Jessica Madole

Title: Guest Experiences Director

Email: Jessica.madole@state.mn.us

Phone: 952-431-9207

Name: Claire Ross

Title: Guest Services Supvr-Access/Designee

Email: Claire.ross@state.mn.us

Phone: 952-431-9364

G. Senior Managers and Facility Executive Team Leaders

Responsibilities

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

Duties

The duties of senior managers and facility executive team leaders include, but are not limited to:

- Identify problem areas and eliminate barriers that prevent equal employment opportunity within the agency.
- Communicate the equal opportunity employment policy and the affirmative action program and plan to all employees.
- Assist the Affirmative Action Officer in periodic audits of hiring and promotion patterns to remove obstacles to attaining affirmative action goals and objectives.
- Hold regular discussions with supervisors and employees to ensure the agency's equal employment opportunity policies are being followed.
- Inform and evaluate managers and supervisors on their equal employment opportunity efforts and results, in addition to other job performance criteria.
- Comply with the statewide and agency anti-discrimination and anti-harassment policies.

Accountability

Senior managers and executive team leaders are accountable directly to the appropriate Senior Director, the Zoo Deputy Director or the Director Zoological Gardens.

Name of individual(s) responsible

Name: John Frawley **Email:** john.frawley@state.mn.us

Title: Director Zoological Gardens **Phone:** 952-431-9299

H. All Employees

Responsibilities

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

Duties:

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

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

Accountability:

Employees are accountable to their designated supervisor and indirectly to the agency's Director Zoological Gardens. All employees are responsible for conducting themselves in accordance with the Affirmative Action Plan.

Communication of the Affirmative Action Plan

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

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

Internal Methods of Communication

- **Internal memorandum.** Agency leadership or the Affirmative Action Officer will send an internal memo to agency employees each year. This message identifies the location of the Affirmative Action Plan and the employee's responsibility to read and understand it. It also indicates the employees' responsibility to support and implement equal opportunity and affirmative action, will be sent from the agency's leadership or the Affirmative Action Officer, to all staff on an annual basis.
- **Intranet.** The agency's Affirmative Action Plan is available to all employees on the agency's internal website at P:\Human Resources\Affirmative Action Plan 2020-2022 and in print to anyone who requests it. As requested, the agency will make the plan available in alternative formats.
- **Printed copy.** A physical copy of the Agency's Affirmative Action Plan is available to employees at the following address:

  Human Resources Office
  Minnesota Zoological Garden
  13000 Zoo Boulevard
  Apple Valley, MN 55124

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

External Methods of Communication

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

  Human Resources Office
  Minnesota Zoological Garden
  13000 Zoo Boulevard
  Apple Valley, MN 55124

Job Category Analysis

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

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

Determining Availability

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

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

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

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

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

Utilization/Availability Analysis, Establishment of Goals, and Timetables

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

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

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

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

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

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

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

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

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

Table 2. Hiring Goals by Job Category and Protected Group

Job Categories	Females Establish Goals?	Females If Yes, Goals for FY 2020-2022	Racial/ Ethnic Minorities Establish Goals?	Racial/ Ethnic Minorities If Yes, Goals for FY 2020-2022	Individuals with Disabilities Establish Goals?	Individuals with Disabilities If Yes, Goals for FY 2020-2022
Officials/Administrators			Monitor		Monitor	
Professionals			Yes	23.26%		
Technicians			Yes	9.94%	Yes	10.03%
Protective Services: Sworn						
Protective Services: Non-sworn	Monitor		Yes	31.44%	Monitor	
Para-Professionals			Monitor			
Office/Clerical			Yes	25.32%	Monitor	
Skilled Craft	Monitor		Monitor			
Service Maintenance			Yes	14.82%	Yes	11.31%

Progress and Personnel Activity Reports

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

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

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

Identification of Areas for Further Monitoring

Minnesota Administrative Rules 3905.0400 Subp. 1 Item H and I

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

Workforce Snapshot

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

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

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

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

Personnel Activities

Progress Reports

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

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

- "Yes": the agency met the goal established in the prior Affirmative Action Plan.
- "No": the agency did not attain the goal established in the prior Affirmative Action Plan.
- "No Hire/Prom": there were no opportunities in the prior Affirmative Action Plan period.

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

Separations

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

1. The total percentage indicates the percentage by separation type. For example, there were 277 separations in total. Of those separations, six employees separated due to dismissal or non-certification. The dismissal or non-certification percentage is 2.17% (6 divided by 277).

2. The "percentage type[1]" in **Appendix B. Separation Analysis** indicates percentages by protected group within a separation type. For example, there were six separations by dismissal or non-certification in total. Of those separations, four were female employees. The female dismissal or non-certification separation is 66.67% (4 divided by 6).

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

Corrective Actions and Action-Oriented Programs

Minnesota Administrative Rules 3905.0400 Subp 1 Item H

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

Corrective Actions

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

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

Table 3. Areas of Further Monitoring and Corrective Actions

Areas for Further Monitoring	Corrective Actions
Officials/Managers • The agency needs to "monitor" Racial/Ethnic Minorities and Individuals with Disabilities because underutilization may occur by some employee movement.	• Even though there is no underutilization of racial/ethnic minorities and Individuals with Disabilities in this job category, it is an area that potentially will be underutilized if protected group members separate. • By June 30, 2021, develop an awareness or training strategy for increasing cultural competency to help officials/managers set the tone for a welcoming work environment and ensuring the hiring process is free from bias with respect to racial/ethnic minorities and individuals with disabilities. • By June 30, 2021, partner with racial/ethnic minorities and individuals with disabilities community organizations to establish relationships to develop talent pipelines to positions in this job category. • Use the State of Minnesota Connect 700 program to increase exposure to state jobs in the disability community.
Professionals • Racial/Ethnic Minorities are underutilized.	• By June 30, 2021, partner with racial/ethnic minorities and community organizations to establish relationships to develop talent pipelines to positions in this job category. • By June 30, 2021, develop a training strategy for individuals in this job category to focus on their individual development for promotional opportunities.
Technicians • Racial/Ethnic Minorities and Individuals with Disabilities are underutilized.	• By June 30, 2021, partner with racial/ethnic minorities and community organizations to establish relationships to develop talent pipelines to positions in this job category. • Use the State of Minnesota Connect 700 program to increase exposure to state jobs in the disability community. • By June 30, 2021, develop a training strategy for individuals in this job category to focus on their individual development for promotional opportunities.

Areas for Further Monitoring	Corrective Actions
Protective Services: Non-sworn • Racial/Ethnic Minorities are underutilized. • The agency needs to "monitor" Females and Individuals with Disabilities because underutilization may occur by some employee movement.	• By June 30, 2021, partner with racial/ethnic minorities and community organizations to establish relationships to develop talent pipelines to positions in this job category. • Even though there is no underutilization of Individuals with Disabilities in this job category, it is an area that potentially will be underutilized if protected group members separate. We will use the State of Minnesota Connect 700 program to increase exposure to state jobs in the disability community. • By June 30, 2021, develop a training strategy for individuals in this job category to focus on their individual development for promotional opportunities.
Para-Professionals • The agency needs to "monitor" Racial/Ethnic Minorities because underutilization may occur by some employee movement.	• Even though there is no underutilization of racial/ethnic minorities in this job category, it is an area that potentially will be underutilized if protected group members separate. • By June 30, 2021, partner with racial/ethnic minorities and community organizations to establish relationships to develop talent pipelines to positions in this job category. • By June 30, 2021, develop a training strategy for individuals in this job category to focus on their individual development for promotional opportunities.
Office Clerical • Racial/Ethnic Minorities are underutilized. • The agency needs to "monitor" Individuals with Disabilities because underutilization may occur by some employee movement.	• By December 31, 2020, determine whether an ongoing open entry-level position posting (unlimited positions and temporary positions) in this category would provide for easier access to job opportunities and increase diversity in candidate pools. • By June 30, 2021, partner with racial/ethnic minorities and community organizations to establish relationships to develop talent pipelines to positions in this job category. • Even though there is no underutilization of individuals with disabilities in this job category, it is an area that potentially will be underutilized if protected group members separate. We will use the State of Minnesota Connect 700 program to increase exposure to state jobs in the disability community. • By June 30, 2021, develop a training strategy for individuals in this job category to focus on their individual development for promotional opportunities.

Areas for Further Monitoring	Corrective Actions
Skilled Craft • The agency needs to "monitor" Females and Racial/Ethnic Minorities because underutilization may occur by some employee movement.	• Even though there is no underutilization of racial/ethnic minorities in this job category, it is an area that potentially will be underutilized if protected group members separate. • By June 30, 2021, partner with racial/ethnic minorities and community organizations to establish relationships to develop talent pipelines to positions in this job category. • By June 30, 2021, begin discussions with MMB and other State agency HR Directors regarding the possibility of partnering to develop agency directed trainee programs for females in the trades. • By June 30, 2021, develop a training strategy for individuals in this job category to focus on their individual development for promotional opportunities.
Service Maintenance • Racial/Ethnic Minorities Individuals with Disabilities are underutilized.	This job category consists of entry-level physical jobs. • By June 30, 2021, partner with racial/ethnic minorities and community organizations to establish relationships to develop talent pipelines to positions in this job category, including DEED and training centers to increase recruitment efforts. • Use the State of Minnesota Connect 700 program to increase exposure to state jobs in the disability community.

Other Action-Oriented Programs

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

Barriers

The agency has constraints to address underutilization and areas for monitoring identified in the previous section.

- The agency had decreased hiring at the beginning of this calendar year for the summer busy season. This affected the Zoo's current employee snapshot data, especially in entry-level positions, which often show higher numbers of diversity in our candidate pools.
- The agency anticipates a limited number of open positions in this plan year. The State's hiring freeze, with no stated end date, will affect our ability to move forward with posting and recruiting vacant positions. This will limit opportunities for potentially increasing the diversity of our staff through hiring.
- The agency continues to have limited ability to do community outreach and build relationships with varied organizations due to unanticipated budget deficiencies and limited staff availability.

This will limit the effectiveness of recruitment efforts to increase the diversity of our candidate pools.

- Employees continue to be unwilling to self-identify for various reasons, including individuals with disabilities. This will affect the representation of employees in this protected group.
- The agency's location in the southern metro area continues to have a lack of consistent and regular public transportation options. This limits access for potentially qualified diverse candidates who do not have individual transportation.
- The agency's seasonal business fluctuations result in a continued reliance on temporary and part-time non-benefits eligible positions. This limits the ability of potentially qualified diverse candidate who need full-time salaries and benefits coverage.
- Many of the State's skilled trades, professional, supervisory and managerial job classes continue to have less than market competitive ranges due to budget deficiencies and/or required union negotiations. This limits the attractiveness of many of our positions to potentially qualified diverse candidates.
- The agency's 24/7 operation often results in less than attractive schedules, with many individuals not interested in weekend, evening or overnight schedules. This also limits the attractiveness of our positions to potentially qualified diverse candidates.

Recruitment and Processes

The agency takes the following actions to improve recruitment and increase the number of qualified females, racial/ethnic minorities, and individuals with disabilities in the applicant pool:

- The agency will continue to place advertisements of job opportunities through the State of MN Career site (https://mn.gov/mmb/careers/search-for-jobs/).
- The agency will continue to post online: on the Zoo website; through Zoo social media sites, e.g., Facebook, Twitter, LinkedIn; professional association websites, e.g., AZA, environmental education websites, education websites, veterinarian websites, etc.; on secondary and post-secondary educational organization websites, e.g., local high schools, colleges and universities, national colleges and universities with fields of study appropriate to the opening.
- The agency will submit postings to the Diversity Workforce list email address, wfcomm.mmb@state.mn.us.
- The agency will continue to consider female, racial/ethnic minorities, and individuals with disability applicants for all positions for which they qualify.
- The agency will participate in job fairs to recruit females, racial/ethnic minorities, and individuals with disabilities as we are able to with limited funds.
- The agency will target recruiting outreach efforts to the following community organizations to increase the diversity of qualified candidates for job openings:
    - The agency will reach out to YWCA/YMCA organizations in the Apple Valley area to help identify strategies for recruiting diverse candidates for entry-level positions.

    - The agency has reached out to the Summit Academy, an organization that works with diverse candidates and provides vocational training in skilled crafts such as carpentry and electrical. We will continue to work at building a relationship and share job openings to recruit diverse candidates, especially for our skilled craft positions.
    - The agency will continue to work with ISD 196 Transitions Plus and Managed Resource Connections Inc. (MRCI) to develop potential candidates who identify as having disabilities to be able to apply for entry-level positions.
    - The agency will continue to reach out to and share job openings with the Minnesota Veterans Employment Program at DEED to recruit veterans for all job categories.
- The agency will advertise the Connect 700 program on our organization's website job opportunity page to attract qualified individuals with disabilities by providing a link to MMB's web site.
- The agency will continue to use the EEO tag line on all job postings and advertisements.
- The agency will update recruitment media depicting individuals that represent protected groups.
- The agency will review/evaluate job postings to eliminate non-inclusive language.
- The agency will continue to identify funding for internship opportunities across job categories as a way to begin building a pipeline to entry-level jobs across the Zoo.

Persons Responsible:

- Renee Schmitt, Human Resources Director
- Roxanne Lane, Human Resources Specialist
- Elizabeth Bauer, Human Resources Specialist

Retention

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

- The agency will continue to review opportunities to move towards more full-time and benefits eligible and/or unlimited positions.
- The agency will continue to review each candidate's prior experience and education to create salary offers for appropriate placement within the State's salary ranges and the potential for market competitiveness.
- The agency will continue to review exit interview data, analyze the data, and address identified concerns.
- The agency will develop an employee development training strategy to
    - Increase cultural competency for officials/managers to help them set the tone for a welcoming work environment and an inclusive work environment and equal opportunities for all employees free from bias with respect to racial/ethnic minorities and individuals with disabilities

    - Assist employees to take responsibility for their individual development and prepare for being qualified candidates as promotional opportunities become available.
- The agency will continue to develop community outreach to increase talent pipelines and diversity in our candidate pools, to include
    - Updating Zoo branded recruiting materials, website and social media outreach as our most effective outreach continues to be through online sites
    - Building relationships with racial/ethnic minorities and community and educational organizations as recruiting sources.
- The agency will develop a career path model for the Zoo, clarifying movement among Zoo entry, technical, professional, supervisory and managerial positions.

Persons Responsible:

- Renee Schmitt, Human Resources Director
- Roxanne Lane, Human Resources Specialist
- Elizabeth Bauer, Human Resources Specialist

Training

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

- The agency will develop an employee development training strategy to
    - Increase cultural competency for officials/managers to help them set the tone for a welcoming work environment and an inclusive work environment and equal opportunities for all employees free from bias with respect to racial/ethnic minorities and individuals with disabilities
    - Assist employees to take responsibility for their individual development and prepare for being qualified candidates as promotional opportunities become available.
    - Increase access to knowledge and skill training opportunities for employees.
- The agency will continue to
    - Provide cross-training and work-out-of-class opportunities to develop employees' skills and competencies.
    - Provide quality on-boarding orientation training for all new hires.
    - Ensure all staff receive respectful workplace and inclusive workplace e-learning training as it becomes available.

Persons Responsible:

- Renee Schmitt, Human Resources Director
- Roxanne Lane, Human Resources Specialist

- Elizabeth Bauer, Human Resources Specialist

Methods of Auditing, Evaluating, and Reporting Program Success

Pre-Employment Review Procedure/Monitoring the Hiring Process

The agency will evaluate its selection process to determine if its requirements unnecessarily screen out a disproportionate number of females, racial/ethnic minorities, or individuals with disabilities. The agency will use the Monitoring the Hiring Process form for every hire to track the number of females, racial/ethnic 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 must document their hiring decisions and equal opportunity professionals will review for bias.

An agency that does not meet its hiring goals for competitive appointments, and noncompetitive appointments under MS 43A.08, subd. 1(9), (11) and (16), and 43A.15, subd. 3, 10, 12, and 13, must justify its non-affirmative action hires. The affirmative action statute was amended in 2019 so agencies can no longer take missed opportunities. The agency will report the number of affirmative and non-affirmative hires to MMB on a quarterly basis.

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

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

Pre-Review Procedure for Layoff Decisions

The Human Resources Director, who also serves as the Affirmative Action Officer, in conjunction with the agency's human resources staff, is responsible for reviewing all pending layoffs to determine their effect on the agency's affirmative action goals and timetables.

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

Other Methods of Program Evaluation

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

- Quarterly Monitoring the Hiring Process Reports

- Biannual Affirmative Action Plan
- Annual Americans with Disabilities Act Report
- Annual Internal Complaint Report
- Disposition of Internal Complaint (submitted to MMB within 30 days of final disposition)

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

- Monitor progress toward stated goals by job category as employment actions occur and review annually with leadership.
- Analyze employment activity (hires, promotions, and terminations) by job category to determine if there is disparate impact as these employment actions occur.
- Analyze compensation program to determine if there are patterns of discrimination at year-end for Officials/Managers and as hires and promotions occur for other categories and make recommendations for equity adjustments.
- Review the accessibility of online systems and websites as opportunities are posted and information is updated to ensure that reasonable accommodations can be easily requested and work with communications staff to make necessary technology adjustments.
- Discuss progress with agency leadership on a periodic basis and make recommendations for improvement.

Policies, Procedures, and Notice

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

Overview

Objective

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

Policy Statement

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

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

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

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

Scope

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

Definitions and Terms

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

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

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

Protected class harassment or harassment based on protected class: Unwelcome conduct or communication that is based on actual or perceived membership in a protected class, including

stereotypes of protected classes, that has a negative effect or is likely to have a negative effect on the complainant and/or on the workplace or public service environment.

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

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

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

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

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

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

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

Genetic information: Includes information about an individual's or their family members' genetic tests, family medical history, an individual's request for, or receipt of, genetic services, or the participation in clinical research that includes genetic services by the individual or their family member, and the genetic information of a fetus carried by an individual or a pregnant family member, and the genetic information of any embryo legally held by the individual or their family member using an assisted reproductive technology.

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

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

Exclusions

N/A

Statutory References

M.S. Ch. 43A
M.S. Ch. 363A

General Standards and Expectations

Prohibition of Protected Class Harassment and Discrimination

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

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

I. Employee and Third Party Responsibilities and Complaint Procedure

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

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

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

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

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

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

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

II. Manager/Supervisory Responsibility

Managers and supervisors must:

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

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

III. Human Resources Responsibilities

Agency human resources must:

1. Model appropriate behavior
2. Distribute the Harassment and Discrimination Prohibited Policy to all employees, through a method whereby receipt can be verified

3. Treat all reports of protected class harassment/discrimination seriously
4. Comply with the agency's complaint and investigation procedures and/or the agency's Affirmative Action Plan

IV. Affirmative Action Officer or Designees Responsibilities

Agency Affirmative Action Officer/designee must:

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

Investigation and Discipline

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

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

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

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

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

Non-Retaliation

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

Responsibilities

Agency Responsibility

Agencies are responsible for the following:

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

MMB Responsibility

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

Forms and Supplements

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

Acknowledgement

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

Signed: _____ Date: _____

Employee Name: _____

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

Objective

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

Policy Statement

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

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

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

Scope

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

Definitions and Key Terms

Complainant

An individual who complains about sexual harassment or retaliation.

Public service environment

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

Sexual harassment

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

Third party

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

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

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

Exclusions

N/A

Statutory References

42 U.S.C. § 2000e, et al.
M.S. Ch. 363A
M.S. Ch. 43A

General Standards and Expectations

I. Prohibition of Sexual Harassment

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

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

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

II. Employee and Third Party Responsibilities and Complaint Procedure

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

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

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

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

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

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

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

III. Manager/Supervisor Responsibility

Managers and Supervisors must:

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

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

IV. Human Resources Responsibilities

Agency human resources must:

1. Model appropriate behavior

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

V. Affirmative Action Officer or Designee Responsibilities

Agency Affirmative Action Officer/designee must:

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

VI. Investigation and Discipline

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

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

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

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

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

VII. Non-Retaliation

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

Responsibilities

Agencies are responsible for:

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

MMB is responsible for:

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

Forms and Supplements

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

Acknowledgement

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

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

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

Signed: _____ Date: _____

Employee Name: _____

C. Minnesota Zoological Garden Complaint Procedure for Processing Complaints Under the Harassment and Discrimination Prohibited Policy or the Sexual Harassment Prohibited Policy:

The Minnesota Zoological Garden has established the following complaint procedure to be used by all individuals alleging harassment, discrimination, or retaliation in violation of the Harassment and Discrimination Prohibited Policy or the Sexual Harassment Prohibited Policy. Coercion, retaliation, or intimidation against anyone filing a complaint or serving as a witness under this procedure is prohibited.

Who May File:

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

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

Retaliation against any person who has filed a complaint either internally through this complaint procedure or through an outside enforcement agency or other legal channels is prohibited.

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

The following are the procedures for filing a complaint:

1. The individual may, but is not required to, complete the "Harassment and Discrimination Prohibited/Sexual Harassment Prohibited Policies Complaint Form" provided by the Affirmative Action Officer or designee. Individuals are encouraged to file a complaint within a reasonable period of time after the individual becomes aware that a situation may involve conduct in violation of the Harassment and Discrimination Prohibited Policy or the Sexual Harassment Prohibited Policy. The Affirmative Action Officer or designee will, if requested, provide assistance in filling out the form.

2. The Affirmative Action Officer or designee determines if the complainant is alleging conduct in violation of the Harassment and Discrimination Prohibited Policy or the Sexual Harassment Prohibited Policy; or if the complaint instead is of a general personnel concern or a general concern of respect in the workplace.

    - If it is determined that the complaint is not related to conduct that would violate the Harassment and Discrimination Prohibited Policy or the Sexual Harassment Prohibited Policy, but rather involves general personnel concerns or general concerns of respect in the workplace, the Affirmative Action Officer or designee will inform the complainant, in writing, within ten (10) business days.

- If it is determined that the complaint is related to conduct that would violate the Harassment and Discrimination Prohibited Policy or the Sexual Harassment Prohibited Policy, the Affirmative Action Officer or designee will determine whether corrective action may be taken without an investigation. If it is determined that an investigation is necessary, the Affirmative Action Officer or designee shall investigate the complaint.

3. The Affirmative Action Officer or designee shall create a written investigation report of every investigation conducted. If the investigation shows sufficient evidence to substantiate the complaint, appropriate corrective action will be taken.

4. Within (60) days after the complaint is filed, the Affirmative Action Officer or designee shall provide a written answer to the complainant, unless reasonable cause for delay exists. The complainant will be notified if the written answer is not expected to be issued within the sixty (60) day period. The written answer to the complainant must comply with the data privacy restrictions of the Minnesota Government Data Practices Act.

5. Disposition of the complaint will be filed with the Commissioner of Minnesota Management and Budget within thirty (30) days after the final determination.

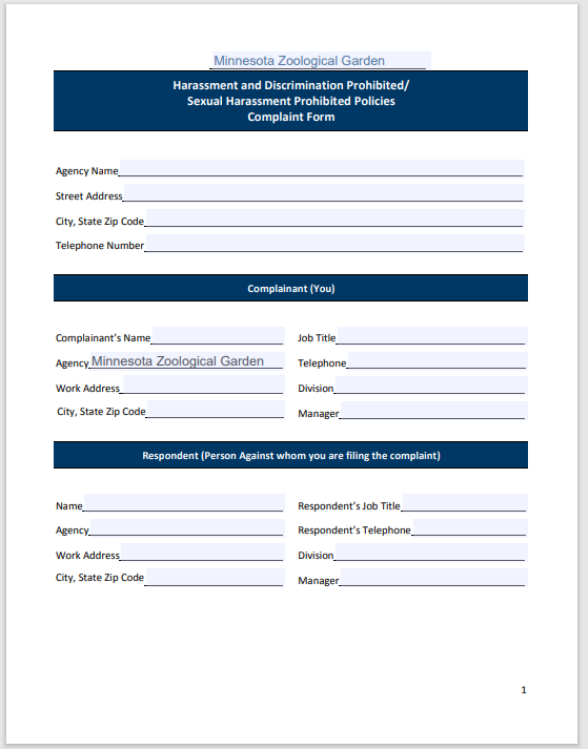
6. The status of the complaint may be shared with the complainant(s) and respondent(s). All data related to the complaint are subject to the provisions of the Minnesota Government Data Practices Act.

7. The Affirmative Action Officer or designee shall maintain records of all complaints, investigation reports, and any other data or information the Affirmative Action Officer or designee deems pertinent for seven (7) years after the complaint is closed.

8. In extenuating circumstances, the employee or applicant may contact the State Affirmative Action Officer in the Office of Equal Opportunity at Minnesota Management and Budget for information regarding the filing of a complaint (for example, if the complaint is against the agency head or the agency Affirmative Action Officer).

D. Minnesota Zoological Garden Harassment and Discrimination Prohibited/Sexual Harassment Prohibited Policies Complaint Form

A fillable form is available at file:///P:/Policies/MZG%20harassment-sexual%20harassment%20prohibited-policies-complaint-form.pdf



Minnesota Zoological Garden

Harassment and Discrimination Prohibited/ Sexual Harassment Prohibited Policies Complaint Form

Agency Name
Street Address
City, State Zip Code
Telephone Number

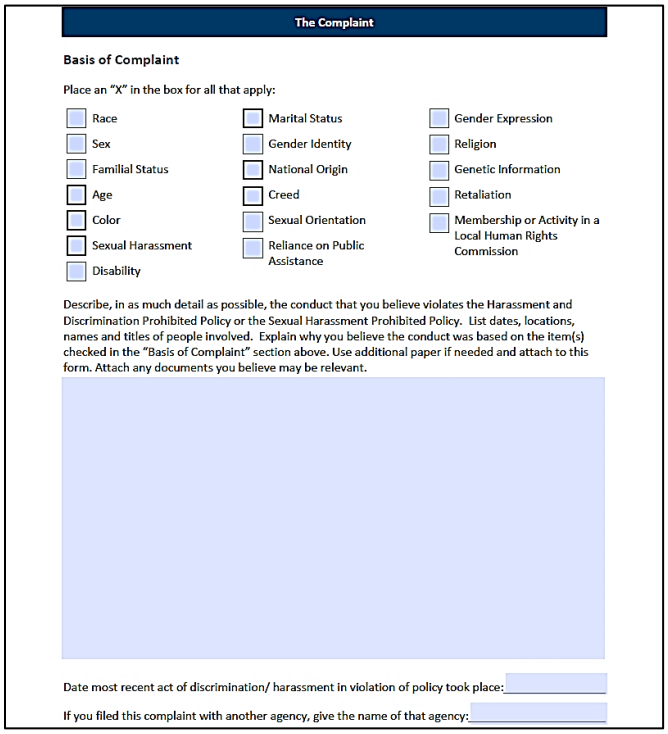
Complainant (You)

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

Respondent (Person Against whom you are filing the complaint)

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

1



The Complaint

Basis of Complaint

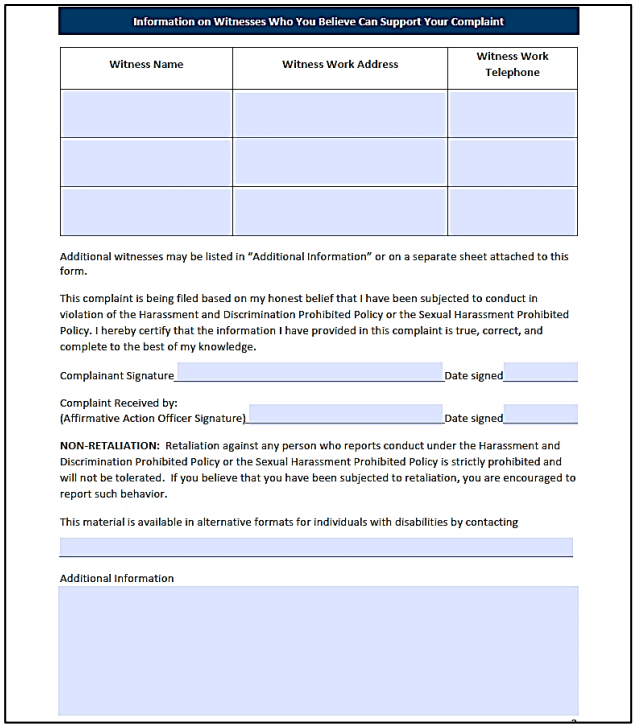
Place an "X" in the box for all that apply:

- Race
- Sex
- Familial Status
- Age
- Color
- Sexual Harassment
- Disability
- Marital Status
- Gender Identity
- National Origin
- Creed
- Sexual Orientation
- Reliance on Public Assistance
- Gender Expression
- Religion
- Genetic Information
- Retaliation
- Membership or Activity in a Local Human Rights Commission

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

Date most recent act of discrimination/ harassment in violation of policy took place:

If you filed this complaint with another agency, give the name of that agency:



Information on Witnesses Who You Believe Can Support Your Complaint

Witness Name	Witness Work Address	Witness Work Telephone

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

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

Complainant Signature
Date signed

Complaint Received by:
(Affirmative Action Officer Signature)
Date signed

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

This material is available in alternative formats for individuals with disabilities by contacting

Additional Information

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

Objective

The goals of this policy are:

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

Policy Statement

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

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

Scope

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

Definitions

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

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

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

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

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

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

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

Individual with a Disability - An individual who:

- Has a physical, sensory, or mental impairment that substantially limits one or more major life activities; or
- Has a record or history of such impairment; or
- Is regarded as having such impairment.

Qualified Individual with a Disability - An individual who:

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

Major Life Activities - May include, but are not limited to, caring for oneself, performing manual tasks, seeing, hearing, eating, sleeping, walking, standing, lifting, bending, speaking, breathing, learning, reading, concentrating, thinking, communicating, and working.

Major life activities also include the operation of a major bodily function, including but not limited to, functions of the immune system, normal cell growth, digestive, bowel, bladder, neurological, brain, respiratory, circulatory, endocrine, and reproductive functions.

Medical Documentation - Information from the requestor's treating provider which is sufficient to enable the employer to determine whether an individual has a disability and whether and what type of reasonable accommodation is needed when the disability or the need for accommodation is not obvious. Medical documentation can be requested using the standardized Letter Requesting Documentation for Determining ADA Eligibility from a Medical Provider.

Reasonable Accommodation - An adjustment or alteration that enables a qualified individual with a disability to apply for a job, perform job duties, or enjoy the benefits and privileges of employment. Reasonable accommodations may include:

- Modifications or adjustments to a job application process to permit a qualified individual with a disability to be considered for a job; or
- Modifications or adjustments to enable a qualified individual with a disability to perform the essential functions of the job; or
- Modifications or adjustments that enable qualified employees with disabilities to enjoy equal benefits and privileges of employment.
- Modifications or adjustments may include, but are not limited to:
    - Providing materials in alternative formats like large print or Braille;
    - Providing assistive technology, including information technology and communications equipment, or specially designed furniture;
    - Modifying work schedules or supervisory methods;
    - Granting breaks or providing leave;
    - Altering how or when job duties are performed;
    - Removing and/or substituting a marginal function;
    - Moving to a different office space;
    - Providing telework;
    - Making changes in workplace policies;
    - Providing a reader or other staff assistant to enable employees to perform their job functions, where a reasonable accommodation cannot be provided by current staff;
    - Removing an architectural barrier, including reconfiguring work spaces;
    - Providing accessible parking;
    - Providing a sign language interpreter; or
    - Providing a reassignment to a vacant position.

Reassignment - Reassignment to a vacant position for which an employee is qualified is a "last resort" form of a reasonable accommodation. This type of accommodation must be provided to an employee, who, because of a disability, can no longer perform the essential functions of the position, with or without reasonable accommodation, unless the employer can show that it will be an undue hardship.

Support Person - Any person an individual with a disability identifies to help during the reasonable accommodation process in terms of filling out paperwork, attending meetings during the interactive process to take notes or ask clarifying questions, or to provide emotional support.

Undue Hardship - A specific reasonable accommodation would require significant difficulty or expense. Undue hardship is always determined on a case-by-case basis considering factors that include the nature and cost of the accommodation requested and the impact of the accommodation on the operations of the agency. A state agency is not required to provide accommodations that would impose an undue hardship on the operation of the agency.

Exclusions

N/A

Statutory References

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

General Standards and Expectations

Individuals who may request a reasonable accommodation include:

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

The agency must abide by the Minnesota Government Data Practices Act, Chapter 13, in obtaining or sharing information related to accommodation requests.

How to request a reasonable accommodation

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

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

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

Timing of the request

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

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

Form of the request

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

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

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

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

Agency request forms can be found at: “Employee/Applicant Request for Reasonable Accommodation Form”.

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

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

The interactive process entails

Communication is a priority and encouraged throughout the entire reasonable accommodation process. The interactive process is a collaborative process between the employee and/or applicant and the agency to explore and identify specific reasonable accommodation(s). (For information on the Interactive Process see the U.S. Department of Labor, Job Accommodation Network at http://askjan.org/topics/interactive.htm). This process is required when:

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

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

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

The agency ADA Coordinator shall be consulted when:

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

Agency responsibilities for processing the request

As the first step in processing a request for reasonable accommodation, the person who receives the request must promptly forward the request to the appropriate decision maker. At the same time, the recipient will notify the requestor who the decision maker is.

Director Zoological Gardens

The Director Zoological Gardens of the agency or agency head has the ultimate responsibility to ensure compliance with the ADA and this policy and appoint an ADA Coordinator.

ADA Coordinator

The agency ADA Coordinator is the agency's decision maker for reasonable accommodation requests for all types of requests outside of the supervisors' and managers' authority. The agency ADA Coordinator will work with the supervisor and manager, and where necessary, with agency Human Resources, to implement the approved reasonable accommodation.

Supervisors and Managers

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

Requests for standard office equipment that is needed as a reasonable accommodation and adaptive items costing less than $100. [Agencies can adjust the dollar amount based on their needs]; and

Requests for a change in a condition of employment such as modified duties, or a change in schedule, or the location and size of an employee's workspace. [Agencies can choose to delegate

specific requests to supervisors or managers or require these types of requests to work through the agency ADA Coordinator].

Analysis for processing requests

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

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

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

Obtaining medical documentation in connection with a request for reasonable accommodation

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

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

Where medical documentation is necessary, the agency ADA Coordinator must make the request and use the Letter Requesting Documentation for Determining ADA Eligibility from a Medical Provider. The agency ADA Coordinator must also obtain the requestor's completed and signed Authorization for Release of Medical Information before sending the Letter to, or otherwise communicating with, the medical provider. The employee may choose not to sign the Authorization. However, if the employee chooses not to sign the Authorization, it is the employee's responsibility to ensure that the agency receives the requested medical information.

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

Confidentiality requirements

Medical Information

Medical information obtained in connection with the reasonable accommodation process must be kept confidential. All medical information obtained in connection with such requests must be collected and maintained on separate forms and in separate physical or electronic files from non-medical personnel files and records. Electronic copies of medical information obtained in connection with the reasonable accommodation process must be stored so that access is limited to only the agency ADA Coordinator. Physical copies of such medical information must be stored in a locked cabinet or office when not in use or unattended. Generally, medical documentation obtained in connection with the reasonable accommodation process should only be reviewed by the agency ADA Coordinator.

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

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

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

Accommodation Information

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

General Information

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

Approval of requests for reasonable accommodation

As soon as the decision maker determines that a reasonable accommodation will be provided, the agency ADA Coordinator will process the request and provide the reasonable accommodation in as short of a timeframe as possible. The time necessary to process a request will depend on the nature of the accommodation requested and whether it is necessary to obtain supporting information. If an approved accommodation cannot be provided within a reasonable time, the decision maker will inform the requestor of the status of the request before the end of 30 days. Where feasible, if there is a delay in providing the request, temporary measures will be taken to provide assistance.

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

Funding for reasonable accommodations

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

Procedures for reassignment as a reasonable accommodation

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

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

Denial of requests for reasonable accommodation

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

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

The explanation for denial must be provided to the requestor in writing. The explanation should be written in plain language and clearly state the specific reasons for denial. Where the decision maker has denied a specific requested accommodation, but has offered a different accommodation in its place, the decision letter should explain both the reasons for denying the accommodation requested and the reasons that the accommodation being offered will be effective.

Consideration of undue hardship

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

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

Determining direct threat

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

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

- Duration of the risk;
- Nature and severity of the potential harm;

- Likelihood that the potential harm will occur; and
- Imminence of the potential harm.

Appeals process in the event of denial

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

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

Information tracking and records retention

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

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

Responsibilities

Agencies are responsible for the request:

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

MMB is responsible for:

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

Please review the following forms:

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

REFERENCES

- U.S. Equal Employment Opportunity Commission, *Enforcement Guidance*
- Pre-employment Disability-Related Questions and Medical Examinations at 5, 6-8, 20, 21-22, 8 FEP Manual (BNA) 405:7191, 7192-94, 7201 (1995).

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

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

Minnesota Human Rights Act (MHRA) prohibits employers from treating people differently in employment because of their race, color, creed, religion, national origin, sex, marital status, familial status, disability, public assistance, age, sexual orientation, or local human rights commission activity. The MHRA requires an employer to provide reasonable accommodation to qualified individuals with disabilities who are employees or applicants for employment, except when such accommodation would cause undue hardship or where the individual poses a direct threat to the health or safety of the individual or others. The MHRA prohibits requesting or requiring information about an individual's disability prior to a conditional offer of employment.

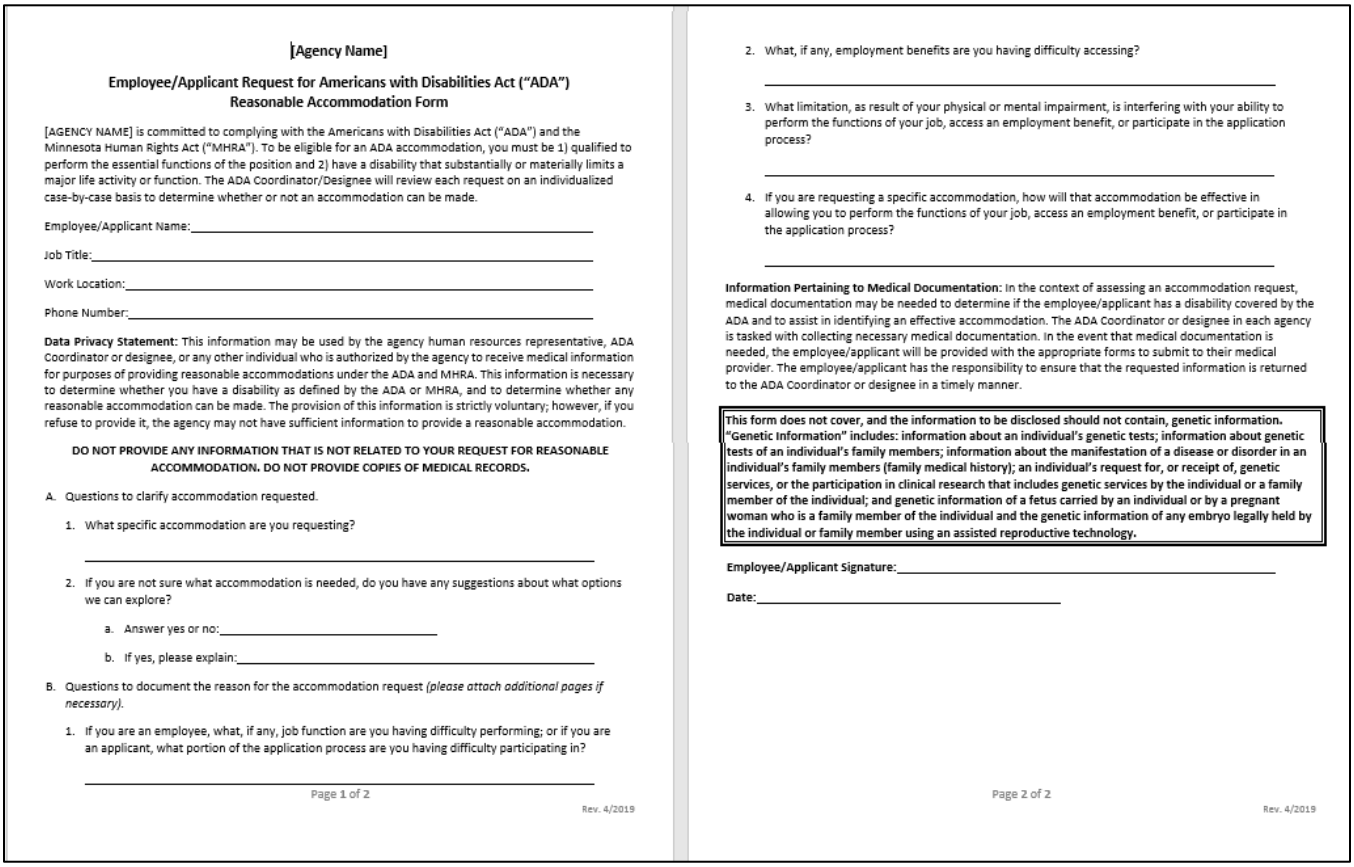
The Family and Medical Leave Act is a federal law requiring covered employers to provide eligible employees twelve weeks of job-protected, unpaid leave for qualified medical and family reasons.

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

Contacts

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

Request for Reasonable Accommodation Form



[Agency Name]

Employee/Applicant Request for Americans with Disabilities Act ("ADA") Reasonable Accommodation Form

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

Employee/Applicant Name:_____

Job Title:_____

Work Location:_____

Phone Number:_____

Data Privacy Statement: This information may be used by the agency human resources representative, ADA Coordinator or designee, or any other individual who is authorized by the agency to receive medical information for purposes of providing reasonable accommodations under the ADA and MHRA. This information is necessary to determine whether you have a disability as defined by the ADA or MHRA, and to determine whether any reasonable accommodation can be made. The provision of this information is strictly voluntary; however, if you refuse to provide it, the agency may not have sufficient information to provide a reasonable accommodation.

DO NOT PROVIDE ANY INFORMATION THAT IS NOT RELATED TO YOUR REQUEST FOR REASONABLE ACCOMMODATION. DO NOT PROVIDE COPIES OF MEDICAL RECORDS.

A. 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. Answer yes or no:_____

   b. If yes, please explain:_____

B. Questions to document the reason for the accommodation request *(please attach additional pages if necessary).*

1. If you are an employee, what, if any, job function are you having difficulty performing; or if you are an applicant, what portion of the application process are you having difficulty participating in?

_____

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

_____

3. What limitation, as result of your physical or mental impairment, is interfering with your ability to perform the functions of your job, access an employment benefit, or participate in the application process?

_____

4. If you are requesting a specific accommodation, how will that accommodation be effective in allowing you to perform the functions of your job, access an employment benefit, or participate in the application process?

_____

Information Pertaining to Medical Documentation: In the context of assessing an accommodation request, medical documentation may be needed to determine if the employee/applicant has a disability covered by the ADA and to assist in identifying an effective accommodation. The ADA Coordinator or designee in each agency is tasked with collecting necessary medical documentation. In the event that medical documentation is needed, the employee/applicant will be provided with the appropriate forms to submit to their medical provider. The employee/applicant has the responsibility to ensure that the requested information is returned to the ADA Coordinator or designee in a timely manner.

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

Employee/Applicant Signature:_____

Date:_____

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F. Notice Under the Americans with Disabilities Act

In accordance with the requirements of Title II of the Americans with Disabilities Act of 1990 ("ADA"), the Minnesota Zoological Garden will not discriminate against qualified individuals with disabilities on the basis of disability in its services, programs, or activities.

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

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

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

Anyone who requires an auxiliary aid or service for effective communication, or a modification of policies or procedures to participate in a program, service, or activity of Minnesota Zoological Garden, should make their requests online at https://mnzoo.org/plan-your-visit/accessibility/ a minimum of two weeks prior to the planned visit. A response should be received within four days. If you have not received a response within seven days of your planned visit, please call 952-431-9200. Please be advised that some accommodations are contingent upon the availability of an interpreter or captioner.

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

Complaints that a program, service, or activity of Minnesota Zoological Garden is not accessible to persons with disabilities should be directed to Claire Ross, Zoo Guest Services Supervisor-Access, claire.ross@state.mn.us, or Jessica Madole, Guest Experience Director, jessica.madole@state.mn.us, or via mail at 13000 Zoo Boulevard, Apple Valley, MN 55124.

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

G. Minnesota Zoological Garden Grievance Procedure Under Title II of the Americans with Disabilities Act

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

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

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

Jessica Madole
Minnesota Zoological Garden Guest Experiences Director/ADA Coordinator
Minnesota Zoological Garden
13000 Zoo Boulevard
Apple Valley, MN 55124

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

If the response by Jessica Madole or her designee does not satisfactorily resolve the issue, the complainant and/or his/her designee may appeal the decision within 15 calendar days after receipt of the response to the Director Zoological Gardens or his designee.

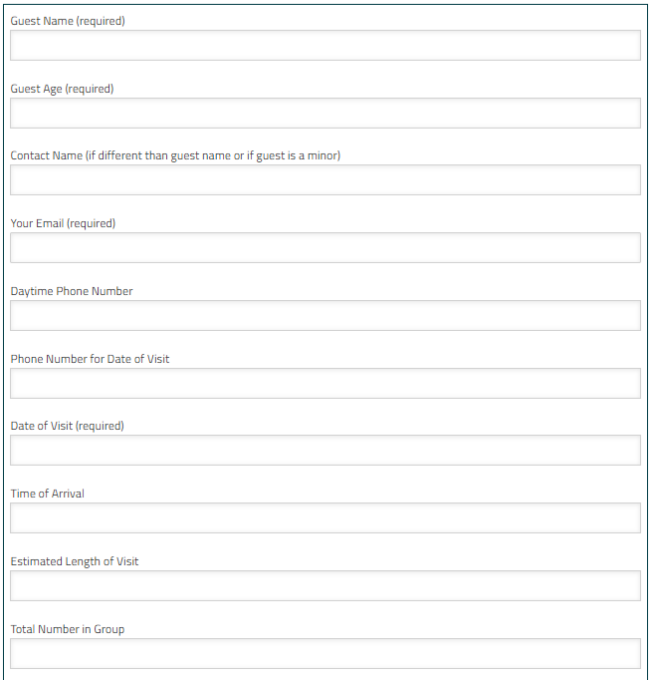
Within 15 calendar days after receipt of the appeal, the Director Zoological Gardens or his designee will meet with the complainant to discuss the complaint and possible resolutions. Within 15 calendar days after the meeting, the Director Zoological Gardens or his designee will respond in writing, and, where appropriate, in a format accessible to the complainant, with a final resolution of the complaint.

All written complaints received by Jessica Madole or her designee, appeals to the Director Zoological Gardens or his designee, and responses from these two offices will be retained by the Minnesota Zoological Garden for at least three years.

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

A fillable form is available at https://mnzoo.org/plan-your-visit/accessibility/

Accommodation Request Form


Guest Name (required)

Guest Age (required)

Contact Name (if different than guest name or if guest is a minor)

Your Email (required)

Daytime Phone Number

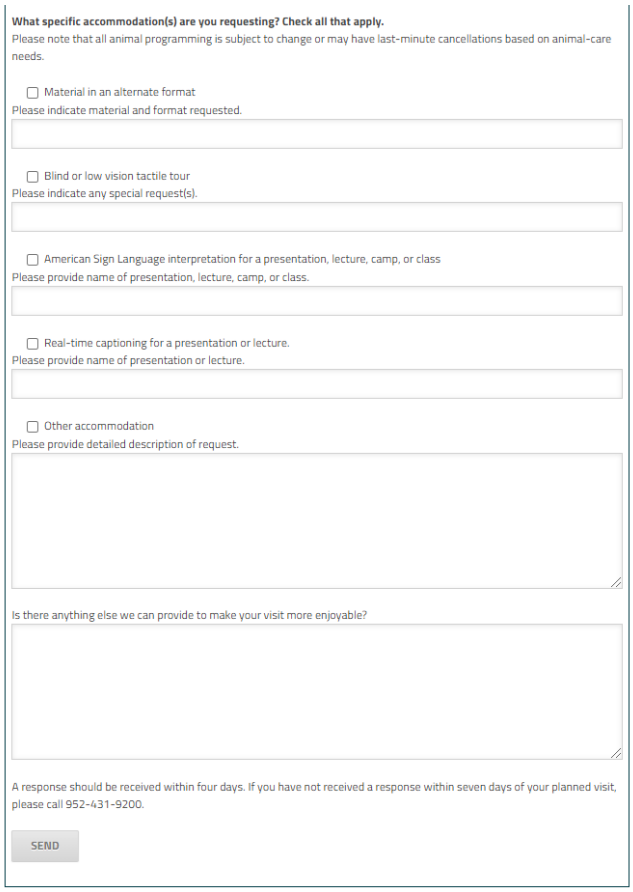
Phone Number for Date of Visit

Date of Visit (required)

Time of Arrival

Estimated Length of Visit

Total Number in Group


What specific accommodation(s) are you requesting? Check all that apply.
Please note that all animal programming is subject to change or may have last-minute cancellations based on animal-care needs.

☐ Material in an alternate format
Please indicate material and format requested.

☐ Blind or low vision tactile tour
Please indicate any special request(s).

☐ American Sign Language interpretation for a presentation, lecture, camp, or class
Please provide name of presentation, lecture, camp, or class.

☐ Real-time captioning for a presentation or lecture.
Please provide name of presentation or lecture.

☐ Other accommodation
Please provide detailed description of request.

Is there anything else we can provide to make your visit more enjoyable?

A response should be received within four days. If you have not received a response within seven days of your planned visit, please call 952-431-9200.

SEND

I. Evacuation Procedure for Individuals with Disabilities or Otherwise in Need of Assistance

A copy of the agency's weather and emergency evacuation plans can be found on the Zoo's shared public drive: P/Health and Safety/Programs-Procedures.

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

Everyone has a responsibility to develop their own personal emergency evacuation plan, this includes individuals with disabilities or individuals who will need assistance during evacuation. The Americans with Disabilities Act Coordinator or designee in each agency will work to develop a plan and consult the appropriate building and safety personnel.

Directors, managers, and supervisors should review the emergency evacuation procedures with staff, including informing all staff that if additional assistance may be needed, and individuals with disabilities should contact the agency contact(s) below to request the type of assistance they may need.

Name: Roxanne Lane

Title: Human Resources Specialist

Email: Roxanne.lane@state.mn.us

Phone: 952-431-9255

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;
- **Area of rescue assistance:** Identified areas that can be used as a means of egress for individuals with disabilities. These areas, located on floors above or below the building's exits, can be used by individuals with disabilities until rescue can be facilitated by emergency responders; and/or

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

Individuals with disabilities should follow the following procedures:

- **Mobility disabilities (individuals who use wheelchairs or other personal mobility devices ("PMDs"):** Individuals using wheelchairs should be accompanied to an area of rescue assistance by an employee or shelter in place when the alarm sounds. The safety and security staff will respond to each of the areas of rescue assistance every time a building evacuation is initiated to identify the individuals in these areas and notify to emergency responders how many individuals need assistance to safely evacuate.
- **Mobility disabilities (individuals who do not use wheelchairs):** Individuals with mobility disabilities, who are able to walk independently, may be able to negotiate stairs in an emergency with minor assistance. If danger is imminent, the individual should wait until the heavy traffic has cleared before attempting the stairs. If there is no immediate danger (detectable smoke, fire, or unusual odor), the individual with a disability may choose to wait at the area of rescue assistance until emergency responders arrive to assist them.
- **Hearing disabilities:** The agency's buildings are equipped with fire alarm horns/strobes that sound the alarm and flash strobe lights. The strobe lights are for individuals with 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.

- **Visual disabilities:** The agency's buildings are equipped with fire alarm horn/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 form 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 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.

Appendix

Appendix A

Agency Name: Minnesota

Progress Toward Goals Report

Data Range: 07/01/2018-06/30/2020

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

Job Category	Prior AAP Total Females %	Prior AAP Year Goals Females %	Females Hired %	Female Promoted %	Actual Females Placement (%)	Females Goal Met?
Officials/Administrators	61.54%	43.99%	100.00%	100.00%	100.00%	Yes
Professionals	73.77%	67.21%	70.18%	80.00%	70.97%	Yes
Technicians	71.43%	56.96%	86.36%	0.00%	86.36%	Yes
Protective Services: Sworn	0.00%	0.00%	0.00%	0.00%	0.00%	No Hire/Prom
Protective Services: Non-sworn	16.67%	37.89%	50.00%	0.00%	50.00%	Yes
Para-Professionals	0.00%	0.00%	73.33%	0.00%	73.33%	Yes
Office/Clerical	71.43%	61.81%	65.83%	0.00%	65.83%	Yes
Skilled Craft	4.17%	6.20%	0.00%	0.00%	0.00%	No
Service Maintenance	26.83%	41.34%	46.15%	40.00%	45.45%	Yes

Racial/Ethnic Minorities (Minorities) (Promotion includes both promoted into and within the job category.)

Job Category	Prior AAP Total Minorities %	Prior AAP Year Goals Minorities %	Minorities Hired %	Minorities Promoted %	Actual Minorities Placement (%)	Minorities Goal Met?
Officials/Administrators	7.69%	19.32%	50.00%	50.00%	50.00%	Yes
Professionals	4.92%	9.78%	12.28%	0.00%	11.29%	Yes
Technicians	4.08%	27.75%	9.09%	0.00%	9.09%	No
Protective Services: Sworn	0.00%	0.00%	0.00%	0.00%	0.00%	No Hire/Prom
Protective Services: Non-sworn	0.00%	5.95%	25.00%	0.00%	25.00%	Yes
Para-Professionals	0.00%	0.00%	0.00%	0.00%	0.00%	Yes
Office/Clerical	9.18%	13.19%	6.67%	0.00%	6.67%	No
Skilled Craft	4.17%	8.58%	0.00%	0.00%	0.00%	No
Service Maintenance	14.63%	24.80%	17.95%	20.00%	18.18%	No

Appendix A

Agency Name: Minnesota

Progress Toward Goals Report

Data Range: 07/01/2018-06/30/2020

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

Job Category	Prior AAP Total Individuals with Disabilities %	Prior AAP Year Goals Individuals with Disabilities %	Individuals with Disabilities Hired %	Individuals with Disabilities Promoted %	Actual Individuals with Disabilities Placement (%)	Individuals with Disabilities Goal Met?
Officials/Administrators	7.69%	7.00%	0.00%	0.00%	0.00%	No
Professionals	3.28%	7.00%	1.75%	20.00%	3.23%	No
Technicians	6.12%	7.00%	9.09%	0.00%	9.09%	Yes
Protective Services: Sworn	0.00%	7.00%	0.00%	0.00%	0.00%	No Hire/Prom
Protective Services: Non-sworn	16.67%	7.00%	25.00%	0.00%	25.00%	Yes
Para-Professionals	0.00%	7.00%	6.67%	0.00%	6.67%	No
Office/Clerical	9.18%	7.00%	5.83%	0.00%	5.83%	No
Skilled Craft	12.50%	7.00%	0.00%	0.00%	0.00%	No
Service Maintenance	4.88%	7.00%	10.26%	20.00%	11.36%	Yes

Appendix B

Agency Name: Minnesota Zoological Garden

Separation Analysis

Data Range Dates: 07/01/2018-06/30/2020

Note: [1] The percentages by protected group within a separation type

Total Separations

*(Minority = Racial/Ethnic Minorities)

Separation Type	Total %	Female % within Each Sep Type[1]	*Minority % within Each Sep Type[1]	Individuals with Disabilities % within Each Sep Type[1]
Dismissal or Non-Certification	2.17%	66.67%	16.67%	16.67%
Resignations	13.00%	58.33%	11.11%	8.33%
Enhanced Separation	0.00%	0.00%	0.00%	0.00%
Retirement	3.61%	50.00%	0.00%	10.00%
Death	0.00%	0.00%	0.00%	0.00%
Lay-off	1.08%	66.67%	0.00%	0.00%
Termination without Rights	80.14%	65.77%	10.81%	5.86%
Total Separations	**100.00%**	**64.26%**	**10.47%**	**6.50%**

Officials/Administrators

Separation Type	Total %	Female % within Each Sep Type[1]	*Minority % within Each Sep Type1	Individuals with Disabilities % within Each Sep Type[1]
Dismissal or Non-Certification	0.00%	0.00%	0.00%	0.00%
Resignations	50.00%	66.67%	33.33%	0.00%
Enhanced Separation	0.00%	0.00%	0.00%	0.00%
Retirement	0.00%	0.00%	0.00%	0.00%
Death	0.00%	0.00%	0.00%	0.00%
Lay-off	0.00%	0.00%	0.00%	0.00%
Termination without Rights	50.00%	33.33%	0.00%	66.67%
Total Separations	**100.00%**	**50.00%**	**16.67%**	**33.33%**

Professionals

Separation Type	Total %	Female % within Each Sep Type[1]	*Minority % within Each Sep Type1	Individuals with Disabilities % within Each Sep Type[1]
Dismissal or Non-Certification	0.00%	0.00%	0.00%	0.00%
Resignations	18.87%	60.00%	20.00%	0.00%
Enhanced Separation	0.00%	0.00%	0.00%	0.00%
Retirement	7.55%	50.00%	0.00%	0.00%
Death	0.00%	0.00%	0.00%	0.00%
Lay-off	5.66%	66.67%	0.00%	0.00%
Termination without Rights	67.92%	86.11%	2.78%	0.00%
Total Separations	**100.00%**	**77.36%**	**5.66%**	**0.00%**

Appendix B

Agency Name: Minnesota Zoological Garden

Separation Analysis

Data Range Dates: 07/01/2018-06/30/2020

Note: [1] The percentages by protected group within a separation type

Technicians

Separation Type	Total %	Female % within Each Sep Type[1]	*Minority % within Each Sep Type1	Individuals with Disabilities % within Each Sep Type[1]
Dismissal or Non-Certification	3.85%	100.00%	0.00%	0.00%
Resignations	11.54%	100.00%	0.00%	0.00%
Enhanced Separation	0.00%	0.00%	0.00%	0.00%
Retirement	7.69%	50.00%	0.00%	50.00%
Death	0.00%	0.00%	0.00%	0.00%
Lay-off	0.00%	0.00%	0.00%	0.00%
Termination without Rights	76.92%	90.00%	15.00%	10.00%
Total Separations	**100.00%**	**88.46%**	**11.54%**	**11.54%**

Protective Services: Sworn

Separation Type	Total %	Female % within Each Sep Type[1]	*Minority % within Each Sep Type1	Individuals with Disabilities % within Each Sep Type[1]
Dismissal or Non-Certification	#DIV/0!	0.00%	0.00%	0.00%
Resignations	#DIV/0!	0.00%	0.00%	0.00%
Enhanced Separation	#DIV/0!	0.00%	0.00%	0.00%
Retirement	#DIV/0!	0.00%	0.00%	0.00%
Death	#DIV/0!	0.00%	0.00%	0.00%
Lay-off	#DIV/0!	0.00%	0.00%	0.00%
Termination without Rights	#DIV/0!	0.00%	0.00%	0.00%
Total Separations				

Protective Services: Non-sworn

Separation Type	Total %	Female % within Each Sep Type[1]	*Minority % within Each Sep Type1	Individuals with Disabilities % within Each Sep Type[1]
Dismissal or Non-Certification	0.00%	0.00%	0.00%	0.00%
Resignations	75.00%	33.33%	0.00%	0.00%
Enhanced Separation	0.00%	0.00%	0.00%	0.00%
Retirement	0.00%	0.00%	0.00%	0.00%
Death	0.00%	0.00%	0.00%	0.00%
Lay-off	0.00%	0.00%	0.00%	0.00%
Termination without Rights	25.00%	0.00%	0.00%	0.00%
Total Separations	**100.00%**	**25.00%**	**0.00%**	**0.00%**

Appendix B

Agency Name: Minnesota Zoological Garden

Separation Analysis

Data Range Dates: 07/01/2018-06/30/2020

Note: [1] The percentages by protected group within a separation type

Para-Professionals

Separation Type	Total %	Female % within Each Sep Type[1]	*Minority % within Each Sep Type1	Individuals with Disabilities % within Each Sep Type[1]
Dismissal or Non-Certification	0.00%	0.00%	0.00%	0.00%
Resignations	0.00%	0.00%	0.00%	0.00%
Enhanced Separation	0.00%	0.00%	0.00%	0.00%
Retirement	0.00%	0.00%	0.00%	0.00%
Death	0.00%	0.00%	0.00%	0.00%
Lay-off	0.00%	0.00%	0.00%	0.00%
Termination without Rights	100.00%	91.67%	8.33%	8.33%
Total Separations	**100.00%**	**91.67%**	**8.33%**	**8.33%**

Office/Clerical

Separation Type	Total %	Female % within Each Sep Type[1]	*Minority % within Each Sep Type1	Individuals with Disabilities % within Each Sep Type[1]
Dismissal or Non-Certification	1.65%	100.00%	0.00%	0.00%
Resignations	4.96%	100.00%	0.00%	0.00%
Enhanced Separation	0.00%	0.00%	0.00%	0.00%
Retirement	1.65%	100.00%	0.00%	0.00%
Death	0.00%	0.00%	0.00%	0.00%
Lay-off	0.00%	0.00%	0.00%	0.00%
Termination without Rights	91.74%	57.66%	9.91%	6.31%
Total Separations	**100.00%**	**61.16%**	**9.09%**	**5.79%**

Skilled Craft

Separation Type	Total %	Female % within Each Sep Type[1]	*Minority % within Each Sep Type1	Individuals with Disabilities % within Each Sep Type[1]
Dismissal or Non-Certification	0.00%	0.00%	0.00%	0.00%
Resignations	50.00%	0.00%	0.00%	0.00%
Enhanced Separation	0.00%	0.00%	0.00%	0.00%
Retirement	0.00%	0.00%	0.00%	0.00%
Death	0.00%	0.00%	0.00%	0.00%
Lay-off	0.00%	0.00%	0.00%	0.00%
Termination without Rights	50.00%	0.00%	0.00%	0.00%
Total Separations	**100.00%**	**0.00%**	**0.00%**	**0.00%**

Appendix B

Agency Name: Minnesota Zoological Garden

Separation Analysis

Data Range Dates: 07/01/2018-06/30/2020

Note: [1] The percentages by protected group within a separation type

Service Maintenance

Separation Type	Total %	Female % within Each Sep Type[1]	*Minority % within Each Sep Type1	Individuals with Disabilities % within Each Sep Type[1]
Dismissal or Non-Certification	5.88%	33.33%	33.33%	33.33%
Resignations	17.65%	33.33%	11.11%	33.33%
Enhanced Separation	0.00%	0.00%	0.00%	0.00%
Retirement	3.92%	0.00%	0.00%	0.00%
Death	0.00%	0.00%	0.00%	0.00%
Lay-off	0.00%	0.00%	0.00%	0.00%
Termination without Rights	72.55%	56.76%	21.62%	2.70%
Total Separations	**100.00%**	**49.02%**	**19.61%**	**9.80%**

Appendix C

Agency Name: Minnesota Zoological Garden

Job Category Analysis: Listing of Job Titles

Data as of: 7/1/2020

Officials/Administrators		*Minority=racial/ethnic minorities		
Job Code	Job Title	Female Employee %	*Minority Employee %	Individuals w/ Disabilities Employee %
2659	Admin Agency Div Director Sr	100.00%	0.00%	0.00%
2695	Agency Chief Financial Officer	100.00%	0.00%	0.00%
8830	Asst To Commr	100.00%	0.00%	0.00%
8157	Dir Zoological Gardens	0.00%	0.00%	0.00%
2147	Human Resources Director 2	100.00%	0.00%	0.00%
8746	Proj Manager	100.00%	100.00%	0.00%
3639	State Prog Admin Manager	100.00%	0.00%	0.00%
3679	State Prog Admin Manager Sr	0.00%	0.00%	0.00%
3577	Zoo Conservation Manager	0.00%	0.00%	0.00%
8776	Zoo Deputy Director	0.00%	0.00%	0.00%
3592	Zoo Education Director	100.00%	0.00%	0.00%
	Total	**66.67%**	**8.33%**	**0.00%**

Professionals		*Minority=racial/ethnic minorities		
Job Code	Job Title	Female Employee %	*Minority Employee %	Individuals w/ Disabilities Employee %
3	Accounting Director	100.00%	0.00%	0.00%
6	Management Analyst 1	100.00%	0.00%	0.00%
141	Buyer 2	100.00%	0.00%	0.00%
259	Educ Specialist 2	100.00%	0.00%	0.00%
577	Information Officer 3	0.00%	0.00%	0.00%
607	Research Scientist 1	0.00%	0.00%	0.00%
633	Accounting Officer Senior	100.00%	0.00%	100.00%
647	Information Officer 2	100.00%	0.00%	100.00%
751	Veterinarian	66.67%	33.33%	0.00%
754	Chief Of Volunteer Services	100.00%	0.00%	0.00%
755	Volunteer Services Coordinator	100.00%	0.00%	0.00%
776	Physical Plant Director	0.00%	0.00%	0.00%
812	Planning Dir State	0.00%	0.00%	0.00%
893	Management Analyst 3	0.00%	0.00%	0.00%
996	Training & Development Spec 3	100.00%	0.00%	100.00%
1314	Information Officer 1	100.00%	0.00%	0.00%
1399	Safety & Health Officer 1	0.00%	0.00%	0.00%
1423	Human Resources Specialist 2	100.00%	100.00%	0.00%
1621	Interpret Naturalist 2	100.00%	25.00%	0.00%
1634	Interpret Naturalist Supv 2	100.00%	0.00%	0.00%
1664	Exhibit Designer	50.00%	0.00%	0.00%
1907	Animal Health Specialist	50.00%	0.00%	25.00%
2495	Horticulturist	50.00%	0.00%	0.00%
2577	Interpret Naturalist 1	85.37%	7.32%	0.00%
2988	Recreational Fac Market Spec	0.00%	0.00%	0.00%
	Total	**70.80%**	**7.96%**	**6.19%**

Appendix C

Agency Name: Minnesota Zoological Garden

Job Category Analysis: Listing of Job Titles

Data as of: 7/1/2020

Technicians		*Minority=racial/ethnic minorities		
Job Code	Job Title	Female Employee %	*Minority Employee %	Individuals w/ Disabilities Employee %
753	Graphic Arts Specialist	100.00%	0.00%	0.00%
1695	Zoo Keeper	68.75%	3.13%	3.13%
1941	Electromechanical Systems Spec	0.00%	0.00%	0.00%
3662	Zoo Farm Keeper	60.00%	0.00%	0.00%
	Total	**66.67%**	**2.56%**	**2.56%**

Protective Services: Sworn		*Minority=racial/ethnic minorities		
Job Code	Job Title	Female Employee %	*Minority Employee %	Individuals w/ Disabilities Employee %
	Total	**0.00%**	**0.00%**	**0.00%**

Appendix C

Agency Name: Minnesota Zoological Garden

Job Category Analysis: Listing of Job Titles

Data as of: 7/1/2020

Protective Services: Non-sworn		*Minority=racial/ethnic minorities		
Job Code	Job Title	Female Employee %	*Minority Employee %	Individuals w/ Disabilities Employee %
1045	Security Guard	25.00%	0.00%	25.00%
	Total	**25.00%**	**0.00%**	**25.00%**

Para-professionals		*Minority=racial/ethnic minorities		
Job Code	Job Title	Female Employee %	*Minority Employee %	Individuals w/ Disabilities Employee %
3529	Emergency Medical Tech	57.14%	0.00%	14.29%
8598	Student Worker Para Prof	100.00%	0.00%	0.00%
9010	Intern	66.67%	0.00%	0.00%
	Total	**63.64%**	**0.00%**	**9.09%**

Appendix C

Agency Name: Minnesota Zoological Garden

Job Category Analysis: Listing of Job Titles

Data as of: 7/1/2020

Office/Clerical

*Minority=racial/ethnic minorities

Job Code	Job Title	Female Employee %	*Minority Employee %	Individuals w/ Disabilities Employee %
293	Exec 2	100.00%	0.00%	0.00%
632	Account Clerk Senior	100.00%	0.00%	0.00%
3627	Office & Admin Specialist	100.00%	0.00%	25.00%
3628	Office & Admin Specialist Int	100.00%	0.00%	33.33%
3629	Office & Admin Specialist Sr	100.00%	100.00%	0.00%
3633	Central Svcs Admin Spec Senior	0.00%	0.00%	0.00%
3635	Customer Svcs Specialist	94.12%	11.76%	11.76%
3637	Customer Svcs Specialist Sr	33.33%	0.00%	0.00%
3638	Customer Svcs Specialist Princ	75.00%	0.00%	0.00%
8596	Student Worker Clerical	63.89%	5.56%	2.78%
	Total	**75.00%**	**6.94%**	**6.94%**

Skilled Craft

*Minority=racial/ethnic minorities

Job Code	Job Title	Female Employee %	*Minority Employee %	Individuals w/ Disabilities Employee %
105	Automotive Mechanic	0.00%	0.00%	0.00%
132	Building Maintenance Supv	0.00%	0.00%	0.00%
146	Carpenter	0.00%	0.00%	0.00%
266	Electrician	0.00%	100.00%	0.00%
267	Electrician Supervisor	0.00%	0.00%	0.00%
490	Painter	33.33%	0.00%	0.00%
525	Plant Mntc Engineer	0.00%	0.00%	0.00%
530	Plumber	0.00%	0.00%	0.00%
700	Stationary Engineer	0.00%	0.00%	16.67%
761	Welder	0.00%	0.00%	100.00%
1075	Pwr Plt Chief Engineer	0.00%	0.00%	0.00%
2100	Automotive Mechanic Lead	0.00%	0.00%	0.00%
3452	Electrician Master Record	0.00%	0.00%	0.00%
3453	Plumber Master In Charge	0.00%	0.00%	0.00%
	Total	**4.17%**	**4.17%**	**12.50%**

Appendix C

Agency Name: Minnesota Zoological Garden

Job Category Analysis: Listing of Job Titles

Data as of: 7/1/2020

Service Maintenance		*Minority=racial/ethnic minorities		
Job Code	Job Title	Female Employee %	*Minority Employee %	Individuals w/ Disabilities Employee %
329	Groundskeeper Senior	0.00%	0.00%	0.00%
414	Laborer General	50.00%	50.00%	0.00%
415	Laborer Trades & Equipment	16.67%	16.67%	0.00%
860	Building Svcs Supervisor	0.00%	0.00%	0.00%
861	Building Svcs Manager	0.00%	0.00%	0.00%
1035	Grounds & Roads Mntc Supv	0.00%	0.00%	0.00%
1357	General Repair Worker	0.00%	0.00%	0.00%
1599	Groundskeeper Inter	0.00%	0.00%	0.00%
1725	General Maintenance Wrkr	22.22%	11.11%	11.11%
1846	Interpret Guide	100.00%	0.00%	0.00%
2963	Supported Employment Worker	100.00%	0.00%	0.00%
3183	Transp Sign Fabricator	0.00%	0.00%	0.00%
3576	Zoo Life Support Operator	0.00%	0.00%	0.00%
	Total	**20.00%**	**10.00%**	**3.33%**

Appendix D

Agency Name: **Minnesota Zoological Garden**

Feeder Jobs and Feeder Group Analysis

Data as of: **7/1/2020**

Officials/Administrators								
Job Code	**EEO Category**	**Job Title**	**Female %**	**Weighted Female %**	**Minority %**	**Weighted Minority %**	**Indiv w/Disabl %**	**Weighted Indv w/Disabl %**
2659	Officials/Administrators	Admin Agency Div Director Sr	100.00%	3.57%	0.00%	0.00%	0.00%	0.00%
2695	Officials/Administrators	Agency Chief Financial Officer	100.00%	3.57%	0.00%	0.00%	0.00%	0.00%
8830	Officials/Administrators	Asst To Commr	100.00%	3.57%	0.00%	0.00%	0.00%	0.00%
2147	Officials/Administrators	Human Resources Director 2	100.00%	3.57%	0.00%	0.00%	0.00%	0.00%
3639	Officials/Administrators	State Prog Admin Manager	100.00%	3.57%	0.00%	0.00%	0.00%	0.00%
3679	Officials/Administrators	State Prog Admin Manager Sr	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
3577	Officials/Administrators	Zoo Conservation Manager	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
8776	Officials/Administrators	Zoo Deputy Director	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
3592	Officials/Administrators	Zoo Education Director	100.00%	7.14%	0.00%	0.00%	0.00%	0.00%
3	Professionals	Accounting Director	100.00%	3.57%	0.00%	0.00%	0.00%	0.00%
751	Professionals	Veterinarian	66.67%	7.14%	33.33%	3.57%	0.00%	0.00%
1634	Professionals	Interpret Naturalist Supv 2	100.00%	14.29%	25.00%	3.57%	0.00%	0.00%
3017	Professionals	Human Resources Specialist 3	100.00%	3.57%	0.00%	0.00%	100.00%	3.57%
3803	Professionals	Zoo Supervisor	57.14%	14.29%	14.29%	3.57%	0.00%	0.00%
3619	Professionals	Zoo Guest Services Supervisor	100.00%	7.14%	0.00%	0.00%	0.00%	0.00%
		Total	75.00%	**75.00%**	10.71%	**10.71%**	3.57%	**3.57%**

Appendix D

Agency Name: **Minnesota Zoological Garden**

Feeder Jobs and Feeder Group Analysis

Data as of: **7/1/2020**

Professionals

Job Code	EEO Category	Job Title	Female %	Weighted Female %	Minority %	Weighted Minority %	Indiv w/Disabl %	Weighted Indv w/Disabl %
6	Professionals	Management Analyst 1	100.00%	0.90%	0.00%	0.00%	0.00%	0.00%
141	Professionals	Buyer 2	100.00%	0.90%	0.00%	0.00%	0.00%	0.00%
577	Professionals	Information Officer 3	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
607	Professionals	Research Scientist 1	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
633	Professionals	Accounting Officer Senior	100.00%	0.90%	0.00%	0.00%	100.00%	0.90%
647	Professionals	Information Officer 2	100.00%	0.90%	0.00%	0.00%	100.00%	0.90%
893	Professionals	Management Analyst 3	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
1314	Professionals	Information Officer 1	100.00%	0.90%	0.00%	0.00%	0.00%	0.00%
1423	Professionals	Human Resources Specialist 2	100.00%	0.90%	100.00%	0.90%	0.00%	0.00%
2577	Professionals	Interpret Naturalist 1	85.37%	31.53%	7.32%	2.70%	0.00%	0.00%
2989	Professionals	Special Events Coordinator	100.00%	1.80%	50.00%	0.90%	0.00%	0.00%
304	Professionals	Interpret Naturalist 3	100.00%	0.90%	0.00%	0.00%	0.00%	0.00%
3523	Professionals	Zoologist	80.00%	7.21%	10.00%	0.90%	20.00%	1.80%
3605	Professionals	State Prog Admin Intermediate	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
3606	Professionals	State Prog Admin Sr	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
3607	Professionals	State Prog Admin Prin	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
3757	Professionals	NR Spec Sr WL Research	100.00%	0.90%	0.00%	0.00%	0.00%	0.00%
8758	Professionals	Proj Analyst	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
1695	Technicians	Zoo Keeper	3.13%	0.90%	68.75%	19.82%	3.13%	0.90%
3662	Technicians	Zoo Farm Keeper	60.00%	2.70%	0.00%	0.00%	0.00%	0.00%
		Total	51.35%	**54.05%**	25.23%	**25.23%**	4.50%	**4.50%**

Appendix D

Agency Name: **Minnesota Zoological Garden**

Feeder Jobs and Feeder Group Analysis

Data as of: **7/1/2020**

Technicians

Job Code	EEO Category	Job Title	Female %	Weighted Female %	Minority %	Weighted Minority %	Indiv w/Disabl %	Weighted Indv w/Disabl %
414	Service Maintenance	Laborer General	50.00%	10.00%	50.00%	10.00%	0.00%	0.00%
525	Skilled Craft	Plant Mntc Engineer	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
700	Skilled Craft	Stationary Engineer	0.00%	0.00%	0.00%	0.00%	16.67%	10.00%
		Total	10.00%	**10.00%**	10.00%	**10.00%**	10.00%	**10.00%**

Appendix D

Agency Name: **Minnesota Zoological Garden**

Feeder Jobs and Feeder Group Analysis

Data as of: **7/1/2020**

Protective Services: Sworn

Job Code	EEO Category	Job Title	Female %	Weighted Female %	Minority %	Weighted Minority %	Indiv w/Disabl %	Weighted Indv w/Disabl %
		Total	0.00%	**0.00%**	0.00%	**0.00%**	0.00%	**0.00%**

Appendix D

Agency Name: **Minnesota Zoological Garden**

Feeder Jobs and Feeder Group Analysis

Data as of: **7/1/2020**

Protective Services: Non-sworn

Job Code	EEO Category	Job Title	Female %	Weighted Female %	Minority %	Weighted Minority %	Indiv w/Disabl %	Weighted Indv w/Disabl %
3635	Office/Clerical	Customer Svcs Specialist	5.88%	5.88%	11.76%	11.76%	11.76%	11.76%
		Total	5.88%	**5.88%**	11.76%	**11.76%**	11.76%	**11.76%**

Appendix D

Agency Name: **Minnesota Zoological Garden**

Feeder Jobs and Feeder Group Analysis

Data as of: **7/1/2020**

Para-Professionals

Job Code	EEO Category	Job Title	Female %	Weighted Female %	Minority %	Weighted Minority %	Indiv w/Disabl %	Weighted Indv w/Disabl %
		Total	0.00%	**0.00%**	0.00%	**0.00%**	0.00%	**0.00%**

Appendix D

Agency Name: **Minnesota Zoological Garden**

Feeder Jobs and Feeder Group Analysis

Data as of: **7/1/2020**

Office/Clerical

Job Code	EEO Category	Job Title	Female %	Weighted Female %	Minority %	Weighted Minority %	Indiv w/Disabl %	Weighted Indv w/Disabl %
632	Office/Clerical	Account Clerk Senior	100.00%	2.67%	0.00%	0.00%	0.00%	0.00%
3627	Office/Clerical	Office & Admin Specialist	100.00%	5.33%	0.00%	0.00%	25.00%	1.33%
3628	Office/Clerical	Office & Admin Specialist Int	100.00%	4.00%	0.00%	0.00%	33.33%	1.33%
3629	Office/Clerical	Office & Admin Specialist Sr	100.00%	1.33%	100.00%	1.33%	0.00%	0.00%
3633	Office/Clerical	Central Svcs Admin Spec Senior	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
3635	Office/Clerical	Customer Svcs Specialist	94.12%	21.33%	11.76%	2.67%	11.76%	2.67%
3637	Office/Clerical	Customer Svcs Specialist Sr	33.33%	1.33%	0.00%	0.00%	0.00%	0.00%
3638	Office/Clerical	Customer Svcs Specialist Princ	75.00%	4.00%	0.00%	0.00%	0.00%	0.00%
8596	Office/Clerical	Student Worker Clerical	63.89%	30.67%	5.56%	2.67%	2.78%	1.33%
8598	Paraprofessionals	Student Worker Para Prof	100.00%	1.33%	0.00%	0.00%	0.00%	0.00%
9010	Paraprofessionals	Intern	66.67%	2.67%	0.00%	0.00%	0.00%	0.00%
		Total	74.67%	**74.67%**	6.67%	**6.67%**	6.67%	**6.67%**

Appendix D

Agency Name: **Minnesota Zoological Garden**

Feeder Jobs and Feeder Group Analysis

Data as of: **7/1/2020**

Skilled Craft

Job Code	EEO Category	Job Title	Female %	Weighted Female %	Minority %	Weighted Minority %	Indiv w/Disabl %	Weighted Indv w/Disabl %
146	Skilled Craft	Carpenter	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
266	Skilled Craft	Electrician	0.00%	0.00%	100.00%	3.57%	0.00%	0.00%
490	Skilled Craft	Painter	33.33%	3.57%	0.00%	0.00%	0.00%	0.00%
525	Skilled Craft	Plant Mntc Engineer	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
530	Skilled Craft	Plumber	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
700	Skilled Craft	Stationary Engineer	0.00%	0.00%	0.00%	0.00%	16.67%	3.57%
761	Skilled Craft	Welder	0.00%	0.00%	0.00%	0.00%	100.00%	7.14%
3452	Skilled Craft	Electrician Master Record	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
3453	Skilled Craft	Plumber Master In Charge	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
415	Service Maintenance	Laborer Trades & Equipment	16.67%	3.57%	16.67%	3.57%	0.00%	0.00%
861	Service Maintenance	Building Svcs Manager	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
1357	Service Maintenance	General Repair Worker	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
		Total	7.14%	**7.14%**	7.14%	**7.14%**	10.71%	**10.71%**

Appendix D

Agency Name: **Minnesota Zoological Garden**

Feeder Jobs and Feeder Group Analysis

Data as of: **7/1/2020**

Service Maintenance

Job Code	EEO Category	Job Title	Female %	Weighted Female %	Minority %	Weighted Minority %	Indiv w/Disabl %	Weighted Indv w/Disabl %
1599	Service Maintenance	Groundskeeper Inter	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
		Total	0.00%	**0.00%**	0.00%	**0.00%**	0.00%	**0.00%**

Appendix E

Agency Name: Minnesota Zoological Garden

Determining Availability

(note: *Minority= racial/ethnic minority; **Indiv. W Disabl = Individuals with Disabilities)

Officials/Administrators

Factor	Weight Ratio	Raw Statistics Female	Raw Statistics *Minority	Raw Statistics **Indiv. w Disabl	Weighted Statistics Female	Weighted Statistics *Minority	Weighted Statistics **Indiv. w Disabl	Source of Statistics	Reasons for External and Internal Weight Ratio
1: External - Percentage of females or racial/ethnic minorities with requisite skills in the reasonable recruitment area.	60.00%	34.70%	10.50%	2.40%	20.82%	6.30%	1.44%	The American Community Survey (2014-2018) complied by the U.S. Department of Labor, Bureau of Labor Statistics. Regions: Minneapolis-St Paul-Bloomington MN-WI MSA COC and COC Title: 0020 General and Operations Manager	We've just laid off a number of staff and have a hiring freeze. We anticipate a potential need for four hires in this category in the upcoming two years. Of these, we anticipate 2 or 3 being external hires and that these hires would be recruited from the metro area.
2: Internal - Percentage of females or racial/ethnic among those promotable, transferable, and trainable with your agency.	40.00%	75.00%	10.71%	3.57%	30.00%	4.29%	1.43%	Employee workforce for the job classifications that constitute feeders to this job category.	
The value of weight must equal to 100.00% →	100.00%			**Final Avail %**	**50.82%**	**10.59%**	**2.87%**		

Professionals

Factor	Weight Ratio	Raw Statistics Female	Raw Statistics *Minority	Raw Statistics **Indiv. w Disabl	Weighted Statistics Female	Weighted Statistics *Minority	Weighted Statistics **Indiv. w Disabl	Source of Statistics	Reasons for External and Internal Weight Ratio
1: External - Percentage of females or racial/ethnic minorities with requisite skills in the reasonable recruitment area.	20.00%	52.30%	15.40%	2.10%	10.46%	3.08%	0.42%	The American Community Survey (2014-2018) complied by the U.S. Department of Labor, Bureau of Labor Statistics. Regions: Minneapolis-St Paul-Bloomington MN-WI MSA COC and COC Title: 0750 Business operations specialists, all other	We've just laid off a number of staff and have a hiring freeze. We anticipate very few hires and maybe some internal promotions in the next two years as the Zoo begins its return to full operations in the next three years.
2: Internal - Percentage of females or racial/ethnic among those promotable, transferable, and trainable with your agency.	80.00%	54.05%	25.23%	4.50%	43.24%	20.18%	3.60%	Employee workforce for the job classifications that constitute feeders to this job category.	
The value of weight must equal to 100.00% →	100.00%			**Final Avail %**	**53.70%**	**23.26%**	**4.02%**		

Technicians

Factor	Weight Ratio	Raw Statistics Female	Raw Statistics *Minority	Raw Statistics **Indiv. w Disabl	Weighted Statistics Female	Weighted Statistics *Minority	Weighted Statistics **Indiv. w Disabl	Source of Statistics	Reasons for External and Internal Weight Ratio
1: External - Percentage of females or racial/ethnic minorities with requisite skills in the reasonable recruitment area.	5.00%	0.76	0.088	0.106	3.80%	0.44%	0.53%	The American Community Survey (2014-2018) complied by the U.S. Department of Labor, Bureau of Labor Statistics. Regions: Minneapolis-St Paul-Bloomington MN-WI MSA COC and COC Title: 4650, Animal Caretakers	We've just laid off a number of staff and have a hiring freeze. We don't anticipate hiring these positions in the next two year period. If there are any positions that do open up, we have a number of intermittent and temporary staff in the metro area that are interested in these positions.
2: Internal - Percentage of females or racial/ethnic among those promotable, transferable, and trainable with your agency.	95.00%	10.00%	10.00%	10.00%	9.50%	9.50%	9.50%	Employee workforce for the job groups that constitute feeders to this job group.	
The value of weight must equal to 100.00% →	100.00%			**Final Avail %**	**13.30%**	**9.94%**	**10.03%**		

Appendix E

Agency Name: Minnesota Zoological Garden

Determining Availability

(note: *Minority= racial/ethnic minority; **Indiv. W Disabl = Individuals with Disabilities)

Protective Services: Sworn

Factor	Weight Ratio	Raw Statistics Female	Raw Statistics *Minority	Raw Statistics **Indiv. w Disabl	Weighted Statistics Female	Weighted Statistics *Minority	Weighted Statistics **Indiv. w Disabl	Source of Statistics	Reasons for External and Internal Weight Ratio
1: External - Percentage of females or racial/ethnic minorities with requisite skills in the reasonable recruitment area.	0.00%	0	0	0	0.00%	0.00%	0.00%	The American Community Survey (2014-2018) complied by the U.S. Department of Labor, Bureau of Labor Statistics. Regions: n/a COC and COC Title: n/a	We do not hire employees in this category.
2: Internal - Percentage of females or racial/ethnic among those promotable, transferable, and trainable with your agency.	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	Employee workforce for the job classifications that constitute feeders to this job category.	
The value of weight must equal to 100.00% →	0.00%			**Final Avail %**	**0.00%**	**0.00%**	**0.00%**		

Protective Services: Non-sworn

Factor	Weight Ratio	Raw Statistics Female	Raw Statistics *Minority	Raw Statistics **Indiv. w Disabl	Weighted Statistics Female	Weighted Statistics *Minority	Weighted Statistics **Indiv. w Disabl	Source of Statistics	Reasons for External and Internal Weight Ratio
1: External - Percentage of females or racial/ethnic minorities with requisite skills in the reasonable recruitment area.	75.00%	0.216	0.38	0.073	16.20%	28.50%	5.48%	The American Community Survey (2014-2018) complied by the U.S. Department of Labor, Bureau of Labor Statistics. Regions: Minneapolis-St Paul-Bloomington MN-WI MSA COC and COC Title: 3930, Security guards and gaming surveillance officers	We've just laid off a number of staff and have a hiring freeze. We may have some turnover in this category due to retirement. We do have some intermittent staff who might be interested in full-time positions but usually end up hiring externally.
2: Internal - Percentage of females or racial/ethnic among those promotable, transferable, and trainable with your agency.	25.00%	5.88%	11.76%	11.76%	1.47%	2.94%	2.94%	Employee workforce for the job classifications that constitute feeders to this job category.	
The value of weight must equal to 100.00% →	100.00%			**Final Avail %**	**17.67%**	**31.44%**	**8.42%**		

Para-Professionals

Factor	Weight Ratio	Raw Statistics Female	Raw Statistics *Minority	Raw Statistics **Indiv. w Disabl	Weighted Statistics Female	Weighted Statistics *Minority	Weighted Statistics **Indiv. w Disabl	Source of Statistics	Reasons for External and Internal Weight Ratio
1: External - Percentage of females or racial/ethnic minorities with requisite skills in the reasonable recruitment area.	90.00%	0.412	0.034	0	37.08%	3.06%	0.00%	The American Community Survey (2014-2018) complied by the U.S. Department of Labor, Bureau of Labor Statistics. Regions: Minneapolis-St Paul-Bloomington MN-WI MSA COC and COC Title: 3401, Emergency Medical Technicians	We've just laid off a number of staff and have a hiring freeze. We anticipate little turnover in the EMTs in this category. We potentially could hire some paid interns or Student Worker Paraprofessionals, if grant funding comes through, which would be hired externally.
2: Internal - Percentage of females or racial/ethnic among those promotable, transferable, and trainable with your agency.	10.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	Employee workforce for the job classifications that constitute feeders to this job category.	
The value of weight must equal to 100.00% →	100.00%			**Final Avail %**	**37.08%**	**3.06%**	**0.00%**		

Appendix E

Agency Name: Minnesota Zoological Garden

Determining Availability

(note: *Minority= racial/ethnic minority; **Indiv. W Disabl = Individuals with Disabilities)

Office/Clerical

Factor	Weight Ratio	Raw Statistics Female	Raw Statistics *Minority	Raw Statistics **Indiv. w Disabl	Weighted Statistics Female	Weighted Statistics *Minority	Weighted Statistics **Indiv. w Disabl	Source of Statistics	Reasons for External and Internal Weight Ratio
1: External - Percentage of females or racial/ethnic minorities with requisite skills in the reasonable recruitment area.	95.00%	0.629	0.263	0.056	59.76%	24.99%	5.32%	The American Community Survey (2014-2018) complied by the U.S. Department of Labor, Bureau of Labor Statistics. Regions: Minneapolis-St Paul-Bloomington MN-WI MSA COC and COC Title: 5240, Customer service representatives	We've just laid off a number of staff and have a hiring freeze. We hire predominantly emergency and temporary positions in this category due to the seasonality of the business. We anticipate that we will continue to need to hire contingent workers but at a lower volume the first year, with more hired the second year of this plan, hopefully moving back to prior levels beyond.
2: Internal - Percentage of females or racial/ethnic among those promotable, transferable, and trainable with your agency.	5.00%	74.67%	6.67%	6.67%	3.73%	0.33%	0.33%	Employee workforce for the job classifications that constitute feeders to this job category.	
The value of weight must equal to 100.00% →	100.00%			**Final Avail %**	**63.49%**	**25.32%**	**5.65%**		

Skilled Craft

Factor	Weight Ratio	Raw Statistics Female	Raw Statistics *Minority	Raw Statistics **Indiv. w Disabl	Weighted Statistics Female	Weighted Statistics *Minority	Weighted Statistics **Indiv. w Disabl	Source of Statistics	Reasons for External and Internal Weight Ratio
1: External - Percentage of females or racial/ethnic minorities with requisite skills in the reasonable recruitment area.	90.00%	0.082	0.052	0.049	7.38%	4.68%	4.41%	The American Community Survey (2014-2018) complied by the U.S. Department of Labor, Bureau of Labor Statistics. Regions: Minneapolis-St Paul-Bloomington MN-WI MSA COC and COC Title: 6765, Other construction and related workers	We've just laid off a number of staff and have a hiring freeze. We anticipate two skilled trades supervisor position openings, one due to retirement and one due to promotion. We may have some additional turnover due to changes in schedules. Generally, we hire skilled trades positions externally because of licensing requirements.
2: Internal - Percentage of females or racial/ethnic among those promotable, transferable, and trainable with your agency.	10.00%	7.14%	7.14%	10.71%	0.71%	0.71%	1.07%	Employee workforce for the job classifications that constitute feeders to this job category.	
The value of weight must equal to 100.00% →	100.00%			**Final Avail %**	**8.09%**	**5.39%**	**5.48%**		

Service Maintenance

Factor	Weight Ratio	Raw Statistics Female	Raw Statistics *Minority	Raw Statistics **Indiv. w Disabl	Weighted Statistics Female	Weighted Statistics *Minority	Weighted Statistics **Indiv. w Disabl	Source of Statistics	Reasons for External and Internal Weight Ratio
1: External - Percentage of females or racial/ethnic minorities with requisite skills in the reasonable recruitment area.	95.00%	0.057	0.156	0.119	5.42%	14.82%	11.31%	The American Community Survey (2014-2018) complied by the U.S. Department of Labor, Bureau of Labor Statistics. Regions: Minneapolis-St Paul-Bloomington MN-WI MSA COC and COC Title: 4255, Other grounds maintenance workers	We've just laid off a number of staff and have a hiring freeze. We anticipate a potential general maintenance opening, due to retirement. We may have some additional turnover due to changes in schedules.
2: Internal - Percentage of females or racial/ethnic among those promotable, transferable, and trainable with your agency.	5.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	Employee workforce for the job classifications that constitute feeders to this job category.	
The value of weight must equal to 100.00% →	100.00%			**Final Avail %**	**5.42%**	**14.82%**	**11.31%**		

Agency Name: **Minnesota Zoological Garden**

Utilization Analysis:

Comparing Incumbency to Availability, Establishing Placement Goals, and Timetable

FEMALES

Job Categories	% of Female Employees in the Job Category	Female Availability %	Female Establish Goals?	If Yes, Goals for FY 2020-2022
Officials/Administrators	66.67%	50.82%		
Professionals	70.80%	53.70%		
Technicians	66.67%	13.30%		
Protective Services: Sworn		0.00%		
Protective Services: Non-sworn	25.00%	17.67%	Monitor	
Para-Professionals	63.64%	37.08%		
Office/Clerical	75.00%	63.49%		
Skilled Craft	4.17%	8.09%	Monitor	
Service Maintenance	20.00%	5.42%		
Totals	60.00%			

RARICAL/ETHNIC MINORITIES

Job Categories	% of Racial/Ethnic Minority Employees in the Job Category	Racial/Ethnic Minority Availability %	Racial/Ethnic Minority Establish Goals?	If Yes, Goals for FY 2020-2022
Officials/Administrators	8.33%	10.59%	Monitor	
Professionals	7.96%	23.26%	Yes	23.26%
Technicians	2.56%	9.94%	Yes	9.94%
Protective Services: Sworn		0.00%		
Protective Services: Non-sworn	0.00%	31.44%	Yes	31.44%
Para-Professionals	0.00%	3.06%	Monitor	
Office/Clerical	6.94%	25.32%	Yes	25.32%
Skilled Craft	4.17%	5.39%	Monitor	
Service Maintenance	10.00%	14.82%	Yes	14.82%
Totals	6.56%			

INDIVIDUALS WITH DISABILITIES

Job Categories	% of Individuals with Disabilities Employees in the Job Category	Individuals with Disabilities State Goals %	Individuals with Disabilities Establish Goals?	If Yes, Goals for FY 2020-2022
Officials/Administrators	0.00%	2.87%	Monitor	
Professionals	6.19%	4.02%		
Technicians	2.56%	10.03%	Yes	10.03%
Protective Services: Sworn		0.00%		
Protective Services: Non-sworn	25.00%	8.42%	Monitor	
Para-Professionals	9.09%	0.00%		
Office/Clerical	6.94%	5.65%	Monitor	
Skilled Craft	12.50%	5.48%		
Service Maintenance	3.33%	11.31%	Yes	11.31%
Totals	6.23%			

Definitions of Terms Used in This Affirmative Action Plan

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

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

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

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

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

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

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

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

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

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