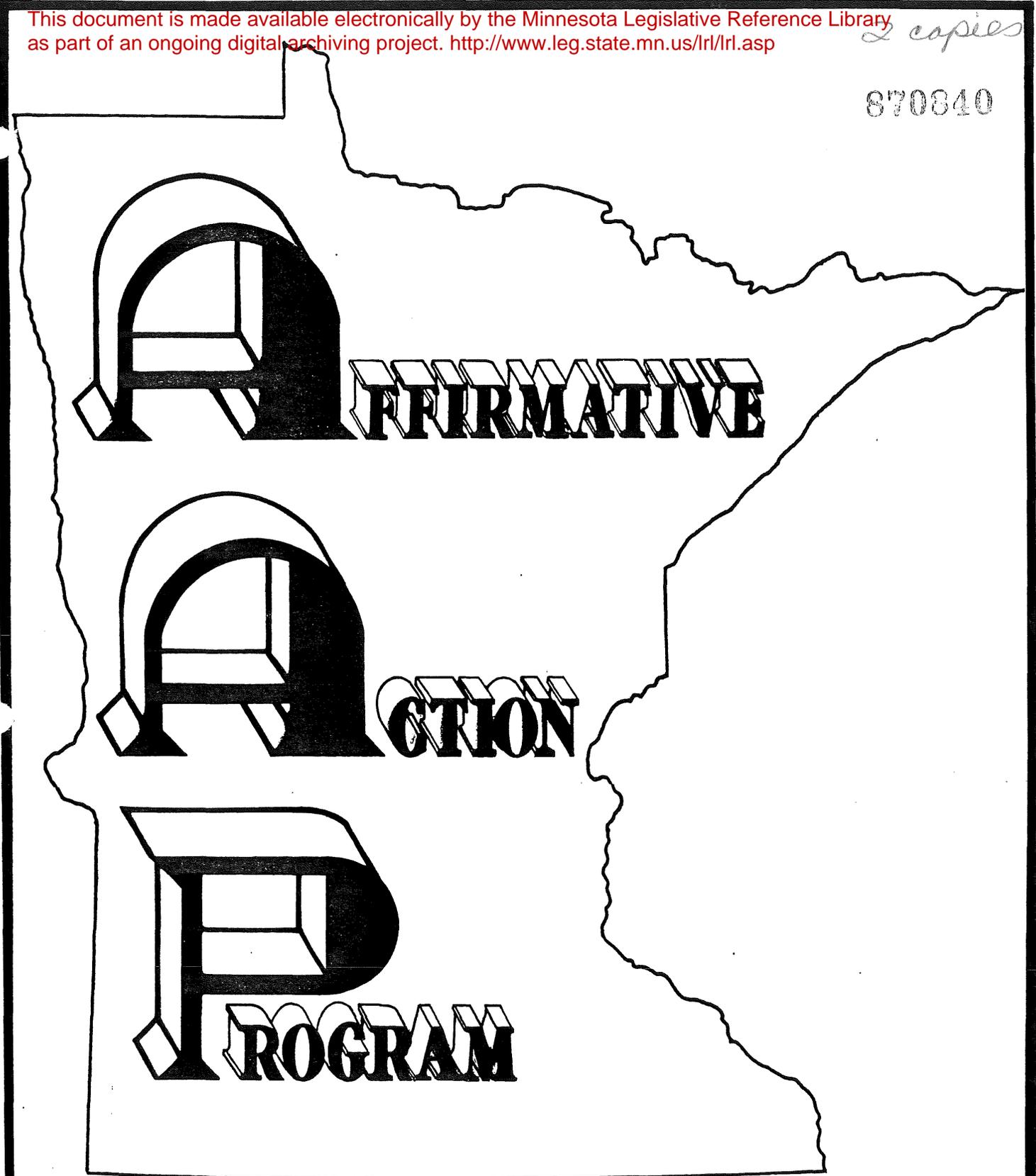


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**A**FFIRMATIVE

**A**CTION

**P**ROGRAM

 STATE OF  
**MINNESOTA**  
DEPARTMENT OF NATURAL RESOURCES

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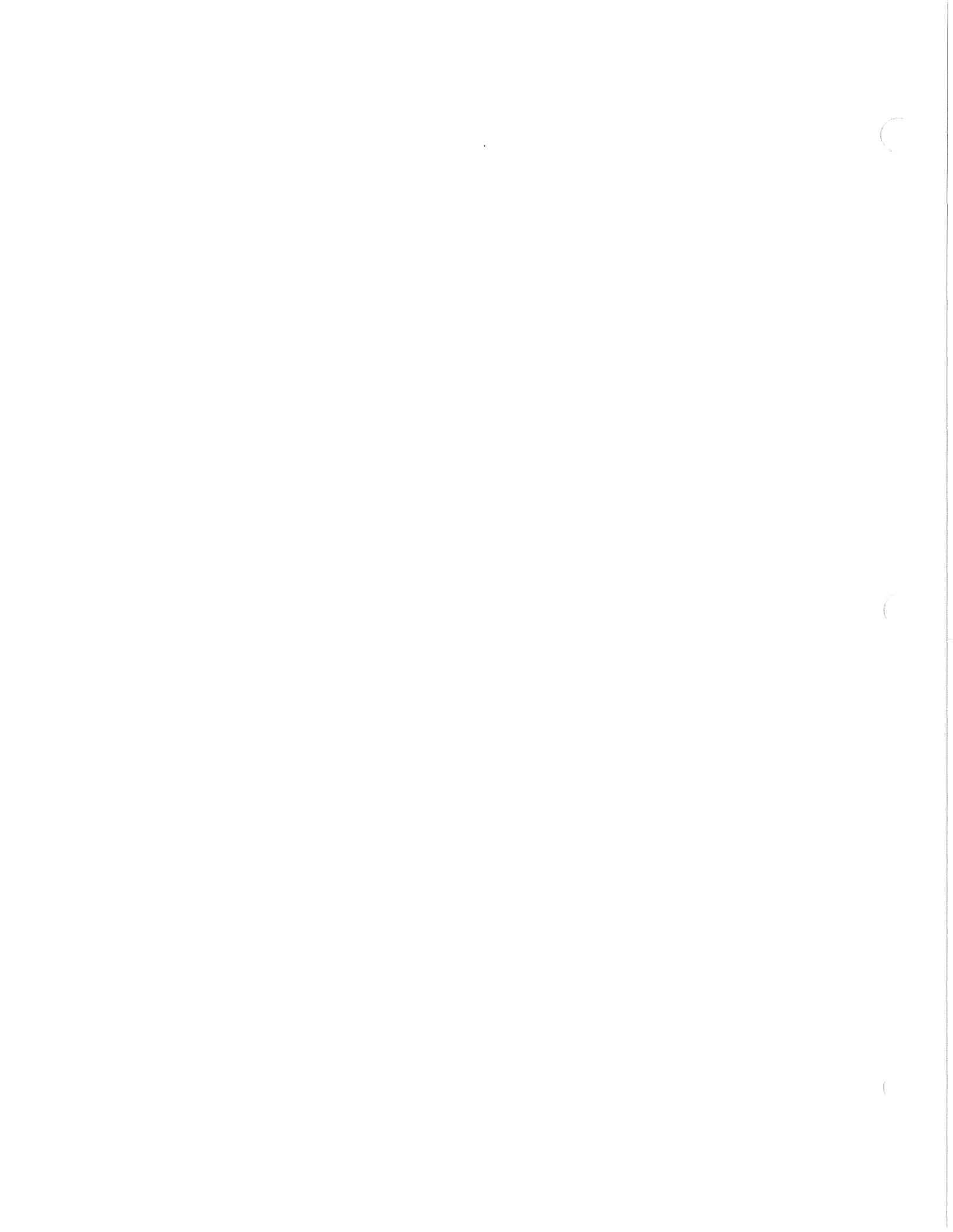
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## INTRODUCTION

Equal employment opportunity is mandated by federal, state and local legislation, as well as by various court decisions. The Affirmative Action Policy of the Department of Natural Resources exists to promote and provide equal employment opportunity and affirmative action throughout the agency. No employee or applicant for employment will be discriminated against because of race, color, creed, religion, national origin, sex, marital status, disability, status in regard to public assistance, and age.

There is substantial disparity between the promise of equal employment opportunity and its actual practice. The purpose of affirmative action is to correct the effects of past discrimination, whether intentional or unintentional, and to avoid present and future practices that may have unfair, adverse effect on handicapped persons, minorities, women, and Vietnam era veterans. Affirmative action does not mean the hiring of unqualified people. Nor does it mean that any group shall be deprived of their rights or subjected to unfair treatment. It does mean positive action to utilize the reservoir of untapped human resources and the skills and abilities of the protected classes, who have been systematically discriminated against in the past.

This Affirmative Action Plan has been developed to provide the guidance and support needed to establish individual unit affirmative action activities and to set fair standards for the DNR's divisions, bureaus, regions and special units.



COMMISSIONER'S STATEMENT OF COMMITMENT  
TO AFFIRMATIVE ACTION AND EQUAL EMPLOYMENT OPPORTUNITY

As Commissioner of the Department of Natural Resources, I reaffirm my personal commitment and the commitment of the department's management to actively pursue a vigorous program of affirmative action designed to provide equal employment opportunity to all employees and candidates for employment.

I am extremely proud of our affirmative action endeavors, even though they can be affected by the state's economic environment, limiting our ability to hire new employees. Our initial goal is to provide equal employment opportunities to all job applicants and employees, and to eliminate all artificial barriers that have traditionally caused rejection. We must strive to provide a working environment that is harmonious and discrimination-free for all.

Managers and supervisors will be held accountable for ensuring that affirmative action programs are implemented, since they are the people who can ultimately make the most impact. Each manager and supervisor shall have a statement in his/her position description delineating their affirmative action responsibilities.

Our successes and failures are often measured in cold statistical jargon that may or may not reflect true "affirmative action."

Numbers and percentages may be misleading. We have goals, not quotas, and we have made some outstanding gains. We still have a long way to go, but if we are acting "affirmatively" in our efforts, we can be proud of both our program and our role as caring human beings.

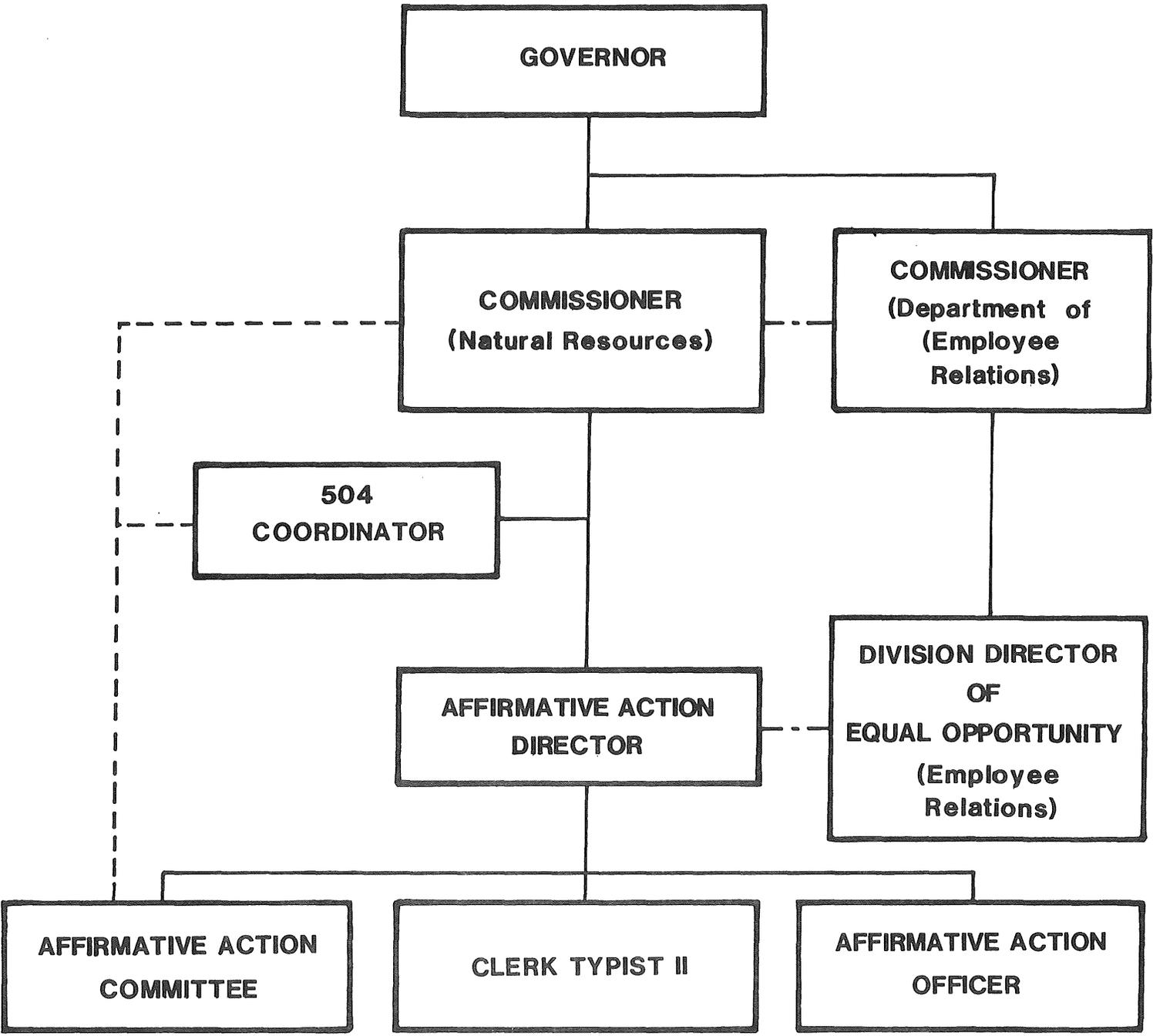
As an employer, the department is responsible for the action of its employees and may be held liable for failure to investigate allegations of harassment or failure to take prompt remedial action against an employee who is found to have engaged in harassment or any other act of discrimination of other employees. Any employee who is found to have discriminated or harassed another individual, whether a state employee or the general public, will be subject to severe disciplinary action.

Perry Pickens, the Department's Affirmative Action Director, will insure compliance with the Plan and answer any questions regarding affirmative action.

  
Joseph N. Alexander, Commissioner  
Minnesota Department of Natural Resources



**DEPARTMENT OF NATURAL RESOURCES  
AFFIRMATIVE ACTION  
ORGANIZATIONAL CHART**



- Direct Accountability
- - - - Indirect Accountability
- · - · Working Relationship



## OUTLINE OF RESPONSIBILITIES

### I. Commissioner of the Department of Natural Resources

Responsibilities: The Commissioner is responsible for the establishment of the affirmative action program, including goals and timetables, and for the department's units' compliance with all existing federal and state laws and regulations.

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

1. To appoint an Affirmative Action Director.
2. To establish and maintain a Department Affirmative Action Committee.
3. To include accountability for administration of the department's affirmative action plan in his/her position description.
4. To require managers and supervisors to include responsibility statements for affirmative action in their position descriptions and ensure that they are evaluated relative to such responsibilities.
5. To take action on complaints of discrimination.
6. To issue a statement affirming his/her commitment to an equal opportunity policy and to ensure that such policy is distributed to all employees.
7. To make decisions, changes in policy or procedures or physical accommodations as may be needed to facilitate effective affirmative action.
8. To report annually to the Governor and Legislature through the Commissioner of the Department of Employee Relations, on the progress in meeting the department's affirmative action goals and objectives.

Accountability: The Commissioner is accountable directly to the Governor and has a working relationship with the Commissioner of the Department of Employee Relations, on affirmative action matters.

### II. Affirmative Action Director

The Affirmative Action Director is responsible for the development, coordination and implementation of the affirmative action program.

Duties: The duties of the Affirmative Action Director shall include, but not be limited to, the following:

1. To supervise all personnel assigned to the Affirmative Action unit involved in the planning, coordinating and implementation of the DNR's Affirmative Action Plan.
2. To coordinate and monitor the day-to-day affirmative action activities.
3. To investigate all formal alleged discrimination complaints and submit findings to the affirmative action hearing subcommittee.
4. To direct and complete all affirmative action reporting requirements.
5. To serve as chairperson of the Affirmative Action Committee.
6. To ensure that the department's Equal Employment Opportunity policy and affirmative action plan is distributed to all department units and available to all DNR employees.
7. To act as the liaison between the DNR and the Equal Opportunity Division of the Department of Employee Relations.
8. To notify the DNR's management of affirmative action responsibilities relating to contractors and subcontractors doing business with the DNR.
9. To determine the need for affirmative action training and initiate the development of appropriate training program.
10. To review policies, procedures, programs and physical accommodations and recommend changes to the Commissioner.
11. To advise the Commissioner on all matters related to affirmative action and Equal Employment Opportunity.
12. To review and approve the annual affirmative action activity plan for all DNR units.
13. To participate in the develop and implementation of recruitment strategies and selection of protected class persons for selection, promotions, and training opportunities.
14. To maintain contact with protected class sources for recruitment purposes.
15. To develop, revise and recommend to the Commissioner the department's Affirmative Action Plan.

Accountability: The Affirmative Action Director is directly accountable administratively to the Assistant Commissioner of Planning & Special Programs, and directly accountable to the Commissioner on affirmative action matters. He/she shall maintain a working relationship with the Equal Opportunity Division of the Department of Employee Relations, DNR managers, supervisors, and employees.

### III. Affirmative Action Officer

Responsibilities: The Affirmative Action Officer is responsible for assisting with the implementation, coordination, and maintenance of the department's affirmative action plan.

Duties: The duties of the Affirmative Action Officer shall be as follows:

1. To assist the director in planning, coordination, administration and implementation of the department's plan.
2. To assist the director in investigating alleged discrimination complaints.
3. To participate as a member of the Affirmative Action committee.
4. To assist in the dissemination of the department's affirmative action and Equal Employment Opportunity Plan, policies and procedures.
5. To recommend training needs and assist in the development and implementation of training programs.
6. To review and recommend changes in policies, procedures and programs to facilitate affirmative action and Equal Employment Opportunity compliance.
7. To support and participate in the recruitment and selection of protected class persons for employment, promotions and training opportunities.
8. To work with and maintain contact with protected class recruitment resources for purposes of recruitment.

Accountability: The Affirmative Action Officer will be directly accountable to the Affirmative Action Director.

### IV. 504 Coordinator

The Handicapped Accessibility Coordinator is responsible for implementation of: 1) Section 504 of the Federal Rehabilitation Act of 1973 which provides equal opportunity to state government for all Minnesotans (a requirement of any agency which is the recipient of federal financial assistance); and 2) the 1983 amendments to the Minnesota State Human Rights Act which requires that employers must provide for reasonable accommodation in the employment, public services and transportation for disabled Minnesotans.

Duties:

1. To inform and assist DNR units in the enforcement of federal 504 regulations which apply to the DNR;
2. To maintain regular contact with appropriate federal compliance offices to keep abreast of specific activities and decisions affecting DNR;

3. To assist in the handling of public and employee complaints within the specific relevant regulations;
4. To regularly update the status of the DNR 504 transition plan and capital improvements funding requests for accessibility;
5. To maintain liaison with the Minnesota State Council for the Handicapped for information and advisory assistance; and
6. To develop and implement a DNR reasonable accommodation policy as a part of the department's Affirmative Action Plan.

V. Affirmative Action Committee Members

Responsibilities: The Affirmative Action Committee members shall be responsible for assisting the Affirmative Action Director in monitoring the department's progress in affirmative action.

Duties: The duties of the Affirmative Action Committee members shall include, but not be limited to, the following:

1. To review and to recommend changes in the department's Affirmative Action Plan and programs and make recommendations to the Commissioner.
2. To provide and serve as Affirmative Action monitors for department selection interviews.
3. To serve as a forum for transmitting employee concerns regarding affirmative action to the Affirmative Action Director and the Commissioner.
4. To participate upon the request from the Affirmative Action Director in accordance with the department's internal discrimination complaint procedure.
5. To identify problem areas and to propose solutions.
6. To perform such other activities as may be outlined in the Department of Natural Resources Affirmative Action Plan.

Accountability: The Affirmative Action Committee members are directly accountable to the Affirmative Action Director and indirectly accountable to the Commissioner.

V. Unit Heads

Responsibilities: Each Unit Head is responsible for their unit compliance with the DNR's Affirmative Action Plan and for the development of individual affirmative action activities.

Duties:

1. Work with the Affirmative Action Director in identifying and resolving problems, and eliminating barriers which inhibit equal employment opportunity.
2. To hire and promote qualified protected class members.

3. To communicate the DNR's Affirmative Action Policy to their staff.
4. To encourage the assigned staff to participation on the DNR's Affirmative Action Committee.
5. To include a responsibility statement for Affirmative Action/ Equal Employment Opportunity in their position description and in the position description of appropriate subordinate supervisors who are involved in selection and promotion process.
6. To cooperate with the Affirmative Action Director and Committee in implementing the Department's Affirmative Action's activities (e.g., avoiding scheduling conflicts, allowing committee members the opportunity to attend meetings to monitor interviews, etc.).

Accountability: Unit heads are accountable to their immediate supervisors and to the Commissioner for compliance with departmental policies and plans relating to affirmative action.



AFFIRMATIVE ACTION COMMITTEE  
DUTIES AND RESPONSIBILITIES

1. The general duties of the Affirmative Action Committee are to function in an advisory capacity to the DNR Commissioner, Affirmative Action Director, and department managers, in carrying out an effective department-wide affirmative action program. The committee shall endeavor to eliminate discrimination in hiring, promotions and training opportunities through the recommendation of affirmative action, Equal Employment Opportunity policies and policy changes.
2. It shall be the duty of this committee to recommend modifications in the Affirmative Action Policy and Plan to insure effective compliance with all statutory Equal Employment Opportunity and Affirmative Action laws and to address department affirmative action needs.
3. It shall be the duty of this committee to provide support services to the hiring authority in personnel recruitment, hiring, training, and promotions.
4. It shall be the duty of this committee and the Affirmative Action Director to develop an acceptable Affirmative Action grievance procedures, to conduct hearings relative to Equal Employment Opportunity and Affirmative Action violations on behalf of aggrieved protected class persons and to endeavor to resolve such grievance without litigation.
5. It shall be the duty of this committee to recommend Affirmative Action and Equal Opportunity Training Programs to management and the Training Director, to insure career development opportunities and a non-discriminating work environment for protected class person.
6. It shall be the duty of this committee to recommend bargaining unit, contract provisions which will insure equal employment opportunities for all protected classes.
7. It shall be the duty of this committee to participate in training sessions and conferences relative to Equal Employment Opportunity and Affirmative Action, and to keep apprised of the current changes in laws, policies and procedures affecting affirmative action and Equal Employment Opportunity.
8. It shall be the duty of this committee to insure department representation on all Equal Employment Opportunity and Affirmative Action boards, committees and organizations which recommend Equal Employment Opportunity and affirmative action policies, and influence changes in these areas.
9. The Affirmative Action Director shall be responsible for convening meetings, presiding over committee meetings.
10. The Affirmative Action Committee shall serve as a forum for transmitting employee concerns regarding affirmative action to management.

## AFFIRMATIVE ACTION COMMITTEE MEETING

Affirmative Action Committee meetings shall meet bi-monthly. The meeting place will normally be in the Central Office, except for the annual workshop. Meeting dates shall be the second Wednesday of every other month, unless changed by the Affirmative Action Director two weeks in advance of the meeting date. Each member will be informed in writing of all meeting changes.

All Affirmative Action Committee meetings are open to the public. Minutes of every meeting will be circulated to every department unit and posted on all department bulletin boards.

### Affirmative Action Subcommittee

The Affirmative Action Committee shall consist of three standing subcommittees, namely: 1) Education and Recruitment, 2) Grievance and Special Projects, and 3) Publicity and Information. Every member of the Affirmative Action Committee shall serve on at least one subcommittee.

### Membership Selection

The Affirmative Action Committee members are selected by the Affirmative Action Director, with their supervisor's approval to represent each region, division and bureau, gender/ethnic group and bargaining unit. Upon accepting appointment to the Committee, members must regard their Affirmative Action duties as mandatory, and its responsibility shall be written into their position description as at least 5% of their total position responsibilities.

### Term of Office

Committee members shall serve at least two years, unless appointed to complete the term of a past member. A member may be reappointed by the Affirmative Action Director, with supervisory approval. Members who fail to fulfill their expected duties and responsibilities, or who miss three meetings annually, will be replaced.

## AFFIRMATIVE ACTION POLICIES AND PROCEDURES

### A. Unit Affirmative Action Activities

1. Each DNR unit head (region, division, bureau/office or section) shall submit to the Affirmative Action Director at least two activities to promote affirmative action and to be implemented in their unit each fiscal year. These activities are to be reviewed and approved by their immediate supervisor (deputy or assistant commissioners) and the Affirmative Action Director prior to implementation. These activities are to be submitted to Affirmative Action Director by May 15 of each year.
2. Each region, division, bureau, section or office is required to prepare and submit to the Affirmative Action Director, through the Deputy Commissioner or their respective Assistant Commissioner, a semi-annual and annual progress on their affirmative action hiring goals for their respective units. Submission and cutoff dates for the semi-annual and annual reports will be communicated by the Affirmative Action Director in a timely manner.
3. The Affirmative Action Director shall provide the Commissioner with a semi-annual and annual affirmative action status report on all DNR units.
4. Each unit head is expected to act affirmatively in the recruiting, hiring, training and the promotion of protected class persons. The Affirmative Action Director and the Bureau of Personnel, and Training Director will assist in identifying, recruitment sources, employee development, and career counseling services in attaining projected affirmative action goals and objectives.
5. Affirmative Action shall be incorporated into the Performance Appraisal System and be one of the criteria for managerial and supervisory achievement awards, salary increases, and promotions.

## B. Pre-Employment Review

In order to fulfill the goals of Affirmative Action, the procedure laid out below will be followed when hiring.

1. Managers will be kept advised of the goals for the various bargaining units under their supervision by the Affirmative Action Director.
2. The Affirmative Action Director shall determine if underutilization currently exists in the goal unit in which the vacancy occurs. If so, protected group members will be highlighted on the certified list of eligibles for the position. For positions filled through other means, the Affirmative Action Director will provide information, if available, regarding the protected group status of candidates.
3. If there exists an appropriate eligible list, the hiring manager will invite all certified protected group persons for an interview. Invitations to interview will be issued by mail.
4. When a protected group person(s) is available and is not selected for the position in a bargaining unit where a disparity exists, the manager or supervisor shall contact the Affirmative Action Director before making an offer of employment to another candidate.
5. When a manager rejects a protected group member, he/she will explain in writing why the protected group person was not selected. Copies of the written rejection will be reviewed by the Affirmative Action Director and the Personnel Director and no offer of employment will be made until such written reasons have been reviewed. If the Affirmative Action Director and the Personnel Director believes that the reasons for rejection are insufficient, and the matter is not satisfactorily resolved, these views will be transmitted to the Director of the Equal Opportunity Division of the Department of Employee Relation which may take appropriate action, including a recommendation that the preliminary rejection be reconsidered.
6. The above process shall not be an obstruction to hiring decisions based on the priority in appointment clauses (e.g., seniority, recall from layoff, etc.) of collective bargaining agreements and plans, or the internal transfer or promotion of department employees.
7. A manager's or supervisor's failure to follow this procedure prior to making a job offer will be reported in writing to his/her immediate supervisor, the Commissioner and the Department of Employee Relations.

### C. Hiring Policy and Procedures

1. In order to ensure the effectiveness of affirmative action compliance in the selection process, the Affirmative Action Director will be notified in writing of all unclassified, internship and student worker positions at least twenty (20) working days prior to conducting interviews, so that he/she may assist in recruiting protected class applicants.
2. All non-bargaining unit job vacancies classified and unclassified, shall be widely disseminated to sources likely to refer protected class applicants. Such resources shall be provided by the Affirmative Action Director, Affirmative Action Committee Members and the Equal Opportunity Division of the Department of Employee Relations.
3. A patterned interview will be conducted in all cases of personnel selection with the exception of:
  - positions in bargaining unit 202, 203, and 206
  - a bargaining unit agreement (e.g., the most senior bidder, existence of layoff list)
  - intern and student worker positions
4. The appointing authority shall, at least ten (10) working days prior to interviews, notify the Affirmative Action Director in writing of the position being filled, the location, date and times of interviews. A copy of the job-related interview questions and desired responses, will also be submitted to the Affirmative Action Director. The interviews shall be confined to one day unless the number of candidates is too great. Interviews should not be scheduled to accommodate the special needs of any one candidate. The hiring authority shall schedule interviews within normal working hours to avoid paying overtime. Candidates shall be interviewed in person, except with the approval of both the Affirmative Action Director and the Personnel Director.
5. The Affirmative Action Director will designate an Affirmative Action Committee member to serve as a monitor and rater on the interview panel. The monitor will ensure that equity exists for all interviewing candidates.
6. A three (3) or five (5) member interview panel shall be established by the appointing authority to recommend candidate selection; with the exception of positions in bargaining units 202, 203, and 206.

A three (3) member panel shall consist of:

- one (1) member from the hiring discipline
- one (1) member from the outside the hiring discipline
- one (1) member from the Affirmative Action Committee  
(appointed by the Affirmative Action Director)

A five (5) member panel shall consist of:

- two (2) members from the hiring discipline
- two (2) members from outside the hiring discipline
- one (1) member from the Affirmative Action Committee  
(appointed by the Affirmative Action Director)

7. All interviews will be recorded and the tapes shall be kept on file for at least (6) months by the appointing authority. It is the responsibility of the appointing authority to provide the tapes and the recorder.
8. The Affirmative Action Committee panel member shall, within ten (10) days following the interviews, submit to the Affirmative Action Director the following:
  - a. A completed Affirmative Action Committee Interview Monitoring Report form, #NA-03052-01 (see Appendix "A");

Refer to DNR Personnel Memorandum No. 27, Interviewing Policy and Process, for more detailed information.

## GOAL SETTING PROCEDURE

Every ten years or as census data becomes available, the Equal Opportunity Division of the Department of Employee Relations helps each agency or department set hiring goals for the four groups that the legislature has identified as having suffered from the effects of past discrimination in employment. The four -- called protected groups -- are defined as racial/ethnic members, women, handicapped persons, and, until 1989, Vietnam era veterans. The racial/ethnic group includes Blacks, Hispanics, Asian and Pacific Islander, American Indian or Alaskan Native.

Numerical goals for racial/ethnic members and for women are set for each agency by bargaining unit or compensation plan, and by geographic location because protected group members are not uniformly distributed throughout the state. Availability of these two protected groups is determined by a variety of sources such as the U. S. Census Data, educational enrollment, and statistics from licensing, regulator, and accreditation authorities and organizations. Racial/ethnic members represent 4.69% of the Minneapolis/St. Paul work force, 4.07% of the greater metropolitan area, and 1.5% of outstate. Women represent 44.57% of the metropolitan area and 40.07% outstate.

The goal for handicapped persons is 8.2% for each bargaining unit or compensation plan. In 1978, the Division of Vocational Rehabilitation of the Department of Jobs and Training conducted a survey to determine the prevalence and types of disabilities found in the state and to provide demographic data on Minnesota's disabled population. The information from this survey serves as the data base for the goal for the handicapped.

The goal for Vietnam era veterans is 9%. This goal reflects the number of Vietnam era veterans in Minnesota's population. The data came from the U. S. Veterans Administration.

Ideal goals are based on the 10 year census data. These goals reflect the "ideal" percentage of protected group members that would bring an agency into compliance within an affirmative action program.

Interim goals are annual hiring goals set by the agency that work towards meeting the ideal goal. The interim goals are based on the agency's hiring mode and the availability of the protected group member within that particular bargaining unit for which the agency is anticipating a hire for that particular year.

### Information and Monitoring

Quarterly, information is provided each agency or department about their goal achievement. In addition, a separate data base gather the information to track all agency hires and promotionals where there is an under-representation. This applies to all eligible lists certified by the Certification Unit of the Department of Employee Relations. The Equal Opportunity Division monitors the achievement of the interim hiring goals on a quarterly basis to assist agencies in meeting their annual goals. Annual audits for the agencies are based on the interim goals. "Agencies must meet 75% of their interim hiring goals or be identified as out of compliance within the State's affirmative action program."

MINNESOTA DEPARTMENT OF NATURAL RESOURCES  
AFFIRMATIVE ACTION GOALS  
FISCAL 1986 THRU 1990

Goals established until 1980

Present Data As Of July 1986

PROTECTED GROUP: FEMALE

Natural Resources - Metro

UNIT	EMPLOYMENT		GROUP	IDEAL	1987	1988	1989	1990	ADDITIONAL
	TOTAL	GROUP	%	GOAL %					# NEEDED
201 LAW ENFORCE.	22	1	4.55	11.00	1	0	0	1	2
202 CRAFT	8	0	.00	22.55	1	0	1	0	2
203 SERVICE	49	12	24.49	44.57	3	3	2	3	11
206 OFFICE	147	130	88.44	62.00	0	0	0	0	0
207 TECHNICAL	76	11	14.47	45.10	1	1	1	1	21
212 ENGINEERS	21	0	.00	7.18	1	0	1	0	2
214 PROFESSIONAL	182	47	25.82	30.46	2	3	2	2	9
216 SUPERVISORS	109	20	18.35	30.21	2	2	2	2	14
9CP COMM. PLAN	42	31	73.81	44.57	0	0	0	0	0
9MP MANAGERS	46	6	13.04	23.60	1	1	1	1	6

PROTECTED GROUP: MINORITY

UNIT	EMPLOYMENT		GROUP	IDEAL	1987	1988	1989	1990	ADDITIONAL
	TOTAL	GROUP	%	GOAL %					# NEEDED
201 LAW ENFORCE.	22	0	.00	5.00	1	0	0	0	1
202 CRAFT	8	0	.00	4.69	1	0	0	0	1
203 SERVICE	49	3	6.12	4.69	0	0	0	0	0
206 OFFICE	147	11	7.48	4.69	0	0	0	0	0
207 TECHNICAL	76	3	3.95	4.69	0	1	0	0	1
212 ENGINEERS	21	0	.00	2.61	0	1	0	0	1
214 PROFESSIONAL	182	7	3.85	4.69	1	0	0	0	1
216 SUPERVISORS	109	2	1.83	3.51	1	1	0	0	2
9CP COMM. PLAN	42	5	11.90	4.69	0	0	0	0	0
9MP MANAGERS	46	1	2.17	3.60	0	1	0	0	1

PROTECTED GROUP: \*HANDICAP STATUS

Natural Resources - Metro

UNIT	EMPLOYMENT TOTAL	GROUP GROUP	GROUP %	IDEAL GOAL %	1987	1988	1989	1990	ADDITIONAL # NEEDED
201 LAW ENFORCE.	22	0	.00	8.20	0	0	0	0	0
202 CRAFT	8	0	.00	8.20	1	0	0	0	1
203 SERVICE	49	2	4.08	8.20	2	1	1	1	5
206 OFFICE	147	10	6.80	8.20	2	1	0	0	3
207 TECHNICAL	76	1	1.32	8.20	2	1	2	1	6
212 ENGINEERS	21	2	9.52	8.20	0	0	0	0	0
214 PROFESSIONAL	182	6	3.30	8.20	2	1	2	1	7
216 SUPERVISORS	109	10	9.17	8.20	0	0	0	0	0
9CP COMM. PLAN	42	1	2.38	8.20	1	1	0	1	3
9MP MANAGERS	46	1	3.17	8.20	1	1	1	1	4

PROTECTED GROUP: VIETNAM VETERAN STATUS

UNIT	EMPLOYMENT TOTAL	GROUP GROUP	GROUP %	IDEAL GOAL%	1987	1988	1989	1990	ADDITIONAL # NEEDED
201 LAW ENFORCE.	22	2	9.90	9.00	0	0	0	0	0
202 CRAFT	8	3	37.50	9.00	0	0	0	0	0
203 SERVICE	49	0	.00	9.00	1	1	2	1	5
206 OFFICE	147	3	2.04	9.00	2	3	3	3	11
207 TECHNICAL	76	8	10.53	9.00	0	0	0	0	0
212 ENGINEERS	21	2	9.52	9.00	0	0	0	0	0
214 PROFESSIONAL	182	26	14.29	9.00	0	0	0	0	0
216 SUPERVISORS	109	22	20.18	9.00	0	0	0	0	0
9CP COMM. PLAN	42	0	.00	9.00	1	1	1	1	4
9MP MANAGERS	46	4	8.70	9.00	0	1	0	0	1

\* Will conduct survey to determine number of handicap presently employed

MINNESOTA DEPARTMENT OF NATURAL RESOURCES  
 AFFIRMATIVE ACTION GOALS  
FISCAL 1986 THRU 1990

Goals established until 1980

Present Data As Of July 1986

PROTECTED GROUP: FEMALE

Natural Resources - Outstate

UNIT	EMPLOYMENT TOTAL	GROUP GROUP	IDEAL GOAL %	1987	1988	1989	1990	ADDITIONAL # NEEDED	
201 LAW ENFORCE.	149	1	.67	11.00	3	1	3	1	17
202 CRAFT	73	0	.00	22.55	1	1	1	1	16
203 SERVICE	470	167	35.53	44.57	8	8	8	8	44
206 OFFICE	158	142	89.87	62.00	0	0	0	0	0
207 TECHNICAL	277	12	4.39	45.10	6	8	10	10	114
212 ENGINEERS	10	0	.00	7.18	0	1	0	0	1
214 PROFESSIONAL	380	20	5.26	30.46	6	7	7	8	109
216 SUPERVISOR	178	3	1.69	30.21	1	1	2	2	28
9CP COMM. PLAN	148	65	43.92	44.57	0	0	0	0	0
9MP MANAGERS	16	0	.00	23.60	0	0	1	0	1

PROTECTED GROUP: MINORITY

UNIT	EMPLOYMENT TOTAL	GROUP GROUP	IDEAL GOAL %	1987	1988	1989	1990	ADDITIONAL # NEEDED	
201 LAW ENFORCE.	149	9	6.04	5.00	0	0	0	0	0
202 CRAFT	73	0	.00	1.53	0	1	0	1	2
203 SERVICE	470	15	3.19	1.53	0	0	0	0	0
206 OFFICE	158	5	3.16	1.53	0	0	0	0	0
207 TECHNICAL	277	4	1.44	1.53	1	0	0	0	1
212 ENGINEERS	10	0	.00	2.61	0	0	0	1	1
214 PROFESSIONAL	380	4	1.05	1.80	1	0	0	0	1
216 SUPERVISORS	178	0	.00	1.77	0	0	1	1	2
9CP COMM. PLAN	148	4	2.70	1.53	0	0	0	0	0
9MP MANAGERS	16	0	.00	1.53	0	0	1	0	1

PROTECTED GROUP: \*HANDICAP STATUS

Natural Resources - Outstate

UNIT	EMPLOYMENT TOTAL	GROUP GROUP	IDEAL GOAL %	1987	1988	1989	1990	ADDITIONAL # NEEDED
201 LAW ENFORCE.	149	3	2.01	8.20	0	0	0	0
202 CRAFT	73	2	2.74	8.20	1	1	1	2
203 SERVICE	470	19	4.04	8.20	2	4	4	4
206 OFFICE	158	5	3.16	8.20	2	2	1	2
207 TECHNICAL	277	9	3.25	8.20	1	2	2	2
212 ENGINEERS	10	1	10.00	8.20	0	0	0	0
214 PROFESSIONAL	380	14	3.68	8.20	2	2	2	3
216 SUPERVISORS	178	9	5.06	8.20	1	1	2	2
9CP COMM. PLAN	148	5	3.38	8.20	2	3	3	3
9MP MANAGERS	16	0	.00	8.20	0	1	0	1

PROTECTED GROUP: VIETNAM VETERAN STATUS

UNIT	EMPLOYMENT TOTAL	GROUP GROUP	IDEAL GOAL %	1987	1988	1989	1990	ADDITIONAL # NEEDED
201 LAW ENFORCE.	149	41	27.52	9.00	0	0	0	0
202 CRAFT	73	19	26.03	9.00	0	0	0	0
203 SERVICE	470	18	3.83	9.00	7	8	8	8
206 OFFICE	158	2	1.27	9.00	2	3	3	4
207 TECHNICAL	277	49	17.69	9.00	0	0	0	0
212 ENGINEERS	10	1	10.00	9.00	0	0	0	0
214 PROFESSIONAL	380	63	16.58	9.00	0	0	0	0
216 SUPERVISORS	178	36	20.22	9.00	0	0	0	0
9CP COMM. PLAN	148	3	2.03	9.00	2	2	3	3
9MP MANAGERS	16	2	12.50	9.00	0	0	0	0

Will conduct survey to determine number of handicap presently employed

SPECIFIC  
PROGRAM OBJECTIVES

DEPARTMENT ACTIVITIES

<u>Action Steps</u>	<u>Responsibility</u>	<u>Target Date</u>
1. Provide all appointing authorities with a current directory of state-wide recruitment sources with a copy of the current department's Affirmative Action Plan.	Affirmative Action Director	April, 1987
2. Establish a resume bank for student workers and interns.	Affirmative Action Director	May, 1987
3. Each Unit Manager will be required to plan two Affirmative Action activities each year.	Unit Managers	November 20, 1987
4. Make presentations statewide on interviewing techniques, pre-hiring review, reasonable accommodation and answer questions regarding the Affirmative Action Plan and goals.	Affirmative Action Director	Early Summer
5. Conduct Annual Affirmative Action Workshop.	Affirmative Action Director Affirmative Action Committee	August 13-14, 1987
6. Conduct a survey of DNR employees regarding Affirmative Action in DNR.	Affirmative Action Director Affirmative Action Committee	June, 1987
7. Sponsor a DNR 'Training Break' on Self Protection, to be conducted by Peggy Miller, Assistant Director of Ramsey County's Sexual Offense Service.	Assistant Commissioner of Planning & Special Programs	January, 1987

ENFORCEMENT, DIVISION OF

<u>Action Step</u>	<u>Responsibility</u>	<u>Target Date</u>
1. Conduct a statewide recruitment effort at major schools with law enforcement programs.	Division Director	Spring, 1987
2. Require key staff to attend Affirmative Action Annual Workshop.	Division Director	August, 1987

SPECIFIC  
PROGRAM OBJECTIVES

ENGINEERING, BUREAU OF

<u>Action Step</u>	<u>Responsibility</u>	<u>Target Date</u>
1. Will establish a speaker bureau to make presentation to protected group students in Twin Cities Junior and Senior High Schools regarding career opportunities in engineering.	Bureau Administrator	Ongoing
2. Provide graphic support to affirmative action needs.	Bureau Administrator	Ongoing

FIELD SERVICES, BUREAU OF

<u>Action Step</u>	<u>Responsibility</u>	<u>Target Date</u>
1. Encourage minority businesses to enroll in the State "Set Aside" program.	Bureau Administrator	Ongoing
2. Film presentation on Reasonable Accommodation with Department's "504" Coordinator to supplement film with DNR's plan for Reasonable Accommodation.	Bureau Administrator	Fall, 1987

FINANCIAL MANAGEMENT, BUREAU OF

<u>Action Step</u>	<u>Responsibility</u>	<u>Target Date</u>
1. Hire a minority intern student to provide practical and learning experience.	Bureau Administrator	Spring, 1987
2. Show films on affirmative action to staff at bureau staff meeting.	Bureau Administrator	Summer, 1987

SPECIFIC  
PROGRAM OBJECTIVES

FISH AND WILDLIFE, DIVISION OF

<u>Action Step</u>	<u>Responsibility</u>	<u>Target Date</u>
1. Provide funds for minority or female student in the University of Minnesota's Cooperative Education Program.	Research Manager	Fall, 1987
2. Minority students will be invited to tour Fisheries Section.	Accounting Officers	Summer, 1987

FORESTRY, DIVISION OF

<u>Action Step</u>	<u>Responsibility</u>	<u>Target Date</u>
1. Fill first two professional vacancies with protected class individuals.	Personnel Development Supervisor	October, 1987
2. Conduct a Career Day to expose minorities and women to a career in Forestry.	Region II Area Forest Supervisor	Spring, 1987

HUMAN RESOURCES, BUREAU OF

<u>Action Step</u>	<u>Responsibility</u>	<u>Target Date</u>
1. Human Resource staff will be presented with an information session, to focus on understanding difficulties with recruiting black applicants.	Personnel Officer	Summer, 1987
2. Sensitivity Training - "Balancing Personal Obligations & Job", a film and speaker from community to lead group discussion on personal stress incurred by various obligations many women have that prevent them from having quality time to devote to career development.	Personnel Officer	Spring, 1987

SPECIFIC  
PROGRAM OBJECTIVES

INFORMATION AND EDUCATION, BUREAU OF

<u>Action Step</u>	<u>Responsibility</u>	<u>Target Date</u>
1. Provide sensitivity training to staff with films and speakers on affirmative action.	Bureau Director	Spring, 1987
2. Will provide Adult <u>Hunters</u> education program for members of Asian Community.	Bureau Director	Ongoing
3. Hire a minority intern or student worker with interest in journalism.	Bureau Director	Fall, 1987

LANDS, BUREAU OF

<u>Action Step</u>	<u>Responsibility</u>	<u>Target Date</u>
1. Presentation of the current laws and policies that govern the hiring of protected class individuals.	Bureau Administrator	March, 1987
2. Hire a minority student intern with an interest in real estate, to assist in our land records.	Bureau Administrator	Spring, 1987

LICENSES, BUREAU OF

<u>Action Step</u>	<u>Responsibility</u>	<u>Target Date</u>
1. Project to help staff in the License Bureau of improve our professional image. A survey will be conducted to evaluate our service. Films and training provided on effective personal development.	Bureau Administrator	Summer, 1987
2. Affirmative Action Training for staff both through in-service training sessions and outstate seminars.	Bureau Administrator	Summer, 1987

SPECIFIC  
PROGRAM OBJECTIVES

MANAGEMENT SYSTEMS, BUREAU OF

<u>Action Step</u>	<u>Responsibility</u>	<u>Target Date</u>
1. Will encourage protected group youth to tour DNR's computer facilities.	Systems Supervisor	Ongoing
2. Will hire at least one minority to fill the four vacant part-time data entry positions.	Data Entry Supervisor	Spring, 1987

MINERALS, DIVISION OF

<u>Action Step</u>	<u>Responsibility</u>	<u>Target Date</u>
1. Ongoing internship program for protected class students in disciplines of: Geology, Computers (Hibbing office), Computers or Industrial Minerals (St. Paul office).	Peat & Environmental Service Manager	Spring, 1987
2. Encourage attendance of managers to the 2-day Annual Affirmative Action Conference in Duluth; and women to attend "Women in Natural Resources: Challenges and Strategies".	Division Director	August, 1987 April, 1987

PARKS AND RECREATION, DIVISION OF

<u>Action Step</u>	<u>Responsibility</u>	<u>Target Date</u>
1. Interpretive program to include a presentation on Native American culture.	Chief of Interpretive Service	June 28-29, 1987
2. Presentation on state parks and employment opportunities to selected inter-city high schools. Posting for summer employment opportunities will be distributed, as well.	Administrative Manager	Summer, 1987

SPECIFIC  
PROGRAM OBJECTIVES

PLANNING, OFFICE OF

<u>Action Step</u>	<u>Responsibility</u>	<u>Target Date</u>
1. Will have supervisory staff attend the Annual Affirmative Action Workshop.	Recreation Policy Planner	August, 1987
2. Will have representative of Office of Planning attend regular Affirmative Action meeting during 1987.	Recreation Policy Planner	Ongoing
3. Supervisory and staff will attend the Midwest Regional Conference on "Women in Natural Resources Conference".	Office Administrator	April, 1987

RECORDS AND OFFICE SERVICES, BUREAU OF

<u>Action Step</u>	<u>Responsibility</u>	<u>Target Date</u>
1. Staff will be presented with films, video tapes and information on affirmative action.	Bureau Administrator	Ongoing
2. Contact and coordinate guest speakers on affirmative action issues.	Bureau Administrator	Ongoing

TRAILS AND WATERWAYS UNIT

<u>Action Step</u>	<u>Responsibility</u>	<u>Target Date</u>
1. Invite Affirmative Action Director to a quarterly meeting to discuss how to reach protected groups in hiring and awareness to Affirmative Action.	Unit Director	Summer, 1987
2. Invite a group of protected class youth to the Lieutenant Governor's Bike Day.	Trails Supervisor	May 8, 1987

SPECIFIC  
PROGRAM OBJECTIVES

YOUTH PROGRAMS

<u>Action Step</u>	<u>Responsibility</u>	<u>Target Date</u>
1. Will recruit ethnic minorities for adult summer staff position from Concordia College, and various community agencies.	Acting Director	Spring, 1987
2. Will screen affirmative action film at summer staff training session.	Acting Director	June, 1987

WATERS, DIVISION OF

<u>Action Steps</u>	<u>Responsibility</u>	<u>Target Date</u>
1. Will include a Human Relations presentation on the agenda of Water's School.	Section Administrator	October, 1987
2. Will sponsor training breaks on women in non-traditional occupations, handicapped and minority issues.	Section Administrator	Ongoing

REGION I

<u>Action Step</u>	<u>Responsibility</u>	<u>Target Date</u>
1. Schedule meeting with the various tribal councils, BIA, Leech Lake alliance and inter-tribal groups in the region to share information with these groups and staff on programs, regulations and legislation. Also, provide information on job openings and career opportunities in DNR.	Regional Administrator Community Liaison Officer	Ongoing
2. Continue training of regional supervisors on affirmative action with films, video tapes and speakers.	Regional Administrator	Ongoing

SPECIFIC  
PROGRAM OBJECTIVES

REGION II

<u>Action Step</u>	<u>Responsibility</u>	<u>Target Date</u>
1. Conduct all-day seminar for regional employees on Indian community issues to provide employees with a factual presentation on Indian demography, sociology, history and to focus on the Treaty of 1854.	Regional Administrator	March, 1987
2. Sponsor a forum for regional staff and supervisors on barriers (psychological and physical) that confront handicapped visitors and employees. This program will be presented in conjunction with Duluth Council of Handicapped Citizens.	Regional Administrator	Summer, 1987

REGION III

<u>Action Step</u>	<u>Responsibility</u>	<u>Target Date</u>
1. Will present a program to increase awareness of Martin Luther King, Jr.	Non-Game Manager	January, 1987
2. Will sponsor a presentation on American Indians by the Community Liaison Officer, to increase awareness and understanding of the Indian culture.	Regional Administrator	March, 1987
3. Advisory Committee Members to Brainerd AVTI Natural Resources Program to promote the recruiting of protected group members.	Regional Administrator	Ongoing

SPECIFIC  
PROGRAM OBJECTIVES

REGION IV

<u>Action Step</u>	<u>Responsibility</u>	<u>Target Date</u>
1. Will invite various resource persons to make presentation on Affirmative Action at regional staff meetings.	Regional Administrator	Ongoing
2. Will also show films and/or video tapes at Regional Staff meeting to increase awareness of affirmative action issues.	Regional Administrator	Ongoing

REGION V

<u>Action Step</u>	<u>Responsibility</u>	<u>Target Date</u>
1. Will attend the "Women in Natural Resources Midwest Conference".	Regional Administrator	April, 1987
2. Will attend the 4th Annual Affirmative Action Workshop at Spirit Mountain.	Regional Administrator	August 13-14, 1987

REGION VI

<u>Action Step</u>	<u>Responsibility</u>	<u>Target Date</u>
1. Will sponsor a male regional supervisor to attend the "Women in Natural Resources Midwest Conference".	Regional Administrator	April, 1987
2. Will sponsor a presentation to regional supervisors by representatives of Metro Region protected class population on how to better expose protected class youth to natural resource management career opportunities.	Regional Administrator	Summer, 1987

COMMUNICATION/DISSEMINATION OF EQUAL EMPLOYMENT OPPORTUNITY  
AND AFFIRMATIVE ACTION POLICIES AND PROCEDURES

1. Annually, the commissioner shall emphasize to department employees, verbally or in writing, the department's commitment to Equal Employment Opportunity and Affirmative Action. The commissioner shall appeal to all employees of the department to fully comply with the Affirmative Action Policy and Plan.
2. All DNR offices shall make the Affirmative Action Policy and Plan available to all employees.
3. Minutes of Affirmative Action Committee meetings shall be posted on DNR work station bulletin boards. Department employees are welcome to attend Affirmative Action Committee meetings. The names and telephone numbers of all Affirmative Action Committee members shall be posted on all DNR bulletin boards.
4. A copy of the Affirmative Action Policy and Plan shall be sent to unions and employee associations.
5. Affirmative Action news and information shall be distributed to all department employees through the DNR Resource Review publication and inserts in employee paycheck/envelopes.

External

1. All department letterhead and job information notices will carry the phrase "An Equal Opportunity Employer."
2. Business contractors doing work for the department shall be informed of the Affirmative Action Policy and Plan by the Affirmative Action Director.



## HARASSMENT STATEMENT OF POLICY

It is the department's policy to prohibit any behavior of co-workers or supervisors which is unwelcome, personally offensive, insulting or demeaning, and when:

1. Submission to such conduct is explicitly or implicitly made a term or condition of an individual's employment,
2. Submission to or rejection of such conduct by an individual is used as the basis for employment decisions affecting such individual, or
3. Such conduct has the purpose or effect of unreasonably interfering with an individual's performance or creating an intimidating, hostile, or offensive working environment.

Harassment may take the following forms:

1. Exclusion from orientation or teamwork
2. Repeated disparaging, belittling, demeaning, insulting remarks
3. Repeatedly making the employee, or a characteristic unique to the employee, the butt of jokes
4. Repeated ridicule of an employee
5. Sabotage of an employee's character, reputation, work efforts or property
6. Unequal assignment of the "dirty work", less responsible or less challenging duties, not based on ability
7. Unequal application of performance standards, discipline or work rules

### A. Sexual

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

B. Racial and Heritage

1. Any behavior previously listed in this policy which is applied to one's race, color, heritage or national origin
2. Telling jokes or making derogatory remarks about one's race or national heritage
3. Use of language implying inferiority of a race or national heritage such as "boy", "nigger", "chief", "squaw", "spik", "slant-eyes", etc.
4. Criticism of one's civil rights activities

C. Religion, Disability, Age, and Vietnam Veteran

1. Any behavior previously listed in this policy, which is applied to one's religion, disability, age or Vietnam Veteran Status
2. Use of demeaning, derogatory names or remarks about one's religion, disability, age or Vietnam Veteran Status, such as "kike", "crip", "pops", etc.

The Commissioner is responsible for the application of this policy within the department; each manager and supervisor has the responsibility within their units. This responsibility includes initiating and supporting programs and practices designed to develop understanding, acceptance, commitment, and compliance with the framework of this policy. All employees must be informed that harassment is unacceptable behavior, and each supervisory will be responsible for orienting his/her staff to the department's policy. The Affirmative Action Director will be expected to keep the department apprised of any changes in the law or its interpretation regarding this form of discrimination.

Any employee subjected to harassment should file a complaint with the Affirmative Action Director.

## COMPLAINT PROCEDURE

The affirmative action complaint procedure offers the department and the employee the opportunity to resolve charges of discrimination either informally or formally. If successfully resolved, the state avoids enforcement agency involvement and/or litigation.

It is the purpose of the informal procedure to define the issues through conciliation meetings to determine whether the issues can be resolved informally.

It is the purpose of the formal procedure to investigate the charge and to determine whether probable cause exists to credit the allegation that an unfair discriminatory practice has been committed.

Determinations of probable cause will result in remedial action(s) and may result in specific and progressively severe disciplinary action. (It should be noted that references to days refers to calendar days.)

### Government Data Practices Act:

Data gathered during an investigation is subject to the provisions of the Government Data Practice Act (M.S. 13).

Information is collected for the purposes of ascertaining whether probable cause exists regarding charges of discrimination and what remedial action is appropriate. Although employees are not legally required to answer questions, they may be subject to discipline for refusal to cooperate, with the exception of a subject of an investigation which is criminal in nature.

By law, this data is accessible by the Department of Employee Relations, the Department of Human Rights, the Equal Employment Opportunity Commission, possibly a union or association, an arbitrator, a hearings examiner, the Attorney General's Office, and to all who attend any public hearing that is conducted.

### Reprisals:

It is against the law for an employer to intentionally engage in any reprisals because an employee brings a charge of discrimination (M.S. 363.03, Subdivision 7).

### Informal Procedure:

The informal complaint procedure is used when the complaint can be resolved expeditiously and to the satisfaction of both the complainant and the respondent(s) without a formal investigation.

1. An employee presents a complaint to his or her supervisor within 30 days of the alleged violation or within 30 days from the date when the employee, through reasonable diligence, should have had knowledge of the alleged violation.

If the complaint is against the supervisor or, if the employee is uncomfortable discussing the matter with the supervisor, the employee may present the complaint to the affirmative action officer.

If the complaint is against the affirmative action officer, the employee may go to the Personnel Director.

2. Applicants and eligibles must contact the affirmative action officer within 30 days of the alleged violation or within 30 days from the date when the employee, through reasonable diligence, should have had knowledge of the alleged violation.

The supervisor or the Affirmative Action Director shall attempt to resolve the complaint informally within 10 working days of its presentation. Any informal resolution, or lack thereof, shall be reported to the Affirmative Action Director within 5 working days of a resolution attempt. All information resolutions must be approved by the Affirmative Action Director.

#### Formal

##### Step 1:

If the complaint is not satisfactorily resolved through the informal procedure, and the complainant wishes to enter into the formal procedure, the complaint must be filed with the Affirmative Action Director within 10 (ten) days of the occurrence of the event giving rise to the complaint. In the event that the respondent is the Affirmative Action Director, the complaint may be filed with the Equal Opportunity Division of the Department of Employee Relations or the Minnesota Human Rights Department.

The complaint is filed by completing the "Complaint of Discrimination Form" provided by the Affirmative Action Director, who will provide assistance in filling out the form, if needed. (See Appendix "B".)

The Affirmative Action Director will determine at the time the complaint is filed whether or not it falls within the area of equal employment opportunity, i.e., the complainant is alleging a violation of his/her right to equal employment on the basis of race, creed, color, sex, age, marital status, national origin, disability, reliance on public assistance, religious or political opinions or affiliations.

If it is determined that the complaint is not related to equal employment opportunity but rather to general personnel concerns, the Affirmative Action Director will, within 6 (six) days of the receipt of the complaint, verbally inform the complainant and shall send him/her a certified letter stating that the complaint has been dismissed. The complainant may pursue the formal step of the grievance procedure outlined in any applicable union contract within the time limit specified.

If the complaint is related to equal employment opportunity, the Affirmative Action Director will, within 6 (six) days of the receipt of the complaint, send a copy of the complaint by certified mail to all parties named as respondents. The copy shall be accompanied by a letter outlining the basic facts of the complaint and requesting a response to the allegations from the respondent(s) within 10 (ten) days. At the same time that the respondents are notified of the complaint, the Affirmative Action Director shall notify the State Department of Human Rights of the complaint with required facts.

The respondent(s) shall, within the time period specified by the notification letter, provide the Affirmative Action Director with a written answer setting forth his/her understanding of the situation of causes for the complaint. If the respondent(s) fail to provide the answer within the specified time period, the allegations contained in the complaint will be considered to be denied by the respondent(s) and the Affirmative Action Director shall proceed to investigate the case.

Step 2:

At the conclusion of his/her investigation, the Affirmative Action Director shall appoint, subject to individual approval by a majority vote by the Affirmative Action Committee, and a hearing team of three people from the Affirmative Action Committee. One shall be a member of the subcommittee on grievance and retention and will serve as chairperson. The Affirmative Action Director will review the findings with the team and submit copies of all documents gathered in his/her investigation to the hearing team. At this time, the Affirmative Action Director shall submit a summary of the complaint and a listing of persons involved to the Division Director and the Commissioner.

The Affirmative Action Committee hearing team shall review the documents provided by the Affirmative Action Director and shall make a determination of the complaint or shall do so after interviewing the complainant, respondent(s) or witness. (Note: Any member of the Affirmative Action Committee who is involved in the complaint as the complainant, as a respondent, or as a witness or either shall not be present during the review or the discussion of the case by the Affirmative Action Committee.)

If the Affirmative Action Committee hearing team believes that there is sufficient evidence supporting the complaint, it shall prepare a recommendation for corrective action along with a timetable for such action and present it to the entire Affirmative Action Committee for final review and approval. The Affirmative Action Committee shall, within 26 days of the respondent's response, send through the Affirmative Action Director its determination and recommendations to the Commissioner who will in turn notify the complainant and the respondent(s) and the Director of the decision by certified mail.

If the Affirmative Action Committee believes that there is insufficient evidence to support the complaint, it shall prepare a letter to that effect to the Commissioner. The Commissioner shall, within 10 (ten) days, notify by certified mail, the complainant, respondent(s) and Director of the Affirmative Action Committee's decision.

Keeping in mind that all data collected may become evidence in civil or criminal legal proceedings against the respondent pursuant to Minnesota Statutes Chapter 363 or the appropriate federal statutes, a thorough investigation may include, but not be limited to, the following types of data:

- Interviews or written interrogations with parties involved in the complaint: complainant, respondent, their respective witnesses, official having pertinent records of files, etc.
- All records pertaining to the case whether they be written, recorded, filmed, or any other form.

Step 3:

The Affirmative Action Director shall within 7 (seven) days hold a meeting between the complainant and the respondent(s) in an attempt to settle the complaint through conciliation. If the conciliation attempt is successful, a conciliation agreement shall be prepared and signed by the complainant, the respondent(s) and the Affirmative Action Director. The Commissioner, and the Unit Head, as well as each signatory, shall receive a copy of the agreement.

Step 4:

If the conciliation attempt is unsuccessful, the Affirmative Action Director will within 4 (four) days so notify the Affirmative Action Committee in writing. The Affirmative Action Committee will within 4 (four) days send a letter to the Commissioner of the Department which shall include the Affirmative Action Director's notice that the conciliation attempt was unsuccessful. The letter will request that the necessary action be taken to carry out their recommendations. The Commissioner shall accept, reject or modify the Affirmative Action Committee's recommendations and shall take such actions as deemed appropriate and within 17 days, notify all parties (e.g., complainant, respondent(s), Affirmative Action Director, Affirmative Action Committee, and the Unit Head) by certified mail.

The entire complaint procedure should be completed within 90 days of the filing of the formal complaint. If due to the case complexity or emergency work of Affirmative Action Committee members the Affirmative Action Director and Commissioner may extend the time beyond 90 days.

## REASONABLE ACCOMMODATIONS

This section is an excerpt from The Department of Natural Resources Reasonable Accommodations Policy.

### INTRODUCTION

Reasonable accommodations are efforts made by an employer to remove barriers which prevent or limit the employment of qualified handicapped persons, both job applicants and current employees.

Reasonable accommodation in many cases simply involves providing an accommodation for the interview process or adapting the work setting to enable the handicap person to perform the job on an equal basis in the most cost effective manner and in the most integrated setting possible. Providing the qualified worker with an opportunity to perform required tasks is the prime consideration in determining the type of reasonable accommodation provided. This policy of the Department of Natural Resources management does not mean they will alter essential job functions, change the basic nature of any job, or create positions that do not exist, in the name of, or with the objective of reasonable accommodations.

The reasonable accommodation plan and policy may be modified from time to time to reflect changing needs and changing laws.

The Reasonable Accommodations Employee Request Form (NA-03054-01) and the Reasonable Accommodation Agreement Form (NA-03055-01) are Appendix "C" and Appendix "D".

## REQUESTS FOR REASONABLE ACCOMMODATION

In order to avoid processing delays, procedures for processing requests for reasonable accommodations should reflect the least number of approval steps necessary. Any decision not to pursue a reasonable accommodations request must qualify as an undue hardship, and shall be submitted in writing to the 504 Coordinator and Affirmative Action Director.

The steps in requesting reasonable accommodation are:

- A. The supervisor and the disabled person will consult to determine the need for the accommodation and to discuss alternatives such as job restructuring, job site modification, and accessible devices.
- B. The supervisor will submit a written request on Form NA-003054-01 obtained from the Affirmative Action Director for reasonable accommodation. The request will include a justification for the accommodation including a statement of the disability, the suggested accommodation, approximate cost, and any other pertinent comments or information. (See Appendix "C".)
- C. The supervisor will forward the request and supporting information to the 504 Coordinator, with copies to the Affirmative Action Director within five (5) working days upon receiving the request.
- D. The 504 Coordinator and Affirmative Action Director will review the request and forward the request with their recommendations to the Commissioner within three (3) working days. The Commissioner will consider the available alternatives and decide whether to grant the requested accommodation. The decision is then returned to the supervisor within ten (10) working days of the Commissioner's receipt of the request.
- E. The 504 Coordinator will fill out the Reasonable Accommodations Agreement Form NA-03055-01 and then obtains necessary signatures. (See Appendix "D".)
- F. The 504 Coordinator will submit appropriate purchasing documents to the purchasing agent if equipment, furniture, or other accessible devices must be purchased.

## METHODS OF PROVIDING REASONABLE ACCOMMODATION

The following are some methods of providing reasonable accommodations to qualified handicapped individuals. Other forms of reasonable accommodation may also be provided:

### A. Modification of Equipment or Accessible Devices

The provision of equipment may include special telephone equipment "talking" calculators, one-handed typewriters, closed circuit televisions, specifically designed desk and files, TTY communications equipment and other types of equipment to facilitate the performance of job duties. These items may include: off the shelf devices as well as highly specialized, customized and/or prescription items.

### B. Job Site Modification

The planning and provisions of accessibility to existing facilities may be required in order for disabled individuals to work in them. Modification may include adjustments to equipment height including desks, chairs, etc., addition of electrical outlets, rearrangement of furniture and equipment, widening doorways, reallocation of the job site to an accessible area, provision of special parking facilities, modifications of ventilation, heating, cooling, and lighting systems, and other types of similar modifications. The Department of Natural Resources will negotiate any changes the appropriate real estate management through Real Estate Management Division, Department of Administration to determine costs involved.

### C. Job Restructuring

The restructuring of any job may include modifying work hours and/or changing job duties while retraining the basic job functions. Arrangements must be considered for full-time permanent and intermittent employment. Job sharing and flexible work hours may permit handicapped employees to meet such needs as medical appointments and medical dietary requirements.

### D. Support Services

Support services such as interpreters for hearing impaired individuals, readers for blind, special attendants, etc. must be provided when it is clearly demonstrated that these services are required for a disabled employee's performance of the essential functions of the job. Support services may also be needed for job applicants during the interview process. The Department of Natural Resources may directly or on a contractual basis of any agency outside the department provide the training necessary to allow staff members to provide support services when such training and the provisions of such support services are administratively feasible.

The Department will recruit trained volunteers to serve as readers or assist employees who may need assistance.

## UNDUE HARDSHIP

- A. In determining whether or not the making of a reasonable accommodation would impose an "undue hardship" on the operation of a recipient's program, factors to be considered must include:
1. The overall size of the recipient's program (i.e., number and type of facilities, size of budget);
  2. The type of the recipient's operation including the composition and structure of the recipient's work force;
  3. The nature and cost of the accommodation needed;
  4. The reasonable ability to finance the accommodation and each site of business; and
  5. Documented good faith efforts to explore less restrictive or less expensive alternatives including consultation with the disabled person or with knowledgeable disabled persons or organizations.

## FUNDING FOR REASONABLE ACCOMMODATIONS

The Department of Natural Resources will annually make funds available through Department Equipment Panel in order to provide reasonable accommodations to handicapped employees and applicants. The amount available will be determined by the Division Director or Section Chief, and funds will be used only when a reasonable accommodations request has been approved and signed by the Director responsible for that division, or the Commissioner, if the division or agency reports directly to the Commissioner. The Commissioner will approve any expenditure over \$1,400.

## PURCHASE AND MAINTENANCE OF ACCOMMODATIONS

The Department of Natural Resources is free to choose the specific accommodations provided to qualified handicapped persons. The person requesting reasonable accommodations will suggest an appropriate accommodation. The Department of Natural Resources may provide another accommodation equal or superior to the one proposed in practicality, usefulness, or cost-effectiveness.

All tangible accommodations purchased by the Department of Natural Resources will be the property of the State of Minnesota. The maintenance of equipment will be the responsibility of each division, and projected maintenance costs will be a factor in the decision to provide accommodation (i.e., maintenance of TTY, repair of special office equipment, etc.).

## DENIAL OF ACCOMMODATIONS

All denials of requests for reasonable accommodation will be documented and kept on file by the Affirmative Action Director and 504 Coordinator. A copy of the document denying the request for reasonable

accommodation will be given to the supervisor. The Affirmative Action Office will notify the employee of the denial and inform the employee of his/her right to appeal and to file with other government agencies Human Rights and Equal Employment Opportunity Commission.

### APPEALS

An employee who is dissatisfied with the reasonable accommodation decision can appeal directly to the Commissioner within 15 working days of the decision. The Commissioner will within 15 working days of the appeal, convene a reasonable accommodation review committee which shall consist of persons previously not involved in the initial process. The Commissioner shall appoint a chairperson who will be responsible for submitting the recommendation to the Commissioner. The committee should include an employee in the same job classification as the person requesting accommodation a rehabilitation engineer (or a person knowledgeable of the requested accommodation). This committee will review all pertinent material and steps leading to the decision according to the following criteria:

- A. Job relatedness
- B. Effectiveness
- C. Necessity
- D. The relationship between the accommodation and essential job functions
- E. Cost
- F. Other claims of undue hardship

The committee will make a recommendation in writing to the Commissioner within 5 working days from the date the committee was convened unless more time is needed to obtain more information from outside sources. The Commissioner will make a final determination in writing within 5 working days from receiving the committee's recommendation. The 504 Coordinator will then forward written copies of the Commissioner's decision to the Affirmative Action Director, employee and supervisor. If the employee is still dissatisfied with the decision, she/he may file with federal, state, local and human right agencies. The Department's Affirmative Action Director will provide employees and compliance agencies with information needed in the appeal process. Information will be provided in compliance with the Minnesota Government Data Privacy Act. Compliance agencies which are investigating complaints must request information from the Commissioner, who will be provided documentation relating to the denial of a request for reasonable accommodation.

### ASSISTANCE WITH REASONABLE ACCOMMODATION COMPLIANCE

All requests for information or assistance in determining reasonable accommodation for qualified handicapped employees and job applicants will be directed to the Department's Affirmative Action Director and the 504 Coordinator. The Affirmative Action Director and the 504 Coordinator will also assist in locating resources or interpreting reasonable accommodation requirements.

REQUEST FOR REASONABLE ACCOMMODATIONS  
FOR JOB APPLICANTS

- A. All initial communication between a job applicant and a supervisor regarding job vacancies shall indicate the willingness of the department to make reasonable accommodation to the known physical or mental handicap and shall invite the applicant to contact the agency for the needed accommodation before the job interview.
- B. The supervisor contacted for the accommodation request shall contact the Affirmative Action Director and the 504 Coordinator immediately. In order to ensure that the accommodation is provided at the interview, requests shall be handled in a timely manner.
- C. The Affirmative Action Director shall contact the job applicant to discuss the needed accommodation and possible alternatives.
- D. If the agreed upon accommodation requested costs no more than \$50.00, the Affirmative Action Director shall approve the accommodation.
- E. If the accommodation costs more than \$50.00, the Affirmative Action Director and 504 Coordinator shall request approval of the accommodation from the Commissioner.
- F. If the accommodation is approved, the Affirmative Action Director and 504 Coordinator will take the necessary steps to see that the accommodation is provided.

DENIAL FOR ACCOMMODATION

If the requested accommodation is denied, the Affirmative Action Director shall notify the applicant of the decision and advise the applicant of his/her right to file a complaint with the Department of Human Rights alleging violation of the Minnesota Human Rights Act.

### BUILDING EVACUATION

The Safety Coordinator recommendations will be incorporated into this Affirmative Action Plan.

### WEATHER EMERGENCY

1. All employees will be contacted of weather emergencies.
2. All hearing impaired employees have made arrangements to be notified.



AFFIRMATIVE ACTION POLICY  
ON THE  
EMPLOYMENT OF STUDENT INTERNS  
POLICY

Internships provide a para-professional learning experience for students to supplement their classroom education and test their career goals. The Internship Program was established to provide learning opportunities for students and encourage them to consider a future career with the Department of Natural Resources. Internship positions can provide an excellent means for initiating and implementing Division, Bureau, and Region affirmative action efforts by introducing protected class students to state service with the Department of Natural Resources.

The department managers and supervisors are expected to make a special effort to recruit and place protected class students when a disparity of that particular protected group exists in their work unit. The Affirmative Action Officer will provide recruitment assistance upon request from department managers and supervisors. Department managers and supervisors are encouraged to participate in the Affirmative Action Program to create internship opportunities for protected class students.

PROCEDURES

(For procedures refer to Personnel Policies and Procedures No. 31 dated 05/01/85).

Reference:

M.S. 43A.02 Subd. 24

M.S. 43A.25

2 MCAR 2.370

Administrative Procedures #21E

Commissioner's Plan Chapter 14 (M)





Appendix "B"

## AFFIRMATIVE ACTION GREIVANCE REPORT

(PLEASE PRINT OR TYPE)

Name of Person making Complaint (First, M.I., Last)		Job Title	
Home Address (Number & Street, RFD, Box No., City, State, Zip Code)		Home Telephone Number (include Area Code)	
Work Address		Work Telephone Number (include Area Code)	
Division/Bureau/Region		Name of your Supervisor	
<b>INFORMATION ON THE RESPONDENT (Person who discriminated against you)</b>			
Person's Name (Full Name if known)		Job Title	
Work Address		Work Telephone Number (include Area Code)	
Department/Division/Bureau/Region		Name of Person's Supervisor	
Additional Names of Others who discriminated against you:			
<b>INFORMATION ON THE COMPLAINT</b>			
<i>(mark one of the following)</i>			
<input type="checkbox"/> Race <input type="checkbox"/> Sex <input type="checkbox"/> Color <input type="checkbox"/> Creed <input type="checkbox"/> Religion <input type="checkbox"/> Age <input type="checkbox"/> Handicap <input type="checkbox"/> Marital Status <input type="checkbox"/> National Origin <input type="checkbox"/> Reliance on Public Assistance			
Date most recent act of discrimination took place:			
If you have filed this complaint with another agency, please give name of that agency:			
Describe how you have been discriminated against, giving names, dates, places, etc.:			

Additional information on your complaint:

INFORMATION ON WITNESSES WHO CAN SUPPORT YOUR CASE

NAMES	MAILING ADDRESS	TELEPHONE NUMBER
1.		
2.		
3.		
4.		
5.		
6.		

This complaint is being filed based on my honest belief that the State of Minnesota has discriminated against me. I hereby certify that the information I have provided in this complaint is true, correct, and complete to the best of my knowledge and belief.

Signature of Person Making Complaint	Date
--------------------------------------	------

RECIEVED BY:

Signature	Date
-----------	------



## EMPLOYEE REQUEST FOR REASONABLE ACCOMMODATION

Employee's Name		Date of Request	
Division/Bureau/Region		Classification	
Handicap/Disability (explain): (attach additional sheets if needed)			
Type of accommodation requested to perform essential function:			
Which essential function(s) of your job will the requested accommodation allow you to perform?			
Why is the requested accommodation necessary to perform the essential job function(s)?			
How will the requested accommodation be effective in allowing performance of the essential job function(s)?			
Specify and provide justification for the elimination on non-essential job function(s):			

Supervisor Signature		Employee Signature		Date	
Date		504 Coordinator Signature		Date	
Affirmative Action Director Signature		Commissioner/Director Signature		Date	
Date					





## REASONABLE ACCOMMODATION AGREEMENT

**INSTRUCTIONS:**

This form is to be completed by the Section 504 Coordinator in conjunction with the Affirmative Action Director, after a reasonable accommodation decision has been made. The signatures on the bottom of the form indicate an agreement between the employee and the Department of Natural Resources to the specific accommodation.

Name of Employee	Name of Employee's Immediate Supervisor
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The request for reasonable accommodation to the needs of the above named handicapped employee was:

APPROVED     DENIED

JUSTIFICATION (indicate specific factors considered in arriving at the decision):

If reasonable accommodation was approved, was the employee's suggestion accepted?

YES     NO     PARTIALLY

REASON:

Describe specific reasonable accommodations to be made to employee:

COST ESTIMATE:

\$

I have read the Employee Request for Reasonable Accommodation. I understand that all tangible accommodations purchased by the Department of Natural Resources will become the property of the State of Minnesota.

Signature of 504 Coordinator	Date	Signature of Affirmative Action Director	Date
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ABBREVIATIONS AND DEFINITIONS

Explanation of terms and abbreviations:

DNR: Department of Natural Resources

AFFIRMATIVE ACTION: A management program designed to ensure equal employment opportunity by identifying and removing barriers throughout all components of a personnel system with specific emphasis placed on improving initial employment and advancement opportunities for handicapped person, minorities, women and Vietnam era veterans. (See Appendices "F" and "G".)

AFFIRMATIVE ACTION PLAN: The written document which describes an employer's or unit manager's program for achieving equal employment opportunity.

AFFIRMATIVE ACTION PROGRAM: Action steps taken by management to achieve the goals as specified in the Department's Affirmative Action Plan.

BARRIER: Any factor, intentional or unintentional, be it policy, practice, action, omission, examination, physical facilities, negative attitudes, which results in unequal treatment of protected groups(s) and/or which has an adverse effect on the employment or advancement opportunities for such groups.

COMMISSIONER: Chief Executive Officer of Department of Natural Resources.

COMPLAINANT: The person who files a complaint of discrimination.

DAY: A working day, Monday through Friday.

DEPARTMENT: Department of Natural Resources (as defined in organizational chart).

DISABILITY/HANDICAP: A functional limitation, condition or characteristic (mental, emotional or physical) which constitutes a barrier to employment (See Appendix "F".)

DIRECTOR: Director of a Division, Bureau Administrator or Regional Administrator of DNR.

DISCRIMINATION: Unequal treatment, intentional or unintentional based on protected characteristics.

DISPARITY/UNDERUTILIZATION: The employment of fewer handi-capped persons, minorities, women and Vietnam era veterans in the agency's work force than could reasonably be expected based on their availability in the labor area.

EMPLOYEE: Any employee of a department using this Plan. This term shall include, but not be limited to, all classified and unclassified employees, regardless of whether they are seasonal, temporary, part-time, pre-service trainees, probationary, provisional, unlimited, student workers, or intermittent employees.

EQUAL EMPLOYMENT OPPORTUNITY: The policy of basing all person-nel activities solely on indivi-dual merit of applicants and employees, related to the speci-fic job requirements, and without regard to race, color, religion, sex, age, national origin, disability, political affiliation, or other non-merit factors.

GOALS: Good faith, quantitative objectives set by any agency head as the minimum requirement to be meet within a certain time period.

HANDICAP: See DISABILITY.

HARASSMENT: Any repeated behavior, or combination of behaviors, by one or more employees towards another employee or group of employees based on race, national origin, religion, sex, veteran's status or age and which the affected employee considers to be annoying, insulting, intimidating, which causes discomfort and/or which has a detrimental effect on such employee's work performance.

LABOR AREA: The geographical area from which the agency or agency subdivision can reasonably expect to attract applicants.

MINORITIES: Persons of Black, Hispanic, Asian, American Indian, or Native Alaskan heritage. (See Appendix "G".)

ORGANIZATIONAL UNIT: Any division, bureau, region, or any entity considered to be a subdivision of the department with reporting responsibility.

PARITY: A condition where the work force is representative of all population groups in each job category, in proportion to their occurrence in the labor area work force.

POLICIES AND PROCEDURES: The detailed means and methods by which the Affirmative Action Plan is implemented.

POLICY: A written statement of commitment to equal employment opportunity and affirmative action.

PROTECTED CHARACTERISTIC: Any feature, aspect, condition, opinion, or the like which has no relation to one's ability to perform a particular job, such as race, color, creed, sex, age, marital status, national origin, specific disability, reliance on public assistance, religious or political opinions, or affiliations.

PROTECTED CLASS/PROTECTED GROUP: Those individuals identifiable as handicapped, minorities, women or Vietnam era veterans. (See Appendices "F" and "G".)

REASONABLE ACCOMMODATIONS: Architectural, equipment and other changes an employer must make to enable disabled persons to perform the jobs for which they are otherwise qualified.

RESPONDENT: A person or an entity against whom a discrimination complaint has been filed.

"STATE GOVERNMENT": Government of the State of Minnesota.

TIMETABLES: Time periods during which the specific quantitative head of department subdivisions, e.g., Regional Administrator, Division Directors, Bureau Administrators.

VIETNAM ERA VETERANS: Those persons who served in the military service of the country during the period of July 1, 1964, to December 31, 1976, under honorable conditions.

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DEFINITIONS RELATING TO DISABILITY AND HANDICAPS

A. Handicapped Person - Any person who:

1. Has a physical or mental impairment which substantially limits one or more major life activities, or
2. Has a record of such an impairment, or
3. Is regarded as having such an impairment.

For purposes of employment, such term does not include any individual who is an alcoholic or drug abuse whose current use of alcohol or drugs prevents such individual from performing the duties of the job in question or whose employment, by reason of such current alcohol or drug abuse, would constitute a direct threat to property or the safety of others.

B. Physical or Mental Impairment:

1. Any physiological disorder or condition, cosmetic disfigurement, or anatomical loss affecting one or more of the following body systems: neurological; musculoskeletal, special sense organs; respiratory, including speech organs, cardiovascular, reproductive; digestive, genial-urinary; hemic and lymphatic; skin; and endocrine; or
2. Any mental or psychological disorder, such as mental retardation, organic brain syndrome, emotional or mental illness, and specific learning disabilities.

The term "physical or mental impairment" includes, but is not limited to, such diseases and conditions as orthopedic, visual, speech, and hearing impairments, cerebral palsy, epilepsy, muscular dystrophy, multiple sclerosis, cancer, heart disease, diabetes, mental retardation, emotional illness, and drug and alcohol use.

- C. Major Life Activities: Functions such as caring for one's self, performing manual tasks, walking, seeing, hearing, speaking, breathing, learning and working.
- D. Has a Record of Such Impairment: Has a history of, or has been misclassified as having a mental or physical impairment that substantially limits one or more major life activities.
- E. (See "Reasonable Accommodations Policies".)



RACE/ETHNIC CATEGORIES

1. White, not of Hispanic Origin -- Persons having origins in any of the original peoples of Europe, North Africa, or the Middle East.
2. Black, not of Hispanic Origin -- Persons having origins in any of the Black racial groups of Africa.
3. Hispanic -- Persons of Mexican, Puerto Rican, Cuban, Central or South American or other Spanish Culture or origin, regardless of race.
4. American Indian or Alaskan Native -- Persons having origins in any of the original peoples of North America, and who maintain cultural identification through tribal affiliation or community recognition.
5. Asian or Pacific Islander -- Persons have origins in any of the original peoples of the Far east, Southeast Asia, the Indian Sub-continent, or the Pacific Islands. This area includes for example, China, Japan, the Philippine Islands and Samoa.

With regard to the Statewide Affirmative Action Plan, the term "minority" includes all of the aforementioned categories except the first, "White".



AFFIRMATIVE ACTION COMMITTEECENTRAL OFFICE

500 Lafayette Road

St. Paul, Minnesota 55146

DNR Information: (612) 296-6157

Joseph N. Alexander  
Commissioner  
Box #37, 6th Floor  
(612) 296-6157

Steve Thorne  
Deputy Commissioner  
Box #50, 6th Floor  
(612) 296-2540

Perry E. Pickens, Jr.  
Director of Affirmative Action  
Chairperson, Affirmative Action Committee  
Box #36, 6th Floor  
(612) 296-6294

Karen Loechler  
Assistant Commissioner for  
Planning and Special Programs  
Box #51, 6th Floor  
(612) 296-4845

METRO MEMBERS

Deb Ethier  
Boat and Water Clerk  
Bureau of Information and Education  
Box #46, 5th Floor  
(612) 296-3310

Thelma Olson  
Affirmative Action Officer  
Bureau of Personnel  
Box #49, 6th Floor  
(612) 297-3426

Ruth Husom  
Administrative Assistant  
Division of Parks and Recreation  
Box #39, 3rd Floor  
(612) 296-2561

Ray Romero  
Recreation Policy Planner  
Office of Planning  
Box #10, 6th Floor  
(612) 296-4798

Patricia D. Kandakai  
Senior Realty Specialist  
Bureau of Land  
Box #30, 4th Floor  
(612) 296-0631

Deborah D. Salinas  
Secretary  
Ecological Services  
Box #25, 2nd Floor  
(612) 296-2835

Donna Lyons  
Acquisition Secretary/Receptionist  
Bureau of Land  
Box #30, 4th Floor  
(612) 296-4097

Joe Stinchfield  
Suitability Supervisor  
Office of Planning  
Box #10, 6th Floor  
(612) 297-4313

Diane E. Moe  
Supervisor, Administrative Services  
Trails and Waterways Unit  
Box #52, 3rd Floor  
(612) 296-0736

Sarah Tufford  
Water Use Management Section  
Administrator  
Division of Waters  
Box #32, 3rd Floor  
(612) 297-2431

Karen Nelson  
Snowmobile Supervisor  
Bureau of Licenses  
Box #26, 1st Floor  
(612) 297-3227

Judy Winiecki  
Survey Technician  
Bureau of Engineering  
Box #29, 4th Floor  
(612) 296-0600

## OUTSTATE MEMBERS

### Region I

Mary Cleary  
Parks Secretary  
Interoffice Box #14  
2115 Birchmont Beach Road Northeast  
Bemidji, Minnesota 56601  
8-755-3976 or (218) 755-3976

Joe Day  
Community Liaison Officer  
Interoffice Box #14  
2115 Birchmont Beach Road Northeast  
Bemidji, Minnesota 56601  
8-755-3923 or (218) 755-3923

Katie Hirsch-Haws  
Wildlife Non-Game Specialist  
Interoffice Box #14  
2115 Birchmont Beach Road Northeast  
Bemidji, Minnesota 56601  
8-755-2976 or (218) 755-2976

### Region II

Darrell Danielson  
Conservation Officer  
Division of Enforcement  
Post Office Box #65  
Floodwood, Minnesota 55736  
(218) 476-2016

Nate Frame  
Assistant Regional Forestry Supervisor  
Interoffice Box #15  
1202 East Highway #2  
Grand Rapids, Minnesota 55744  
8-327-4454 or (218) 327-4454

David Schipper  
Personnel Development Supervisor  
Division of Forestry  
Interoffice Box #15  
1202 East Highway #2  
Grand Rapids, Minnesota 55744  
8-327-4450 or (218) 327-4450

### Region III

Fred Fey  
Conservation Officer  
Division of Enforcement  
Star Route #78  
Pine River, Minnesota 56474  
(218) 587-2703

Rob Jorgensen  
N.R. Park Technician  
Wild River State Park  
Route #1, Box #75  
Center City, Minnesota 55012  
(612) 583-2125

### Region III (cont.)

Pam Perry  
Wildlife Non-Game Manager  
315 Charles Street Northwest  
Brainerd, Minnesota 56401  
8-828-2228 or (218) 828-2228

### Region IV

Joan M. Heldberg  
Waters Secretary  
Interoffice Box #18  
Box #756, Highway #15 South  
New Ulm, Minnesota 56073  
8-354-1220 or (507) 354-2196

Kenneth Schumann  
Area Fisheries Manager  
Box #296  
Hutchinson, Minnesota 55350  
(612) 587-2717

### Region V

Kathryn Bolin  
Parks Regional Resource  
Specialist  
Interoffice Box #27  
2300 Silver Creek Road Northeast  
Rochester, Minnesota 55901  
8-285-7432 or (507) 285-7432

James Cooper  
Regional Hydrologist  
Interoffice Box #27  
2300 Silver Creek Road Northeast  
Rochester, Minnesota 55901  
8-285-7430 or (507) 285-7430

Jeanine Vorland  
Habitat Specialist  
Section of Wildlife  
285 - 18th Street Southeast  
Owatonna, Minnesota 55060  
(507) 451-9282

### Region VI

Duane Shodeen  
Regional Fisheries Supervisor  
Interoffice Box #28  
1200 Warner Road  
St. Paul, Minnesota 55106  
(612) 296-2959

## EX-OFFICIO MEMBERS

Robert Siefert  
Personnel Director  
Bureau of Personnel  
Box #49, 6th Floor  
(612) 296-6478

Roger A. Liska  
504 Coordinator  
Site Development and  
Mapping Supervisor  
Bureau of Engineering  
Box #29, 4th Floor  
(612) 296-0609

## SUBCOMMITTEE ASSIGNMENTS

### Education, Recruitment and Training

Joe Day, Co-Chairperson  
Karen Nelson, Co-Chairperson  
Kathy Bolin  
Ruth Husom  
Jeanine Vorland  
Joe Stinchfield  
Katie Hirsch  
Fred Fey  
Judy Winiecki

### Grievance, Retention and Special Projects

Nate Frame, Co-Chairperson  
Deborah Salinas  
Pam Perry  
Mary Cleary  
Ray Romero, Co-Chairperson  
Ken Schumann  
Dave Schipper  
Donna Lyons  
Darrell Danielson

### Publicity

Diane Moe, Co-Chairperson  
James Cooper  
Patricia Kandakai  
Rob Jorgensen  
Thelma Olson, Co-Chairperson  
Duane Shodeen  
Sarah Tufford  
Joan Heldberg  
Roger Liska  
Deb Ethier



ATTACHMENT 1  
 AFFIRMATIVE ACTION PLAN  
 Fiscal Year 86-87  
 For

Department of Natural Resources - Metro.  
 (Agency or Agency Subdivision)

1. This annual review revealed underutilization of the following protected group(s) in the following goal units: (Check each unit appropriate)

GOAL UNITS	PROTECTED GROUPS			
	WOMEN	MINORITIES	HANDICAPPED	VETERANS
Law Enforcement	X	X	X	
Craft, Maintenance, Labor Service	X	X	X	
Health Care Non-Professional			X	X
Health Care Professional				
Clerical				X
Technical	X	X	X	
Correctional Guards				
State University Instructional				
Community College Instructional				
State University Administrative				
Professional Engineering Supervisory	X	X		
Health Treatment Professional				
General Professional	X	X	X	
Professional State Residential Instructional Supervisory	X	X		
Commissioner's Plan			X	X
Managerial Plan	X	X		X
Other				

2. This annual plan is and will be posted at the following central location so that every employee is aware of the department's commitments in affirmative action for the year.

Personnel Office; Affirmative Action Director's Office;  
 Division Director's Office; Bureau Director's Office; Regional Offices;  
 and any other office with 10 or more employees.

3. This annual plan contains an internal procedure for processing complaints of alleged discrimination from employees, and each employee has been apprised of this procedure as well as our department's affirmative action goals for this fiscal year.

*Denny E. Dikens*  
 Affirmative Action Officer

Jan. 20, 1987  
 Date

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

*John Williams*  
 Agency Head

22 Jan 87  
 Date

5. This annual plan meets the rules governing affirmative action, Chapter 20: 2 MCAR 2.290-2.299, and contains goals and timetables as well as methods for achieving them which are reasonable and sufficiently aggressive to deal with the identified disparities.

*Bonnie Watkins Acting Director*  
 Equal Opportunity Division

5-13-87  
 Date

ATTACHMENT 1  
**AFFIRMATIVE ACTION PLAN**  
 Fiscal Year 86-87  
 For

Department of Natural Resources - Outstate  
 (Agency or Agency Subdivision)

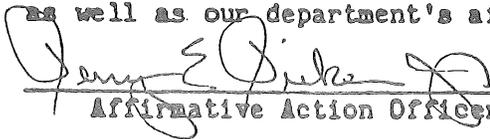
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GOAL UNITS	PROTECTED GROUPS			
	WOMEN	MINORITIES	HANDICAPPED	VETERANS
Law Enforcement	X		X	
Craft, Maintenance, Labor Service	X	X		
Health Care Non-Professional				
Health Care Professional				
Clerical			X	X
Technical	X	X	X	
Correctional Guards				
State University Instructional				
Community College Instructional				
State University Administrative				
Professional Engineering Supervisory	X	X		
Health Treatment Professional				
General Professional	X	X	X	
Professional State Residential Instructional Supervisory	X	X		
Commissioner's Plan			X	X
Managerial Plan	X	X	X	
Other				

2. This annual plan is and will be posted at the following central location so that every employee is aware of the department's commitments in affirmative action for the year.

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 Division Director's Office; Bureau Director's Office;  
Area Offices; and any other office with 10 or more employees.

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 Affirmative Action Officer

Jan 20, 1987  
 Date

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

  
 Agency Head

22 Jan 87  
 Date

5. This annual plan meets the rules governing affirmative action, Chapter 20: 2 MCAR 2.290-2.299, and contains goals and timetables as well as methods for achieving them which are reasonable and sufficiently aggressive to deal with the identified disparities.

  
 Equal Opportunity Division

5-13-87  
 Date