

2010-2012

Affirmative Action Plan Training

The Executive branch agency  
Affirmative Action Plans are  
due before

**Friday, July 30, 2010**

## **Affirmative Action Requirements**

- **Minnesota Statutes, Section 43A.19 & 43A.191**
- **Minnesota Rules, Chapter 3905.0100-3905.0700**
- **Administrative Procedures 9.A, 19.1, 19.2**

## **AA Plan Required Components Agencies with 25 or FEWER employees**

- **Statement of Commitment**
- **Harassment and Discrimination Policy and  
Complaint Procedure**
- **Reasonable Accommodation Policy and  
Procedure**



# AA Plan Required Components

## Agencies with MORE than 25 employees

- **Transmittal Sheet**
- Statement of Commitment
- AA Officer/Designee and Duties
- **Communication of AAP**
- Harassment and Discrimination Policy and Complaint Procedure
- **Goals & Timetables**
- Program & Program Objectives
- Methods of Auditing, Evaluating & Reporting Program Success
- Evacuation & Weather Emergency Procedures for people with a disability
- Reasonable Accommodation Policy and Procedure
- **Recruitment Plan**
- **Retention Plan (Separation analysis)**

## Training Highlights

- Affirmative Action Tool Box
- Transmittal Sheet
- Utilization Analysis Chart - *new and improved chart automatically calculates underutilization*
- Recruitment Section - *shorter online form*
- Separation Report – *generated by the agency*
- Dissemination / communication of the AAP
- Submitting AAP to [AAreports@state.mn.us](mailto:AAreports@state.mn.us)

# Developing your Affirmative Action Plan

## How to begin...

1. Go to AA Toolbox and print overall instructions checklist
2. Review your agency's previous AAP, revise and update sections as necessary
3. Review all names, job titles, email addresses, phone numbers to assure that they are correct for the new plan
4. Read the Goals and Timetables Guidebook
5. Conduct utilization analysis and create goals/timetables
6. Complete online recruitment survey/form
7. Generate and analyze separation report data
8. Submit plan to [AAreports@state.mn.us](mailto:AAreports@state.mn.us)



# AA Toolbox

<https://extranet.mmb.state.mn.us/diversity/afftoolbox/index.htm>



File Edit View Favorites Tools Help

★ Affirmative Action Plan Information

## extranet state of minnesota

- Home
- Human Resources/  
Labor Relations
- Emergency  
Preparedness
- Diversity/EEO
- Legislation
- Wellness
- Search

### Affirmative Action Plan Information

- For agencies with 25 or FEWER employees
- For agencies with MORE than 25 employees

Please email your agency Affirmative Action Plans to [AAReports@state.mn.us](mailto:AAReports@state.mn.us) before References July 30, 2010.

- Diversity Home
- Affirmative Action Plan Information
- Affirmative Action Statuses, Rules and References
- Agency Reporting Requirements
- Training Guides and Resources
- Reports, Memos and Data - not currently available
- Government Websites

Sponsored by Minnesota Management & Budget

Contact Us

# Goals and Timetables Chart

## Example for AAP

EEO Job Group	Women			Minorities			People with a Disability		
	Number Underutilized	Goal	Timetable	Number Underutilized	Goal	Timetable	Number Underutilized	Goal	Timetable
Officials and Administrators	1	1	06/30/12	1	0	06/30/12	2	0	06/30/12
Professionals	126	33	06/30/12	49	8	06/30/12	59	2	06/30/12
Technicians	73	3	06/30/12	20	2	06/30/12	16	1	06/30/12
Protective Services	5	4	06/30/12	0	0	06/30/12	19	2	06/30/12
Paraprofessionals	6	6	06/30/12	0	0	06/30/12	2	1	06/30/12
Office/Clericals	0	0	06/30/12	18	10	06/30/12	30	8	06/30/12
Skilled Craft	0	0	06/30/12	0	0	06/30/12	2	0	06/30/12
Service Maintenance	0	0	06/30/12	39	11	06/30/12	52	5	06/30/12



# Recruitment Section Form

Complete the online Recruitment Form in the AA Toolbox under Affirmative Action Plan Information:

<https://extranet.mmb.state.mn.us/diversity/afftoolbox/plan.htm>

1. Print a blank copy of the form and review questions
2. Enter the data in one session. Can't come back to later (10 questions)
3. After submitting the form, you will receive and email confirmation showing the submitted

# Recruitment Section Form

1. What recruitment sources/media / events does your agency use for recruitment of women, minorities and people with a disability? (check all that apply)
2. Indicate the total expenses your agency incurred for the recruitment advertising/activities
3. Does your agency use social networking sites?
4. What social networking sites does your agency use? (check all that apply)
5. Does your agency have policy regarding social networking?
6. Does your agency have an internship program?
7. Does your agency have a mentorship program?
8. Does your agency employ student workers?
9. Does your agency have a work-training program?
10. Supported employment statement





## Separation Analysis (retention section)

- This Crystal report provides a summary (*from previous workday*) of your agency's workforce separation data by EEO-4 category, gender, ethnic group and disability status.
- Each agency will generate and analyze their report. Access the report from the AA Toolbox, Affirmative Action Plan Information on the Extranet
- Access to the report is password protected
- Use of the separation report is limited to the agency AAO in order to carry out their responsibilities for the required analysis in the agency AAP Retention Section.

# Separation Analysis (retention section)

- **What is needed to run the Separation Report?**  
Your agency Power User must have both clearance/access to HR data at the IA Data Warehouse, Crystal Reports software on their computer, and know the agency 3 digit SetID number (i.e. G24)
- **Important Data Privacy Information**  
This report contains PRIVATE employee data and/or data which could be used to determine PRIVATE employee data. **This report should not be publically released or distributed under any circumstances!**

## Separation Analysis (retention section)

- Analyze the separation data in either a narrative or table format.
- Do not put the actual separation report in your AAP
- **Narrative example:**  
We had a total of 22 separations. Of these, 1 (4.5%) was a dismissal or non-certification; 5 (22.7%) were resignations; 16 (72.7%) were retirement.

# Separation Analysis (retention section)

Table example

TYPE OF SEPARATION	NUMBER	PERCENTAGE
Dismissal or non-certification	1	4.5%
Resignation	5	22.7%
Retirement	16	72.7%
TOTAL separations	22	100%

# **Communication of AAP**

## **Internal Communication**

In the internal dissemination section include that you will communicate to your agency employees:

- location(s) where plan is posted / available
- name of contact for the internal complaint procedure
- name of ADA Coordinator for the reasonable accommodation process



## Communication of AAP (cont.)

### External Communication

- Include that the agency Affirmative Action Plan will be posted on the agency's website (*remember to only include summary data, remove any data that would reveal the identity of an employee*)
- "**Summary data**" means statistical records and reports derived from data on individuals but in which individuals are not identified and from which neither their identities nor any other characteristic that could uniquely identify an individual is ascertainable.

# Final check for Affirmative Action Officer when the plan is completed

- Complete and submit on-line recruitment section
- Names, titles, email addresses, phone number, etc are updated
- Signatures are updated
- Email AAP to [AAReports@state.mn.us](mailto:AAReports@state.mn.us)
- If you have any comments about your plan, include the comments in the email text section with your attached Affirmative Action Plan document.

# Minnesota Management & Budget

## Responsibilities

- Provide AAP Information Toolbox on web
- Send email reminders to state agencies
- The MMB Commissioner will send an email to agency commissioners promoting support for Affirmative Action Plans
- Send an email response when the agency AAP has been received in the [AAreports@state.mn.us](mailto:AAreports@state.mn.us) email box
- Review the agency AAP
- Send an electronically letter to the AA Officer stating that (1) the plan has been approved, or (2) the plan is approved with corrections to be made, or (3) corrections need to be made before final approval is given



# Agency Affirmative Action Officer Responsibilities

- Make the corrections, if needed, and send copies to the Legislative Reference Library
- The electronic letter will include instructions for sending copies to Legislative Reference Library
- Post the AAP on the agency website
- Continue to implement the plan
- Provide MMB with program activity successes for Biennial Report
- Complete periodic reporting during AA plan years  
(*Quarterly report, ADA report, Internal Complaints, etc.*)

## Resources

- **Affirmative Action Toolbox**

<https://extranet.doer.state.mn.us/AffAct/aatoolbox.htm>

- **Your agency Affirmative Action Plan**

# QUESTIONS?

## CONTACTS:

Kazoua Kong-Thao

[Kazoua.Kong-Thao@state.mn.us](mailto:Kazoua.Kong-Thao@state.mn.us)

(651) 259-3623

Nancy Erickson

[Nancy.Erickson@state.mn.us](mailto:Nancy.Erickson@state.mn.us)

(651) 259-3625

Thank you!

**REMINDER:**

The Executive branch  
agency Affirmative Action Plans are

due before

**Friday, July 30, 2010**

## **Additional Resources:**

**Tips for Working with the  
Hiring Supervisor & Pre-  
Employment Review Purpose**

# Working with the Hiring Supervisor

## Tips for the AAO

- 1. Get involved early** in the hiring process when there is a job opening with an underutilization/goal. Be a partner with HR and the hiring supervisor.
- 2. Ask to be cc: on Vacancy Builder or Create a search agent** – Ask your HR office to be cc: on Vacancy Builder announcement for your agency. Set up the job search agent for your agency and you will receive notice of vacancy as soon as it is posted
- 3. Prepare a script or checklist** for meeting with hiring supervisor



## Tips for the AAO (cont.)

**4. Meet with the hiring supervisor** as soon as you know about the vacancy. Assist and provide your expertise in helping them find the best candidate and make a good faith effort to reach AA hiring goals.

Have a prepared statement that includes the following:

- Your role and why the hire is important to the agency's AAP
- Recruitment area - where do people they hire for this job usually come from (training program, college program, other agencies)
- What would set the successful candidate apart from others?
- Discuss transferable skills
- AAO might participate by reviewing the candidate list, discussing the disparity, completing the MHP, or review interview questions
- AAO role is to assist the agency in making a good faith effort to reach hiring goals, eliminate barriers, and insure a fair and non-discriminatory process

## Tips for the AAO (cont.)

5. Contact hiring supervisor by **phone or email** if you can't meet in person
6. **Follow-up** with HR and the hiring supervisor or manager throughout the hiring process
7. Conduct a **Pre-employment Review** if necessary
8. Complete the **Monitoring the Hiring Process** (MHP) form



# Purpose of the Pre-Employment Review

- Supports the agency's good faith effort and encourages the hiring of qualified protected class candidates when a disparity exists
- Assists in establishing a non-discriminatory selection process
- Creates record-keeping for evaluating and reporting program progress and success
- Assists in establishing if there are barriers, where the barriers are (job, location) and how the barriers are created

# Utilization Analysis

## Where to start...

1. Read Goals and Timetables Guidebook
2. Obtain a current list of employees sorted by EEO job group with the gender, race and disability status of the employees
3. Decide if/how your agency is going to further sort or break down your workforce into subgroups, etc.
4. Set up a utilization chart for each protected group (women, minorities and people with disabilities)
5. Insert the availability percentage for each job group for each protected group (UA chart on web uses statewide availability %)

# Determine Availability for the Utilization Analysis

- Determine which availability % you are going to use. Statewide availability % OR establish availability using the EEO data tool from the U.S. Census 2000? (*If using availability % other than statewide, read Guidebook for Navigating the US Census Website*)
- The Census data has not changed since the last plan. Agencies may be using the same availability % for women and minorities that were used for the previous AAP.
- The statewide availability percentages for people with disabilities for all job groups are the same as previous AAP

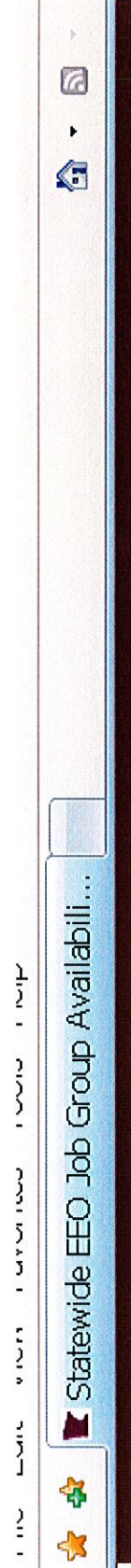
# Considerations for Organizing your Agency Workforce

**It is the responsibility of the Agency to decide how their workforce is going to be organized BEFORE finding availability percentages.**

- How is your agency's workforce going to be organized for the AAP? Will it be divided by locations, facilities, regions or districts?
- After that decision is made, will your agency divide its workforce by: large EEO categories or; sub-divide the EEO categories into small groups
- What are the relevant geographical recruitment areas ? Statewide, cluster of counties, metropolitan statistical area (MSA) such as Minneapolis / St. Paul
- Does the relevant recruitment area change according to the job group or the way that you have divided your workforce?



# Statewide availability percentages for women and minorities



**extranet**  
state of minnesota

Home		
Human Resources/ Labor Relations		
Emergency Preparedness		
Legislation		
Wellness		
Search		
Diversity/EEO		

## Statewide EEO Job Group Availability Percentages from Census 2000 for Women and Minorities

(For agencies with more than 25 employees)

EEO Job Groups	% Availability Women - MN	% Availability Minorities - MN
Officials/ Administrators	37.8	5.1
Professionals	53.8	8.0
Technicians	63.1	6.8
Protective Service: sworn	21.3	11.9
Protective Serv: non-sworn	64.4	6.3
Paraprofessionals	67.7	8.2
Office/Clerical	7.8	7.1
Skilled Craft	43.6	14.3
Service Maintenance		

# Statewide availability percentages for people with a disability

Statewide EEO Job Group Availability Percentages for People with a Disability

## extranet state of minnesota

Home	Statewide EEO Job Group Availability Percentages for People with a Disability
Human Resources/ Labor Relations	(For agencies with more than 25 employees)
Emergency Preparedness	Availability percentage for EEO Job Groups, all agencies, for use Statewide.
Legislation	EEO Job Groups
Wellness	Officials/ Administrators
Search	Professionals
	Technicians
	Protective Service
	Paraprofessionals
	Office/Clerical
	Skilled Craft
	Service Maintenance
	% Availability
	11.31
	10.88
	11.52
	11.60
	10.863
	11.56
	11.55
	11.37



# U.S. Census 2000 EEO Data Tool

[http://www.census.gov/hhes/www/eeoindex/page\\_c.html](http://www.census.gov/hhes/www/eeoindex/page_c.html)

U.S. Census Bureau

## Equal Employment Opportunity (EEO)

powered by  
Google

Search This Site

[EEO Main](#) [Overview](#) [Subject Matter Variables](#) [Occupational Crosswalk](#) [Access EEO Data](#) [FAQ](#)

### Access to Data from the Special EEO Tabulation

The Special EEO Tabulation is not a standard Census product as it has been previously. It is a special tabulation contracted by and paid for by a consortium of four Federal agencies. All the specifications on the file are what the consortium requested.

For "point and click" access to **selected** tabulations from the Census 2000 Special Tabulation File click on [On-line Access to the EEO Data Tool](#). Please read this important [user note](#) for the Special EEO Tabulation.

Using the web-based tool, you can select tabulations for various levels of geography based on residence or workplace. The data estimates available present information for various occupation groupings by race and ethnicity and sex. Depending on the tabulation requested, the information can be shown for the United States, states, metropolitan areas, counties, counties and places of 50,000 or more population, and county sets (aggregations of two or more counties, one of which is under 50,000 population, into groups so that the total population of the county set is 50,000 or more).

The complete set of Census 2000 Special EEO Tabulation files are available on CD-ROM. To purchase the EEO CD-ROM, call 301-763-INFO (4636) or go to the [Census Bureau Sales Catalog](#). The CD-ROM only contains the raw data files; no software is included.

Contact the Demographic Call Center Staff at 301-763-2422 or 1-866-758-1060 (toll free) or visit [ask.census.gov](http://ask.census.gov) for further information on Equal Employment Opportunity (EEO) Data.

Source: U.S. Census Bureau, *Housing and Household Economic Statistics Division*  
Last Revised: January 10, 2006

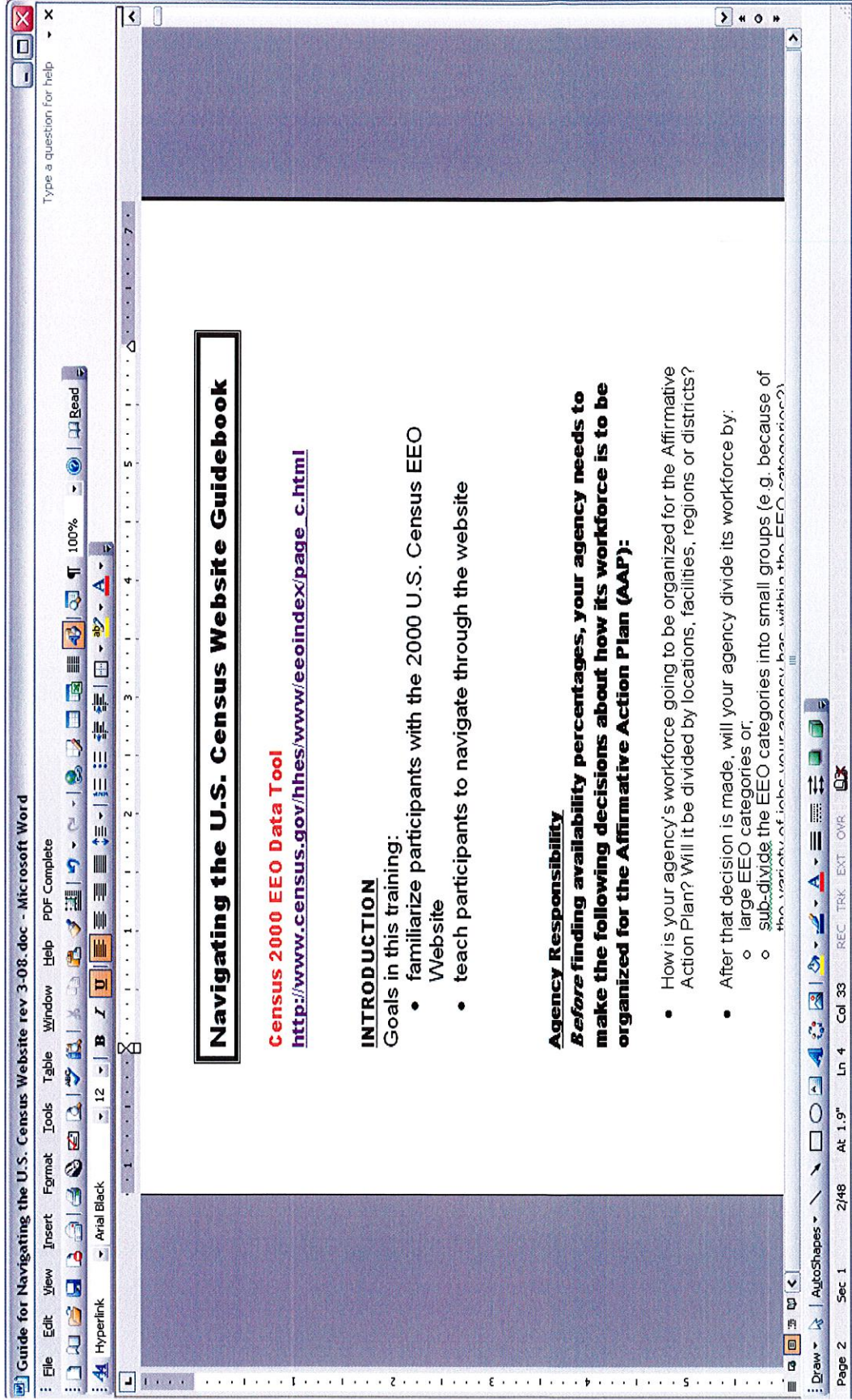
[EEO Main](#) [Overview](#) [Subject Matter Variables](#) [Occupational Crosswalk](#) [Access EEO Data](#) [FAQ](#)

Census Bureau Links: [Home](#) • [Search](#) • [Subjects A-Z](#) • [FAQs](#) • [Data Tools](#) • [Catalog](#) • [Census 2000](#) • [Quality](#) • [Privacy Policy](#) • [Contact Us](#)

Internet



A guidebook is available to assist with navigating the Census EEO data tool to obtain the availability percentages for your workforce





# Utilization Analysis using One Factor – External

Go to the website and complete a utilization chart for each protected group (women, minorities, and people with disabilities )

Follow instructions on the bottom of the form. Enter data in columns B, C, and H only . The shaded columns (D, F, G, I, J) are “auto calculated”. **Statewide availability %** (column E) for each job group/protected group is “locked “in.

If not using Statewide availability %, use the “Agency Determined Availability % Chart”

	B	C	D	E	F	G	H	I	J
<b>EEO Job Group</b>	<b>Total Number in Group</b>	<b>Total Number of women in Group</b>	<b>% women in the Group</b>	<b>Availability % (from Census Tables)</b>	<b>Availability Number</b>	<b>Current Plan Year Number Underutilized</b>	<b>Previous Plan Year Number Underutilized</b>	<b>Improved, Not Improved, Same</b>	<b>Difference</b>
<b>Officials &amp; Administrators</b>	40	20	50%	37.8%	15	0	1	Improved	-1

# Availability using Two Factors

## Internal and External

- Agencies with more than 25 employees establish availability percentages for the utilization analysis using predominantly external (U.S. Census) percentages of women and minorities with the necessary skills in the relevant recruitment area. When the availability percentage from the Census tables is used, **you are saying that you have given 100% weight to the external availability.**
- The statute includes a **second factor** - the agency's **internal workforce (feeder group) availability percentage** or those **available for promotion or transfer who are members of the protected group already in the employer's workforce.**

Reference M.S. 43A.19



# Two Factor - Example 1

Job Group - Professional	A	WEIGHT assigned to factor – what % of hires are external, % internal	Weighted Availability (Multiply Column A by Column B)
	A	B	C
Availability % for women in the relevant recruitment area – U.S. Census (EXTERNAL)	46.8	50.0%	23.4
Percentage of women in promotional or feeder group (INTERNAL)	60.0	50.0%	30.0
		100%	<b>53.4% = availability percentage to use in Column E for Professional group for women</b>

# Two Factor - Example 2

Job Group - Professional	A	B	Weighted Availability (Multiply Column A by Column B)
Availability % for women in the relevant recruitment area – U.S. Census (external)	46.8	70.0%	32.7
Percentage of women in promotional or feeder group (internal)	40.0	30.0%	12.0
<b>44.7% = availability percentage to use in Column E for Professional group for women</b>			



# Availability % for Women – Professional

- **One factor availability**

External U.S. Census – 37.8%

*Statewide availability % are used in the Utilizations Charts in the AA Toolbox.*

- **Two factor availability**

Internal and external considerations

Example 1 – 53.4%

Example 2 – 44.7%

*Regardless of which factor analysis is used, the Two Factor availability percentage is entered on Column E of the “Agency Determined Availability % Chart”*





# Utilization Chart Example

## Charts available in the AA Toolbox

Women Utilization Analysis Template.xls [Compatibility Mode]

PROTECTED GROUP: WOMEN										
	A	B	C	D	E	F	G	H	J	
		Total Number of WOMEN in Group	% WOMEN in the Group	Availability % (Census Table) MN Statewide	Availability Number	AAP 2012 Underutilized	AAP 2010 Underutilized	AAP 2008-2010 Number Difference	Improved, Not Improved, Same	Numerical Difference
3	EEO JOB GROUP									
4	Officials and Administrators	62	58.1%	37.8%	23	0	1	1	Improved	-1
5	Professionals	0	0.0%	53.8%	0	0	0	0	Same	0
6	Technicians	82	53.7%	63.1%	52	8	9	9	Improved	-1
7	Protective Services: sworn	0	0.0%	21.3%	0	0	0	0	Same	0
8	Protective Services: non-sworn	0	0.0%	64.4%	0	0	0	0	Same	0
9	Paraprofessionals (included in Office/Clerical and/or Technicians group)	0	0.0%		0	0	0	0	Same	0
10	Office/Clerical	0	0.0%	67.7%	0	0	0	0	Same	0
11	Skilled Craft	0	0.0%	7.8%	0	0	0	0	Same	0
12	Service Maintenance	0	0.0%	43.6%	0	0	0	0	Same	0
13										
14	Remember to "save as" to your own directory									
15										
16	<b>INSTRUCTIONS:</b>									
17	A = EEO Job Group Column									

Ready | start | 4 Micros... | 2 Intern... | Microsoft... | Blank Print... | 100% | Women Ut... | 12:55 PM

# Goals

- The underutilization that is found on the utilization chart (Column G) is translated to goals
- The example on the next screen indicates:
  - no underutilization exists for Women in the Officials and Administrators group
  - Women are underutilized 8 in the Technical group
- The agency establishes goal(s) that addresses the underutilization of eight women in the Technical group and a timetable for the correction of the underutilization of eight women in the Technical job group



# Goals and Timetables

## Example of statement for AAP

“According to the utilization analysis, the agency’s workforce is underutilized by eight women in the Technicians job group.

Based on various factors at the agency we expect to hire additional employees in the Technician group, however, we do not anticipate enough vacancies that would allow us to set a goal of eight women. As openings occur, we will make a good faith effort to recruit and hire five women in the Technician job group in the next two years. We will use the recruitment plan cited in our Affirmative Action Plan to accomplish this.”