Affirmative Action Plan Template Instruction Manual

04/2022
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Document Purpose

The purpose of the Affirmative Action Plan (AAP) Template Instructions is to provide Affirmative Action Officers, and other key staff, with detailed instructions for completing agency Affirmative Action Plans. It is important to review this document in its entirety prior to the development of your agency’s plan.

Data Preparation

All data sets must include all classified and unclassified positions, including temporary unclassified positions, in accordance with Minn. Stat. § 43A.191, subdivision 3(b). They must include at least the following categories: sex, racial/ethnic minority status, disability status, EEO-4 job category, job code, and job title to work with AAP Appendix worksheets C through F.

The following is a summary of data details and when the data will be used:

<table>
<thead>
<tr>
<th>Data Needed</th>
<th>Data Details</th>
<th>When to Use (AAP Appendix worksheets)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Hires/Rehires/</td>
<td>**All classified and unclassified, including temporary unclassified, hires/</td>
<td>▪ A. Progress Report</td>
</tr>
<tr>
<td>Promotions</td>
<td>rehires/promotions** from 7/1/2020 to 6/30/2022 (FY2021-2022).</td>
<td></td>
</tr>
<tr>
<td></td>
<td>It is acceptable to use a different data period, but it should be as close</td>
<td></td>
</tr>
<tr>
<td></td>
<td>to the above dates as possible.</td>
<td></td>
</tr>
<tr>
<td>Separations</td>
<td><strong>All classified and unclassified, including temp unclassified, separations</strong></td>
<td>▪ B. Separation Analysis</td>
</tr>
<tr>
<td></td>
<td>from 7/1/2020 to 6/30/2022 (FY2021-2022).</td>
<td></td>
</tr>
<tr>
<td></td>
<td>An employee who moved to a different state agency is not include in this</td>
<td></td>
</tr>
<tr>
<td></td>
<td>data and analysis.</td>
<td></td>
</tr>
<tr>
<td></td>
<td>It is acceptable for a different data period, but it should be as close to</td>
<td></td>
</tr>
<tr>
<td></td>
<td>the above dates as possible.</td>
<td></td>
</tr>
<tr>
<td>Snapshot Data</td>
<td><strong>All active classified and unclassified, including temporary unclassified</strong></td>
<td>▪ C. Job Category Analysis</td>
</tr>
<tr>
<td></td>
<td>employees by EEO job category as of 7/1/2022.</td>
<td>▪ D. Feeder Jobs Analysis</td>
</tr>
<tr>
<td></td>
<td>It is acceptable to use a different snapshot date, but it should be as</td>
<td>▪ E. Determining Availability</td>
</tr>
<tr>
<td></td>
<td>close to the above date as possible.</td>
<td>▪ F. Underutilization</td>
</tr>
</tbody>
</table>
Obtaining Data Sets from Oracle Business Intelligence Enterprise Edition (OBIEE)

The Oracle Business Intelligence Enterprise Edition (OBIEE) is a comprehensive platform provided by Oracle platform and designed for data analysis and data warehousing purposes.

Below three data sets from OBIEE are required for the numerical components of the 2022-2024 AAP analyses and Appendix section:

- Employee Demographics (Detailed Two Factor Analysis Data) for hires/rehires and promotion data
- Separated Employee Demographics (Detailed Separation Analysis for separation data
- EEO4 Detailed Protective Class (Snapshot Date) data

Getting Hire/Rehire and Promotion Data

1. Log into the Administrative Portal (https://hub.systems.state.mn.us/psp/hubadm/?cmd=login&languageCd=ENG&).

2. Select “Data warehouse” then, “Warehouse Reporting.”

3. Select “Catalog.”

5. Select “EODI.”

6. Select “Hired Employee Demographics (Detailed Two Factor Analysis Data) 2, Last Modified 10/28/2021” and “Open.” (You may need to scroll down the list to find the version modified on 10/28/2021.)

7. Select “Effective Dates.” Ideally, the effective dates are from July 1, 2020 to June 30, 2022.

8. Select your agency’s name for “Agency name” field and select “OK.” This provides a set of agency-specific data. (Make sure yours is the only agency checked. You may need to un-select Agriculture Dept, which is automatically selected.)

9. Download the report. You can find an “Export” link by scrolling to the bottom of the report. Select “Excel 2007+”.

10. Save the data in the Excel format to a convenient location.

**Getting Separation Data**

1. Repeat Steps 1 to 5 above (in the “Getting Hire/Rehire and Promotion Data” process) or click the “back” arrow if you are still on the screen from the previous section.

2. Look for “Separated Employee Demographics (Detailed Separation analysis), Last Modified 11/3/2021,” and select “Open.”
3. Select “Effective Dates.” Ideally, the effective dates are from July 1, 2020 to June 30, 2022.

4. Select your agency’s name for “Agency name” field and select “OK.” This provides a set of agency-specific data.

5. Download the report. You can find an “Export” link by scrolling to the bottom of the report. Select “Excel 2007+”. (Refer to step 9 of “Hire/Rehire and Promotion Data.”)

6. Save the data in the Excel format to a convenient location.

**Getting EEO4 Detailed Protective Class (Snapshot Date) Data**

1. Repeat Steps 1 to 5 from the “Getting Hire/Rehire and Promotion Data” process or click the “back” arrow if you are still on the screen from the previous section.

2. Look for “EEO4 Detailed Protective Class Report 2 (New), Last Modified 10/29/2021” and select “Open.”

3. Select your agency’s name for “Agency name” field and select “OK.” This provides a set of agency-specific data.

4. Download the report. You can find an “Export” link by scrolling to the bottom of the report. Select “Excel 2007+”. (Refer to step 9 of “Hire/Rehire and Promotion Data.”)

5. Save the data in the Excel format to a convenient location.

**Work with AAP Appendix Worksheets**

The AAP Appendix Worksheets assist agencies to analyze your agency’s 2020-2022 AAP goal attainment and underutilization analyses by EEO categories, females, racial/ethnic minorities, and individuals with disabilities for the 2022-2024 AAP.

There are two AAP Appendix worksheet excel documents:

- AAP Appendix A-B
- AAP Appendix C-D-E-F

The AAP Appendix A-B is used for your agency’s 2020-2022 goal attainment and separation analyses. The AAP Appendix C-D-E-F is used for your agency’s availability calculation process and underutilization analysis for the 2022-2024 AAP.
Before Working with the AAP Appendix Worksheets

All worksheets are protected, except areas you need to enter values. It is strongly recommended that you leave all worksheets protected unless you are working on them. It is critical **NOT to delete any columns or rows.**

Follow the below steps to unprotect a worksheet when needed:

1. Go to “Review” tab at the top of the menu.

   ![Review Tab](image)

2. Select “Unprotected Sheet” in the Protect group.

   ![Unprotected Sheet Icon](image)

The worksheet is not protected when the “Protect Sheet” icon is displayed.

Select the “Protect Sheet” in the Review tab if you want to protect the worksheet again. When you select it, the excel will ask you a password to unprotect sheet next time you want to unprotect it. You don’t need to add a password. Just simply select “OK.” The Protect Sheet” icon will change to the “Unprotect Sheet” icon.

Recommend not to use a password to protect the worksheet unless you do not want anyone to unprotect the worksheets. Please remember that you will not be able to unprotect the worksheet if you lose or forget the password.

The AAP Appendix A-B consist of the following worksheets:

<table>
<thead>
<tr>
<th>Worksheet Name</th>
<th>Worksheet Information</th>
</tr>
</thead>
<tbody>
<tr>
<td>Remarks</td>
<td>List a contact person’s information and brief directions how to protect/unprotect each worksheet.</td>
</tr>
<tr>
<td>Worksheet Name</td>
<td>Worksheet Information</td>
</tr>
<tr>
<td>----------------</td>
<td>-----------------------</td>
</tr>
<tr>
<td>A. Data</td>
<td>Data entry worksheet for the hires and promotion data pulled from “Hired Employee Demographics (Detailed Two Factor Analysis Data) 2, Last Modified 10/28/2021.” This worksheet controls the “A. Progress Report” and “Publish-A. Progress Report” worksheets.</td>
</tr>
<tr>
<td>A. Progress Report</td>
<td>Edit the EEO job category as needed and enter values from the “F. Underutilization-Goals” worksheet in the AAP Appendix 2020-2022 to complete the analysis. This worksheet shows all actual headcounts for your analysis without data redactions.</td>
</tr>
<tr>
<td>Publish A. Progress Report</td>
<td>No data entry is required. Use this worksheet when transferring the values to the Appendix A. in the 2022-2024 AAP narrative. This worksheet includes data redaction when the actual headcount is less than 10.</td>
</tr>
<tr>
<td>B. Data</td>
<td>Data entry worksheet for the separation data pulled from “Separated Employee Demographics (Detailed Separation Analysis), Last Modified 11/3/2021.” This worksheet controls the “B. Separation Analysis” and “Publish-B. Separation Analysis” worksheets.</td>
</tr>
<tr>
<td>B. Separation Analysis</td>
<td>No data entry is required. This worksheet shows all actual headcounts for your analysis without data redactions.</td>
</tr>
<tr>
<td>Publish-B. Separation Analysis</td>
<td>Use this worksheet when transferring the values to the Appendix B. in the 2022-2024 AAP narrative. This worksheet includes data redaction when the actual headcount is less than 10.</td>
</tr>
</tbody>
</table>

The AAP Appendix C-D-E-F consists of the following worksheets:

<table>
<thead>
<tr>
<th>Worksheet Name</th>
<th>Worksheet Information</th>
</tr>
</thead>
<tbody>
<tr>
<td>Remarks</td>
<td>Contact person’s information and brief directions how to protect/unprotect each worksheet.</td>
</tr>
<tr>
<td>Data</td>
<td>Data entry worksheet for the data pulled from the “EEO4 Detailed Protective Class Report 2 (New), Last Modified 10/29/2021.” This worksheet controls the rest of all worksheets.</td>
</tr>
</tbody>
</table>
### AAP Appendix A-B

#### “A. Data” Worksheet

This worksheet is a data entry worksheet and controls the “A. Progress Report” and “Publish-A. Progress Report.”

**Required Data:** [Hired Employee Demographics (Detailed Two Factor Analysis Data) 2, Last Modified 10/28/2021](#)

**Data Entry**

Follow the steps below to complete the “A. Data” worksheet:

a. Open the data pulled from the “[Hired Employee Demographics (Detailed Two Factor Analysis Data) 2, Last Modified 10/28/2021](#).” (Refer to the “[Getting Hire/Rehire and Promotion Data](#)” section to pull the data.)
b. Open the AAP Appendix A-B workbook and select the “A. Data” worksheet.

c. Enter the data range of the data from the “Hired Employee Demographics (Detailed Two Factor Analysis Data) 2, Last Modified 10/28/2021” on Column B and Row 3.

d. Copy the data only (Columns A-P) from the “Hired Employee Demographics” document that you opened in Step 1.

CRITICAL NOTES:

i. Do NOT copy the heading (i.e., row 1).

ii. Do NOT copy other columns without data (i.e., column Q and after).

iii. Do NOT copy the merged rows after the end of the data.

e. Select Column A/Row 5 in the “A. Data” worksheet and paste the copied data by holding the “Ctrl” and hit “v” key.

CRITICAL NOTE: Use either “holding Ctrl and press v” (Ctrl + v) or select a regular paste.

Do NOT select other paste functions such as “values” or “values & number formatting.”

Note: Agencies that have “Protective Services: Non-sworn”

If your agency has the “Protective Services: Non-Sworn” job category, the job category MUST be updated to “Protective Services: N” in Column in G in the “A. Data” worksheet after pasting the data in the worksheet. The word MUST be “Protective Services: N”. The worksheet does not recognize other words even an extra space.
Contact Eric Falk (Eric.Falk@state.mn.us or 651-201-8088) if your agency has a different EEO-4 job category.

f. Review the data thoroughly if there are duplicate records. If there are duplicate employee ID numbers in the “Employee ID” field (Column B), the cells will be shaded. For example,

<table>
<thead>
<tr>
<th>Column B</th>
<th>Column D</th>
<th>Column E</th>
<th>Column F</th>
<th>Column G</th>
<th>Column H</th>
<th>Column I</th>
<th>Column N</th>
<th>Column O</th>
<th>Column P</th>
<th>Column S</th>
</tr>
</thead>
<tbody>
<tr>
<td>EE ID</td>
<td>Effective Date</td>
<td>Loc City</td>
<td>Loc Desc</td>
<td>EEO Cat</td>
<td>Action Reason</td>
<td>Action Desc</td>
<td>Reg temp</td>
<td>Job Code</td>
<td>Job Title</td>
<td>Include</td>
</tr>
<tr>
<td>01234567</td>
<td>3/5/2021</td>
<td>St. Paul</td>
<td>ABC</td>
<td>Admin Supp</td>
<td>Competitive Open Appt</td>
<td>Prom</td>
<td>Unlimited</td>
<td>000000</td>
<td>Cust Rep 1</td>
<td>y-p</td>
</tr>
<tr>
<td>01234567</td>
<td>3/1/2021</td>
<td>St. Paul</td>
<td>ABC</td>
<td>Admin Supp</td>
<td>Competitive Open Appt</td>
<td>Prom</td>
<td>Unlimited</td>
<td>000000</td>
<td>Cust Rep 1</td>
<td>y-p</td>
</tr>
</tbody>
</table>

This employee, 01234567 appears promoted twice. First, review the “Include” field (Column S). It shows one of the following codes:

- “n” : This means the data in this row is not included in either hire/rehire or promotion counts.
- “y-h” : This means the date in this row is included in the Hire/Rehire counts.
- “y-p” : This means the date in this row is included in the Promotion counts.

Follow below steps to view how these codes are mapped:

i. Right-click the any worksheet tab and select “Unhide.”

![Unhide button]

ii. Select “A.Codes” and select “OK.”

![A.Codes dialog box]

Note: following hire reasons are not included (i.e., they show “n” in Column S) even though their actions show Hire, Rehire, or Promotion:

- C700 appointments (due to C700 is a different hiring process)
- Emergency appointments
• Reinstatements
• Substitutions

When all multiple movements are counted in the same code (i.e., y-h or y-p), review their effective date, location, EEO category, Action Reason, Action Description, regular/Temp description, Job title, and other applicable information.

The above example case, they are all the same except the effective dates. This implies one of the records may be a process record. Identify which record should not be included in the A. Progress Report. Update the code in Column S to “n”, so the movement will not be counted. (Be sure to look at Column D: Effective Date, and not the employee’s hire date, which is in Column C.)

However, if an employee was promoted twice during the reporting period, both records must be included in the data. For example,

<table>
<thead>
<tr>
<th>Column B</th>
<th>Column D</th>
<th>Column E</th>
<th>Column F</th>
<th>Column G</th>
<th>Column H</th>
<th>Column I</th>
<th>Column N</th>
<th>Column O</th>
<th>Column P</th>
<th>Column S</th>
</tr>
</thead>
<tbody>
<tr>
<td>EE ID</td>
<td>Effective Date</td>
<td>Loc</td>
<td>Desc</td>
<td>EEO Cat</td>
<td>Action Reason</td>
<td>Acton Desc</td>
<td>Reg temp</td>
<td>Job Code</td>
<td>Job Title</td>
<td>Include</td>
</tr>
<tr>
<td>01234567</td>
<td>9/5/2021</td>
<td>St. Paul</td>
<td>ABC</td>
<td>Admin Supp</td>
<td>Competitive Open Appt</td>
<td>Prom</td>
<td>Un-limited</td>
<td>000001</td>
<td>Cust Rep 3</td>
<td>y-p</td>
</tr>
<tr>
<td>01234567</td>
<td>5/1/2021</td>
<td>St. Paul</td>
<td>ABC</td>
<td>Admin Supp</td>
<td>Competitive Open Appt</td>
<td>Prom</td>
<td>Un-limited</td>
<td>000002</td>
<td>Cust Rep 2</td>
<td>y-p</td>
</tr>
</tbody>
</table>

The employee, 01234567 appears promoted twice to Customer Rep 2 on 5/1/2021 and Customer Rep 3 on 9/5/2021. These were actual promotions and must be included in the data, and keep “y-p” in Column S.

You may need to consult your Human Resources team to assist you in making these determinations.

“A. Progress Report” Worksheet

This worksheet examines your agency’s progress in attaining the hiring goals established in the prior AAP including new hires, rehires and promotions. Therefore, the base of the measurement is the data in 2020-2022 AAP.

Required Data

• Worksheet “F. Underutilization-Goals” worksheet in the AAP Appendix 2020-2022.

Data Entry

1. Type data range dates (the agency’s name and dates will populate to appropriate worksheets). The data range dates are the specified dates of the Hired Employee Demographics (Detailed Two Factor Analysis Data) 2, Last Modified 10/28/2021 that was pulled.

2. Make sure all EEO job categories are correct. If not, make corrections in Column A/Row 8 through Column A/Row 16 in this worksheet.
CRITICAL NOTE:
- Do NOT delete columns or rows.
- Do NOT replace job categories with other existing job category. All job categories must remain where they are currently located. For example, if there is no Paraprofessionals EEO job category at your agency, do not replace Paraprofessionals with Office Clerical or any other job category.

Please contact Eric Falk (Eric.Falk@state.mn.us or 651-201-8088) if you need to make job category updates in this worksheet.

3. Enter values for the job categories and protected groups described from the “F. Underutilization-Goals” worksheet in the AAP Appendix 2020-2022 AAP.
   a. Total employee number from the prior AAP
   b. Total female number from the prior AAP
   c. Availability % from the 2020-2022 AAP Underutilization Goal.

The availability percentage will become a bold font and change its color where there was underutilization in the 2020-2022 AAP.
Data Analysis

The main point of this worksheet is to analyze hire and promotion trends by using the “Goal Met?” column. This column indicates if your agency met the goals established in the 2020-2022 AAP. Examine and analyze the results and the good faith efforts you made toward the previously established goals.

First, review the prior AAP underutilized job categories, which will show up in two ways:
   a. The prior AAP availability percentages (Column E) will turn into a red, bold font where there were underutilizations in the previous AAP; and
   b. “Yes” will be displayed in the “Goals in Prior AAP?” column (Column R).

Then, review the “Goal Met?” column (Column S):
   • “Yes”: the agency met the goal established in the 2020-2022 AAP.
   • “No” : the agency did not attain the goal established in the 2020-2022 AAP.
   • “No Hire/Prom” : there were no opportunities in the 2020-2022 AAP.

Consider questions including, but not limited to, the following:
   • Were the good faith efforts you made effective in addressing your agency’s established goals in 2020-2022 AAP? If not, why not?
   • Do you see any trends about the hires or promotions? How the results changed comparing the 2020-2022 and 2018-2020 AAPs?
   • Were the hires and/or promotions of the protected group concentrated in a specific EEO job category such as lower paid EEO job category?

“Publish-A. Progress Report” Worksheet

No data entry is required. The data is redacted in this worksheet where the resulting totals are less than 10. There are two data redaction signs:
   • “<10” : The resulting total is less than 10.
   • “**.**%” : Percentages are not shown where relevant totals are less than 10.

Use this worksheet for Appendix A in the 2022-2024 AAP narrative.

“B. Data” Worksheet

Required Data
   • Data from “Separated Employee Demographics (Detailed Separation analysis), Last Modified 11/3/2021.”

Data Entry
1. Open the data pulled from “Separated Employee Demographics (Detailed Separation analysis), Last Modified 11/3/2021.”

2. Open the AAP Appendix A-B workbook and select the “B. Data” worksheet.

3. Copy the data from the “Separated Employee Demographics” document that you opened in Step 1. Select and copy the data from Columns A-Q.

**CRITICAL NOTE:**

- Do **NOT** copy the heading (i.e., Row 1) and other columns with no data (i.e., Column R and after).
- Do **NOT** copy the merged rows after the end of the data.

4. Select Column A/Row 5 in the “B. Data” worksheet and paste the copied data by holding the “Ctrl” and hit “v” key.

Refer to **Step 4 of “Data Entry” in “A. Data Worksheet”** for a CRITICAL NOTE for pasting the data.

**Note: Agencies that have “Protective Services: Non-sworn”**

If your agency has the “Protective Services: Non-Sworn” job category, the job category **MUST** be updated to “Protective Services: N” in Column J in the “B. Data” worksheet after pasting the data in the worksheet. The word **MUST** be “Protective Services: N”. The worksheet does not recognize other words even an extra space.

Contact Eric Falk (Eric.Falk@state.mn.us or 651-201-8088) if your agency has a different EEO-4 job category.

5. Review the data thoroughly if there are duplicate records. If there are duplicate employee ID numbers in the “Employee ID” field (Column E), the Employee ID cells will be shaded.

If the “Asst Column-Separation” (Column R) shows “Not included in B. Separation analysis”, the data is not counted in the “B. Separation Analysis” and “Publish-B. Separation Analysis” worksheets.

6. Update the “Asst Column-Separation” (Column R) to “Not included in B. Separation analysis” in the “B. Data” worksheet if needed. For example,

<table>
<thead>
<tr>
<th>EE ID</th>
<th>Term Date</th>
<th>Last Work Date</th>
<th>Effective Date</th>
<th>Loc City</th>
<th>Action Reason</th>
</tr>
</thead>
<tbody>
<tr>
<td>00000000</td>
<td>10/27/2021</td>
<td>10/27/2021</td>
<td>9/28/2021</td>
<td>ABC</td>
<td>Failure to Start</td>
</tr>
<tr>
<td>00000000</td>
<td>10/27/2021</td>
<td>10/27/2021</td>
<td>10/27/2021</td>
<td>ABC</td>
<td>Failure to Start</td>
</tr>
</tbody>
</table>

This employee, 00000000 appeared twice with two different termination effective dates (9/28/2021 and 10/27/2021). Evaluate which one is the latest and final separation record and update the other entries in “Asst Column-Separation” (Column R) to “Not included in B. Separation analysis.”
However, if an employee was hired and separated multiple times during the specified period, these separations must remain in the data. For example,

<table>
<thead>
<tr>
<th>EE ID</th>
<th>Term Date</th>
<th>Last Work Date</th>
<th>Effective Date</th>
<th>Loc</th>
<th>Action Reason</th>
</tr>
</thead>
<tbody>
<tr>
<td>00000001</td>
<td>1/21/2021</td>
<td>1/21/2021</td>
<td>1/22/2021</td>
<td>ABC</td>
<td>Resignation</td>
</tr>
</tbody>
</table>

This employee, 00000001 appeared twice and separated on 1/21/2021 and 5/3/2021. Evaluate if this employee was separated twice during the specified period. If these two separations were valid, both of them remain in the separation analysis data.

You may need to consult your Human Resources team to assist you in making these determinations.

“B. Separation Analysis” Worksheet

The purpose of this worksheet is to examine which job category, separation type, and/or protected group had disparate separation rates during the 2020-2022 AAP period.

This worksheet does not require data entry once the “B. Date” is correctly entered.

Data Analysis

The separation percentages were derived within the separation type by protected group to identify impact on protected group members. There are three examinations in this worksheet:

1. The total percentage indicates the percentage by separation type.

   For example, there were 100 separations in total. Of them, 70 employees separated due to resignation. The resignation percentage is 70% (70 divided by 100).

   Use this analysis when you examine the ratio of separation type of all separations.

2. The “separation type1” indicates percentages by protected group within a separation type (i.e., the denominator is the total number of that separation type).

   For example, there were 10 separations by resignation in total. Of them, 8 were female employees. The female resignation separation is 80% (8 divided by 10).

   Use this analysis when you examine the separation ratio of the protected group representation within the separation type.

3. The “separation type2” indicates percentages by separation type within a protected group (i.e., the denominator is the total separations for that protected group).

   For example, there were 100 female separations in total. Of them, 60, 30, and 10 female separations were due to resignation, retirement, and terminations without rights respectively. The percent by separation type would be 60%, 40%, and 10% due to resignation, retirement, and terminations without rights respectively.
Use this analysis when you examine which separation types cause most of the protected group’s separation. This may need to be examined further.

Consider questions including, but not limited to the following:

- Do you see any separation trends or disparities by separation type, by protected group, or by EEO4 job category?
- Which protected group and job category has the highest separation rate?
- Have disparate trends continued or improved since the last AAP? Why?
- Which separation type may have led to not meeting the goals established in the 2020-2022 AAP? How can you make good faith efforts to remove barriers moving forward?
- Are any protected groups overrepresented or underrepresented in each type of separation comparing to the protected group workforce? For example, if 80% of resignations are coming from females, do females make up 80% of the workforce? If not, think through why there might be disparate rates for this group in this type of separation.
- Are there any types of separations that protected groups overrepresented or underrepresented comparing to that of total separations? For example, 70% of all separations are due to resignations, but only 60% of female separations are from resignations. Thus, women are underrepresented in resignations; this means they are likely overrepresented in another type of separation. These differences should be examined.

“Publish-B. Separation Analysis” Worksheet

No data entry is required. The data in this worksheet is redacted where resulting totals are less than 10. There are two data redaction signs:

- “<10” : The resulting total is less than 10.
- “**.**%” : Percentages are not shown where relevant totals are less than 10.

Use this worksheet for Appendix B in the 2022-2024 AAP narrative.

AAP Appendix C-D-E-F

The “AAP Appendix C-D-E-F” contains a macro to make your work more efficient, and the document’s name shows “xlsm” at the end instead of “xlsx.” You can open the document as you usually do. When you open the AAP Appendix C-D-E-F file, some messages may appear.

- Updating the latest data message
  
  Select “Don’t Update” when an updating data message appears.
• **Protective view message**
Select “Enable Editing” when a “Protected view” message appears.

![Microsoft Excel dialog box with options to enable editing](image)

• **Security warning message**
Select “Enable Content” when “SECURITY WARNING macros have been disabled.” appears. This allows you to use the macro embedded in the worksheets.

![Microsoft Excel dialog box with option to enable content](image)

• **Continuing without updating values**
Select “Continue” when “We can’t update some of the links in our workbook right now” appears.

![Microsoft Excel dialog box with options to continue or edit links](image)

**“Data” Worksheet**
This worksheet is a data entry worksheet and controls all worksheets in the AAP Appendix C-D-E-F.

**Required Data:** [EEO4 Detailed Protective Class Report 2 (New), Last Modified 10/29/2021](#)

**Data Entry**
Follow the steps below to complete the “Data” worksheet:

1. Open the data pulled from the [“EEO4 Detailed Protective Class Report 2 (New), Last Modified 10/29/2021”](#)
2. In the upper left corner of the “Data” worksheet, enter the date that the EEO4 Detailed Protective Class Report 2 (New), Last Modified 10/29/2021 was pulled. It is strongly recommended that the data is pulled on July 1, 2022.

3. Review the data for duplicate records. Only one record per employee should appear in the data for the “Data” worksheet. Eliminate duplicate records. For example,

<table>
<thead>
<tr>
<th>EE ID</th>
<th>Job Code</th>
<th>Job Classifications</th>
<th>EE Status</th>
</tr>
</thead>
<tbody>
<tr>
<td>00000001</td>
<td>003545</td>
<td>Clinical Program Therapist 3</td>
<td>Active</td>
</tr>
<tr>
<td>00000001</td>
<td>003544</td>
<td>Clinical Program Therapist 2</td>
<td>Leave of Absence</td>
</tr>
</tbody>
</table>

This employee appears twice with a different employee status. Evaluate which one is current record as of the snapshot date and remove the other record from the data. In this example, this employee may work out of class as Clinical Program Therapist 3 as of the snapshot date, therefore, remove the therapist 2 record from the data.

4. Copy the data ONLY in the EEO4 Detailed Protective Class Report 2 (New), Last Modified 10/29/2021. Do NOT copy the data category names (row 1), the heading (row 2), the merged rows at the end of the data, and unnecessary columns (column P and after).

5. Go to the “Data” worksheet.

6. Select Column A/Row 4 in the “Data” worksheet. Then, paste the copied data by “Ctrl + v” short cut key.

7. CRITICAL NOTE: use either “Ctrl + v” or select a regular paste (see the details located in the Data Entry Step 4 of the “A. Data” Worksheet section.

Special note for agencies that have the “Protective Services: Non-sworn” job category:

If your agency has “Protective Services: Non-Sworn” job category, you MUST update the category to “Protective Services: N” in Column F in the “Data” worksheet after pasting the data in the worksheet. The word MUST be “Protective Services: N”. The worksheet does not recognize other words even an extra space.

If the EEO job category needs to be updated, please contact Eric Falk (Eric.Falk@state.mn.us or 651-201-8088) or 651-201-8029).

“RunMacro” Worksheet

The purpose of this worksheet is to run a macro embedded in this appendix workbook. This macro assists you to fill headcounts to obtain the final availabilities by demographic information and EEO job category.

Data Entry
No data entry is required.

How to run the macro

Select the “Proceed” button or use the macro’s short cut key by clicking “m” while holding the Ctrl and Alt keys.

NOTE: Run the macro whenever the “Data” worksheet was updated.
“C. Job Category Analysis” Worksheet

This worksheet describes a list of jobs included in the final availability analysis. It is required to analyze your agency’s feeder job analysis in the “D. Feeder Jobs” worksheet.

Data Entry

No data entry is required. After the macro was proceeded, all values in this worksheet will be populated.

Data Analysis

Review questions such as the following:

- Are there jobs categorized into incorrect EEO job categories?
- Are any specific jobs disproportionately comprised of a protected group in an EEO job category? If so, why?

“D. Feeder Jobs” Worksheet

The purpose of this report is to identify which jobs are promotable, transferable, and trainable for each job category. These jobs are your agency’s internal availability pool.

Data Entry

1. Review all jobs by EEO job category in the “C. Job Category Analysis” worksheet.
2. Select the “D. Feeder Jobs” worksheet and enter all job codes that are promotable, transferable, and trainable in each EEO job category in the “D. Feeder Jobs” worksheet.

**Job codes must be 6 digits** (the cells must be stored as “text”) as described in the “C. Job Category Analysis” worksheet.

For example, there is a Job Code 003608 (State Prog Admin Coordinator) in the “Professionals” job category in the “C. Job Category Analysis” worksheet. If this job is promotable to the Officials/Administrators job category, enter “003608” in the job code column under Officials/Administrators in the “D. Feeder Jobs” worksheet.

Easiest way is:

a. Copy the job codes promotable to the EEO job category.

b. Select “Home” tab and select the **Past Link** function. The short cut for this function is to hold Ctrl, Alt, and V. It will open a special past function window. Then, click “L”.

![Paste function](image)
A circular-reference-warning window may pop up. Select “OK.”

**CRITICAL NOTE:**

- The job code **MUST** have the same format (6 digits) as described in the “C. Job Category Analysis” worksheet. The worksheet does not recognize other characters, even an extra space. Do **NOT** change the format of all cells in column A of this worksheet (e.g., the format changed from text to number).

- Do **NOT** copy and paste the job codes from the Feeder Job Analysis worksheet in the previous AAP Appendix workbook. Always analyze feeder jobs from the C. Job Category Analysis” worksheet in the AAP Appendix workbook.

**Note:** How to check if a cell is stored as “Text.”

1. Select the cell you want to check the status.
2. Select “Format” in the “Cells” group, then select the “Format Cells.”
   Or right-click (if your mouse is for right-handed), then select “Format Cells.”
3. Select “Number” tab.
4. If the “Text” is highlighted, the cell is sorted as “Text.”

Once a job code is entered, the rest of the relevant values of this job code will be populated in the worksheet.

**“E. Determining Availability” Worksheet**

This worksheet describes how the agency calculates the final availabilities by EEO job category.

**Data Entry**

1. Select the cell under the “Source of Statistics” of the external factor in each EEO job category. The cell has a drop-down list of areas you can select.

Consider a reasonable recruiting area for the EEO job category. For example, recruiting area is the U.S. nation for Officials/Administrative job category; Professionals is the entire state of MN, or it may be limited to a more local area such as Rochester.
2. Determine the external and internal weights. The sum of the weights must be 100%. Enter the weights for each EEO job category.

The following approaches may assist agencies/institutions to determine the weights.

**Approach 1**: Historical data-driven approach

Examine 3 to 5 year past hiring and promotion decisions/data to examine the percentage of appointments externally and internally. However, this approach doesn’t capture changes in business conditions.

**Approach 2**: Reasonable opportunity assumption approach

Consider reasonable various factors affected and make reasonable assumptions based on the past practice by examining where the past appointments were from.

3. Delete the instructions and the example described in a set of brackets and describe how the external and internal weights were determined in each EEO job category.

After completing the above steps, the rest of values will be populated.

**“F. Utilization-Goals” Worksheet**

The purpose of this report is to examine which EEO job categories and protected groups have underutilization and to show the hiring goals for the 2022-2024 AAP years.

This worksheet is for internal use only for your analysis with actual data (i.e., no data redaction where the resulting total is less than 10).

**Data Entry**
No data entry is required. All values in this worksheet will be populated after completing data entry for the “Data,” “D. Feeder Jobs,” and “E. Determining Availability” worksheets.

Data Analysis
If “Establish Goals?” indicates if the EEO job category has an underutilization, the indicators are:

- “Yes” – the EEO job category has a goal for the AAP period. When it shows “Yes,” a hiring goal is also established for the EEO job category.
- “Monitor” – the EEO job category does not have a hiring goal; however, the agency needs to monitor the EEO job category for the protected group because there will be underutilization where any employee movement occurs.

The agency can use these indications and/or hiring goals to prioritize your agency’s efforts and develop strategies to attain the goals. Consider questions including, but not limited to the following:

- Does your agency have underutilization in the same EEO job category and protected group as the 2020-2022 AAP? If so, what efforts did not work? What can your agency do differently toward the established goal in the 2022-2024 AAP?
- What might cause the underutilization? Is it because of external outreach efforts or promotional opportunities? You may be able to identify by analyzing the A. Progress Report, B. Separation Analysis, D. Feeder Jobs, or the external and internal weight ratio.
- Does your agency have many feeder jobs for the EEO job category that has an underutilization? If so, how can you utilize the feeders? If not, what can you do to make good faith efforts to increase diversity in the feeder jobs?
- Does the external and internal weighting rate in E. Determining Availability worksheet make sense when considering the available feeder jobs?

“Publish-F. Utilization-Goals” Worksheet
The purpose of this worksheet is to use the public-facing publication with data redactions where the resulting totals are less than 10. Use this worksheet’s values to publish Appendix F part in the 2022-2024 AAP narrative.

Data Entry
No data entry is required.

Developing a Narrative Affirmative Action Plan
The AAP narrative assists agencies in developing a narrative to support goals established for the Affirmative Action plan year. This section has been simplified to allow agencies to focus more time on analyzing workforce data and content for actions.
Technical Instructions

Bold and Red Fonts in Brackets

The AAP narrative template contains descriptions in bold and red brackets. The description brackets include instructions when developing your agency’s AAP narrative. After editing as the instructions indicate, delete the brackets and instructions.

Example 1:

This statement reaffirms [Insert agency name] is committed to Minnesota’s statewide affirmative action efforts….

update to

This statement reaffirms Minnesota Management and Budget is committed to Minnesota’s statewide affirmative action efforts….

Example 2:

The agency’s Affirmative Action Plan is available to all employees on the agency’s internal website at [Insert internal website URL and hyperlink here.] or in print copy to anyone who requests it.

update to:

The agency’s Affirmative Action Plan is available to all employees on the agency’s internal website at MMB AAP (https://mmb.extranet.mn.gov/mmb-extranet/hr-toolbox/) or in print copy to anyone who requests it.

Hyperlink

When you create a hyperlink to the AAP template, make a hyperlink and write the URL with parentheses in case the link does not work and follow up is required.

Example:

MMB AAP (https://mmb.extranet.mn.gov/mmb-extranet/hr-toolbox/)

However, do not change hyperlinks in policies.

Table Accessibility

Type a “-” (a dash sign) in a cell when there is no data in the cell. The screen reader will read it as a dash in the table for those who use screen readers to indicate there is no data in that cell.

Example:

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

<table>
<thead>
<tr>
<th>Job Categories</th>
<th>Females</th>
<th>Racial/Ethnic Minorities</th>
<th>Individuals with Disabilities</th>
</tr>
</thead>
<tbody>
<tr>
<td>Officials &amp; Administrators</td>
<td>x</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Professionals</td>
<td>-</td>
<td>x</td>
<td>x</td>
</tr>
</tbody>
</table>
### Alternative Text

Whenever a picture, shape, chart, snapshot, or other object is added, it needs alternative text describing what it is, so people using screen readers are not missing any important information.

1. Select the picture, shape, chart, snapshot, or other object after inserting it in the document. Then, do one of the following:
   a. Right-click and select “Edit Alt Text”.
   b. Select the “Picture Format,” then, select “Alt Text.”

2. “Alt Text” pane will be on the right side of the document.

3. Describe what the picture/snapshot is to someone who cannot view it. One to two sentences in the text box. For example, there is a Minnesota logo.
Edited the Table of Content

Making Headings Appear on the Table of Contents (TOC)

It is critical to properly set the heading levels for TOC and accessible PDF for your final AAP converted to PDF from word document.

The 2022-2024 AAP template is set to show three levels in the Table of Contents (TOC). Those levels are derived from the font styles from “Styles” group at the top (i.e., Heading 1, Heading 2, and Heading 3).

If you want to make the content appear as Level 1, highlight the content and select Heading 1 from the Styles list. In the template, the “Statement of Commitment” is Level 1. To make them Level 1, simply go to the content page, highlight “Statement of Commitment” and click Heading 1.

“A. Commissioner” is Level 2. Go to the content page, highlight “A. Commissioner” and click Heading 2.
Table of Contents

Statement of Commitment ................................................................. 4
Executive Summary ........................................................................... 5
Organizational Profile ....................................................................... 7
Individuals Responsible for Directing/Implementing the Affirmative Action Plan ............................................. 8
A. Commissioner ........................................................................... 8
B. Affirmative Action Officer .............................................................. 9

However, you will not see the update in the Table of Contents until you take the TOC update process shown in the next section.

Updating Table of Contents

After you have completed your document, you can update the TOC. Follow the below steps to update the TOC:

1. There are two ways to update the TOC:
   a. Right click on anywhere on “Table of Contents” then, select “Update Field” or
   b. Go to “References” and click “Update Table.”

2. Check “Update entire table” and click “OK.” The TOC will be updated to reflect the changes in the heading levels.

Corrective Actions and Action-Oriented Programs

The purpose of this section is how you address the issues identified in the previous section, “Identification of Areas for Further Monitoring.”

- In this section, list all the areas for further monitoring you identified, using the progress report (if used), separation analyses, and utilization-goal analysis to develop corrective actions specific to areas for further monitoring and timeline.

- When analyzing the data, consider the following but not limited to:
  o Is the underutilization a trend? If so, did the actions from the last plan work? If not, what can you do differently?
  o What caused the underutilization? What efforts can you make to address the underutilization?
Do you have lower rate of promotions or separations for particular protected groups or EEO job categories?

Do you have enough feeder jobs? If not, what can you make good faith efforts to improve the feeder jobs?

Did you achieve the hiring goals? If not, what caused it? How can you improve it?

What efforts worked and what efforts didn’t work to achieve the goals established previous AAP?

Below Table 1 shows examples to consider as you develop your agencies corrective actions.

Table 1

<table>
<thead>
<tr>
<th>Areas for Further Monitoring</th>
<th>Corrective Actions Specific to the Further Monitoring Areas Identified</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Officials/Managers</strong></td>
<td>• By June 30, 2023, develop an awareness or training strategy for racial/ethnic minorities and individuals with disabilities in the officials/managers job category to prepare for promotional opportunities.</td>
</tr>
<tr>
<td>• Racial/Ethnic Minorities and Individuals with Disabilities are underutilized.</td>
<td>• By December 31, 2022, partner with racial/ethnic minorities and community organizations serving individuals with disabilities to establish relationships to develop talent pipelines for positions in this job category. Evaluate the success of these activities at the end of this plan year.</td>
</tr>
<tr>
<td>• Lower promotional rate into this job category for females and individuals with disabilities, which contributes to the underutilization for these protected groups.</td>
<td></td>
</tr>
</tbody>
</table>

| **Professionals**       | • Utilize the State of Minnesota Connect 700 program to increase exposure to state jobs in the disability community. |
| • Individuals with Disabilities are underutilized. | • By June 30, 2023, provide workshops on career ladders and develop a mentor program to support career development. |
| • Racial/ethnic minorities needs monitor even though there is no underutilization because underutilization may occur by some employee movement. Racial/ethnic minorities are available in the Professionals’ feeder pool. | • Immediately review agency exit survey data for racial/ethnic minorities and conduct an analysis. Develop a plan to address any significant issues. |
| • Data shows racial/ethnic minority professionals disproportionately leave voluntarily two consecutive AAP periods. | |
Other Action Oriented Program

In this section, list any other efforts you will make during the AAP period to address your agency’s underutilization. If the activities have been successful and you decide to continue them for this plan period, list them in this section. The AAP template includes some examples.

Adding data in Appendices section in the AAP narrative

The purpose of the Appendices is to provide data validation for discussions in the AAP. Therefore, the data in the appendices in the AAP narrative must be presented and match the discussion in the AAP.

There are corresponding tables without data in the AAP Appendix A-B and AAP Appendix C-D-E-F workbooks to finalize your agency’s AAP. It is recommended to copy the data from AAP Appendix workbooks and paste them to the corresponding tables in the AAP narrative Appendices section for less manual errors.

Use the following worksheets to copy and paste the data to the AAP narrative Appendices:

- Publish-A. Progress Report
- Publish-B. Separation Analysis
- C. Job Category Analysis
- D. Feeder Jobs
- E. Determining Availability
- Publish-F. Utilization-Goals

Publish-A. Progress Report

2. Copy all data cells only in the worksheet (Do not copy the EEO job categories and Headings).
3. Go to the corresponding table in A. Progress Report in Appendices of the AAP narrative.
4. Select ALL DATA CELLS IN THE TABLE (this is a CRITICAL process to paste the data appropriately) in A. Progress Report in Appendices of the AAP narrative.
5. Past the data to the table in AAP narrative, using the regular paste function

   ![File Home Paste](image)

   OR

   ![Select the regular “Past” icon](image)

   OR

   ![Select the regular “Past” icon](image)

   Hold the “Ctrl” key and click “v”.

   **Do NOT** select other paste functions such as “values” or “values & number formatting.”

6. Delete unnecessary job category rows.
   
   a. Select the entire job category row(s).

   In this example, the agency doesn’t have Protective Services: Sworn and Protective Services: Non-sworn job categories.
Appendix B, C, D, E, and Publish-F.

Remove the entire data table of inapplicable EEO job category from the Appendices in the AAP narrative. For example, remove the Protective Services: Sworn data tables from Appendix B, C, D, E, and F. in the AAP narrative, and copy and paste the data to the corresponding table.

For example, your agency does not have the Protective Services: Sworn.

1. Go to the Protective Services: Sworn table in Appendix B: Separation Analysis in the AAP narrative.

2. Delete the table (there are various ways to delete a table. Use a delete function of your choice).
   a. Locate your cursor anywhere on the table and select a plus icon appear on the upper left of the table.
b. Select the entire Protective Services: Sworn table


4. Select the “Delete” in the Rows & Columns group, then select “Delete Table.”

5. Delete the table title (i.e., Protective Services: Sworn) followed by the note.

6. Copy and paste the rest of applicable tables.
   a. Copy the data only in worksheet corresponding to the table in the appendices of the AAP narrative.
   b. Shade all data cells of the table in the AAP narrative.

7. Paste the using the regular paste function
Converting the AAP Narrative in Word to PDF

It is recommended to save the AAP narrative in pdf from word format **AFTER** MMB approves your AAP. Refer to the following directions to save the AAP narrative in pdf.

1. Make sure the AAP in word is accessible:
   a. Tables have “ - ” (a dash sign) in any empty cells.
   b. Snapshots and any objects have alternative texts.
   c. Hyperlinks have a whole URL.
   d. All headings are nested appropriately.
   e. Table of Contents has been updated.

After checking all of the above, **run the “Accessibility Checker”** before converting the AAP narrative document in word. You can find the “Accessibility Checker” by:

a. Go to “Review” tab.

b. Select “Check Accessibility.”

The result will be on your right, indicating what you need to fix.
Select the error item indicated in the Accessibility Inspection Results section. When you select the identified error, it will provide you a recommended action.

2. Run the Accessibility Checker until there is no more accessibility error. When there is no error, the Accessibility Inspection Results will indicate “No accessibility issues found.”

3. There are two ways to convert the word document to PDF after you saved the AAP narrative in word doc.
   a. Go to “File” tab at the top-left corner.
      Then, select “Save as Adobe PDF. Do NOT select “Export.” If you select “Export,” your PDF file will be more complex to fix accessibility.
Select “Acrobat” tab, then select “Create PDF.”

4. Type a file name and select “PDF files” in the “Save as type” field.
5. Select “OK.”
6. Check Accessibility of the PDF.

Note: Select 600 dots per inch (PDI) or high resolution when you select to scan the AAP narrative. In this way, a screen reader is highly likely to be able to read the scanned file.

Checking Final Accessibility of the AAP Narrative in PDF

Check accessibility of the Narrative AAP after making it in PDF by taking the steps in Saving the AAP Narrative in PDF or making it by scanning.

1. Open the PDF made from the word document.
2. Select “Tools” on top of the PDF.
3. Select “Accessibility.”
4. Select “Accessibility Check.”
You will be notified an “Accessibility Checker Options.” Select “Start Checking.”

5. Right click on “Title – Failed” under “Document” in the Accessibility Checker pane.

6. Select “Fix” When the Fix function is available.

7. Make sure the AAP Narrative is accessible and save the PDF as a final version.

ALWAYS CONSULT YOUR AGENCY’S ACCESSIBILITY SPECIALIST BEFORE SUBMIT YOUR FINAL AAP NARRATIVE.

Resources:

Minnesota State Accessible Document Reference Guide

Approval Process

To reduce process time for both agencies and Minnesota Management and Budget (MMB), the approval process was modified as follows:

1. Submit the following documents to MMB (aareports.mmb@state.mn.us) by July 31, 2022:
   a. The AAP Appendix A-B – 2022-2024.xlsx (Excel format)
b. The AAP Appendix C-D-E-F – 2022-2024.xlsxm (Excel format)
c. The 2022-2024 AAP Narrative.docx (Word format)

**NOTE:** Do NOT convert any documents until MMB approves your AAP. This will assist us to review your AAP.

**Recommend not signing the AAP narrative until MMB approves your plan to avoid superfluous processes.**

2. Received an update request or an approval memo from MMB.
   a. When receiving an update request, make changes based on feedback provided to the AAP narrative or AAP Appendix workbooks and resubmit revised documents to MMB (aareports.mmb@state.mn.us). Remember **NOT** to convert them to pdf until you are directed.

   Repeat this process until receiving an approval from MMB.
   
   b. When receiving an approval memo, move to the step 3.

3. Obtain signatures and dates from the agency Commissioner and other responsible people (if the AAP narrative has not been signed).

4. Make the AAP narrative with signatures into PDF format.

5. Submit the AAP narrative in PDF format to MMB (aareports.mmb@state.mn.us).

6. Receive an official approval memo from MMB.

7. Mail two hard copies of your educational institution’s AAP to the MN Legislative Reference Library via USPS or interoffice mail to:
   
   MN Legislative Reference Library
   645 State Office Building
   100 Rev. Dr. Martin Luther King Jr. Blvd
   St. Paul, MN 55155-1050

8. Email one electronic accessible copy of your educational institution’s AAP to the MN Legislative Reference Library at reports@lrl.leg.mn.

9. Post the AAP on agency’s web site and send the URL to MMB
   
   (aareports.mmb@state.mn.us).

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**Alternative Signatures**

All Affirmative Action Officers are required to get physical signatures or certified e-signatures from signers on the final AAP.

However, sometimes it is difficult and time consuming for all to physically sing, provide certified e-signatures, or replace signed pages with the alternative pages. Such certified signatures or signature copies are not accessible when the AAP is saved into PDF even if they have alternative tests.
Given this circumstances, MMB/EOD&I Unit will accept typed signatures; however, MMB/EOD&I needs some way to verify with the signer that it’s really them.

Only when a signer can’t sign an AAP, please follow the below directions. AAP reviewers:

1. Request to type in the signer’s name on the pages in the AAP as appropriate.
2. Request the signer to send the below statement from his/her email address to the assigned AAP reviewer:


3. Keep a copy of the cover email with the AAP.

When we receive this message from all signers and all AAP contents are satisfactory, we will issue a certificate.

If you have any questions, please contact Eric Flak (eric.falk@state.mn.us or 651-201-8088).