2022-2024 Affirmative Action Development Training

Yumi Finney | Statewide Affirmative Action Officer/Consultant
Training Objectives

- Know MN regulations for Affirmative Action (AA) and the Affirmative Action Program (AAP)
  - Minnesota Statues and Administrative Rules
  - Purpose of Affirmative Action Plan
  - Agency and MMB’s roles

- Understand:
  - Changes in the 2022-2024 AAP template
  - Availability and Underutilization

- Become familiar with data worksheets
  - New data worksheets
  - Data collection best practice
  - Use of each worksheet and results
Equal Opportunity & Affirmative Action

*Equal Employment Opportunity* is a principle that asserts that all people should have the right to work and advance on the bases of merit and ability, regardless of their race, sex, color, religion, disability, national origin, age, genetics, status with regard to public assistance, creed, marital status, familial status, sexual orientation, membership or activity in a local human rights commission.

*Affirmative Action* are employment programs required by state & federal statutes and regulations designed to remedy discriminatory practices in hiring protected group members; i.e., positive steps designed to eliminate existing and continuing discrimination, to remedy lingering effects of past discrimination, and to create systems and procedures to prevent future discrimination.
Frame of Affirmative Action Plan (AAP) in MN

- **MS 43A.19 Affirmative Action**
  - Affirmative Action for the protected groups (i.e., females, racial/ethnic minorities, and individuals with disabilities) in MN

- **MS 43A.191 Affirmative Action Programs**
  - Each executive agency w/ 1,000+ must have at least 1 full-time Affirmative Action Officer (AAO).
  - Each executive branch agency must prepare/implement an AAP
  - Affirmative Action Programs implementation obligation

- **Minnesota Administrative Rules 3905.0400 and 3905.0600**
  - Requirements for agency Affirmative Action Plans

- **Administrative Procedure 19.1**
  - Determined an AAP submission by July 31 of each even-numbered year.
Related Executive Orders

• **Executive Order 19-01**: Establishing a One Minnesota Council on Diversity, Equity, and Inclusion

• **Executive Order 19-15**: Providing for Increased State Employment of Individuals with Disabilities.

• **Executive Order 19-20**: Supporting the Selection and Employment of Veterans (FYI)
Affirmative Action Program Overview
Affirmative Action Program and Diversity/Equity/Inclusion

Affirmative Action
Remedial actions by Laws, Regulations, Policies
Positive steps to get qualified individuals who were historically discriminated in employment
Quantitative / Reactive
Focus: Race, Sex, IWD, etc.

Diversity, Equity, & Inclusion
Inclusive concept & include individuals of various backgrounds
How the diversity in the workplace works to change the culture within.
Qualitative / Proactive
Focus: Similarities, Differences

BALANCE AND COMPLEMENTARY TOWARD THE SAME GOALS
Affirmative Action Plan (AAP) is a tool to ensure the playing field is even.

- If the above statement is true, further examine your agency strategies:
  
  ✓ **How does your workforce actually look compared to the workforce your agency wants?**
    - Trends? – If the prior year’s data is too of a small, analyze the past five or more years-accumulated data to determine trends
  
  ✓ **Are there any potential indicator(s) of barrier(s) in our practices? – If so, we need to take action!**
    - Hiring/recruiting
    - Separation/retention
    - Promotion
    - Training
  
  ✓ **Did our efforts make a positive impact on the workforce? – If not, what else should we do?**
    - Past efforts – if they work, keep and credit them. If not, choose different strategies.
MMB and Agency's Roles

**MMB**

- **Provide:**
  - AAP template, tools, resources, and related information/updates
  - Training and technical assistance

- **Oversee:**
  - Agencies’ AAP submission and plan approval
  - Report submission

- **Monitor regulatory changes and adjust practices/AAP content**

- **Collaborate agencies, System Office, and Metropolitan agencies**

**Agencies**

- **Implement and submit AAP by July 31, 2022 for 2022-2024 plan**

- **Post approved AAP on the agency’s website and report the link to MMB.**

- **Submit approved AAP to the Legislative Library.**

- **Direct the agency complaint process and procedure.**

- **Submit reports to MMB (audit & sanction)**
  - Quarterly Monitoring the Hiring Progress (QMHP)
  - Annual ADA
  - Internal Complaint Disposition Report
  - Annual Internal Complaint
  - Annual Veteran’s report
<table>
<thead>
<tr>
<th>Report</th>
<th>Statutes</th>
<th>Due Date</th>
</tr>
</thead>
</table>
| Monitoring the Hiring Progress Quarterly Report | M.S. 43A.191; Minn. Rule 3905.0700                                       | Q1 (Jan./Mar): 3rd Friday April  
Q2 (Apr./June): 3rd Friday July  
Q3 (July/Sept.): 3rd Friday Oct.  
Q4 (Oct./Dec.): 3rd Friday Jan. |
| Annual Internal Complaint Report         | M.S. 43A.04, subd. 3; Minn. Rule 3905.0500                               | Reported by calendar year; due  
January 30th annually |
| Annual ADA Report                        | All State Agencies  
M.S. 43A.191; Exec. Order 96-9; Title I and Title II of the Americans with Disabilities Act (“ADA”) | Reported by fiscal year; due September 1st annually |
| Annual Veteran’s Report                  | Executive Order 10-13 Supporting the Selection and Employment of Veterans and Laws of Minnesota  
2009, Chapter 94, Article 3, Section 22                                      | Reported by fiscal year; due November 11th |
| Internal Complaint Disposition Report    | All State Agencies  
M.S. 43A.04, subd. 3; Minn. Rule 3905.0500                               | Ongoing; within 30 days of final disposition of complaint |
Relations with AAP Cycle and QMHP Report

Biennial AAP

- July 1: Establish Goals
- Sept. 30: 1
- Dec. 30: 2
- Mar. 31: 3
- June 30: 4
- Sept. 30: 5
- Dec. 30: 6
- Mar. 31: 7
- June 30: 8

Fiscal Year

11
Monitoring the Hiring Progress and Monitoring the Hiring Process Reports

Quarterly Monitoring the Hiring Progress (QMHP)

- Requirement: Agencies with 25 or more employees
- Track Competitive and Noncompetitive appointments
- Underutilized EEO job group(s) and protected groups
- Analyze if the identified underutilization areas have attained the established goals identified in the current MMB approved AAP.

If not, review your efforts and consider other efforts to improve the area(s).

Monitoring the Hiring Process – HR/recruiter use

- Track each appointment by hiring steps and protected group
  - Total Applicants
  - Met minimum qualifications
  - Interviewed
  - Position offered
  - Hired

- Best Practice
  Track **ALL** appointment decisions
  **Documents, Documents, Documents!**
Annual Internal Complaint Report and Internal Complaint Disposition Report

- **Annual Internal Complaint Report**
  - A summary of the internal complaint disposition reports during the reporting period

- **Internal Complaint Disposition Report**
  - Report each internal complaint report within 30 days of final determination of the complaint

**FAQs are coming!**
Affirmative Action Program Final Availability
Final Availability: What We Should Look Like

- Final availability is referred to “What we should look like.”
  - An estimate percentage of qualified females, racial/ethnic minorities, or individuals with disabilities available for employment in the relevant labor market who are available for posttensions in a given job category.
  - A combination of two-factor data (i.e., external and internal data) used to identify what the qualified workforce in the job category supposed to look like.

- Final availability will be compared to the job category headcounts to determine the existence of underutilization.
Two Factor Analysis

**Factor 1**
External Availability
- C. Job category worksheet
  - Weighted within EEO Job Category
    - Head counts – Total
    - Head counts by Census Occupation Code (COC)
  - Weight the COC availabilities
  - External Availability for the EEO Job Category
  - Weighted external & internal availabilities
  - E. Determining Availability worksheet
  - Final Availability for the EEO Job Category

**Factor 2**
Internal Availability
- D. Feeder jobs worksheet
  - Weighted within EEO Job Category
    - Identify feeder jobs
    - Head counts – Total of the feeders
    - Head counts by protected group
  - Weight the protected group
  - Internal Availability for the EEO Job Category
## MINNESOTA

<table>
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<tr>
<th>Census occupation code</th>
<th>Census title</th>
<th>SOC</th>
<th>Labor force total</th>
<th>Male (%)</th>
<th>Female (%)</th>
<th>White (%)</th>
<th>Minority (%)</th>
<th>No disability (%)</th>
<th>Disability (%)</th>
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<td>0.6</td>
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<td>11-2022</td>
<td>10695</td>
<td>67.5</td>
<td>32.5</td>
<td>94.1</td>
<td>5.9</td>
<td>98.1</td>
<td>1.9</td>
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<td>Public relations and fundraising managers</td>
<td>11-2030</td>
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<td>85.3</td>
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<td>5.5</td>
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<td>6.8</td>
<td>97.1</td>
<td>2.9</td>
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<td>97.4</td>
<td>2.6</td>
<td>96.6</td>
<td>3.4</td>
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</table>
Census Data (External Availability) Selection

EEO Job Category: Officials and Administrators - Minorities
* Given the example: the total employees is 100; race/ethnic minority is 7.

<table>
<thead>
<tr>
<th>Census Occupation Code (COC)</th>
<th>Census Title</th>
<th>USA Data (%)</th>
<th>MN Data (%)</th>
<th>Rochester MSA Data (%)</th>
<th>Racial/Ethnic Minorities in Workforce (%)</th>
</tr>
</thead>
<tbody>
<tr>
<td>N/A</td>
<td>All Management Occupations</td>
<td>16.90</td>
<td>6.80</td>
<td>3.70</td>
<td>7.00*</td>
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<td>0020</td>
<td>General and Operations Managers</td>
<td>14.20</td>
<td>5.40</td>
<td>3.90</td>
<td>7.00*</td>
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<tr>
<td>0136</td>
<td>Human Resources Managers</td>
<td>20.00</td>
<td>8.70</td>
<td>0.90</td>
<td>7.00*</td>
</tr>
</tbody>
</table>

### EEO Job Category: Officials and Administrators - Minorities

*Given the example: the total employees is 100; race/ethnic minority is 7; Internal availability for race/ethnic minority is 14%.

<table>
<thead>
<tr>
<th>COC</th>
<th>Census Title</th>
<th>MN Data (%)</th>
<th>Race/Ethnic minority in workplace (%)</th>
<th>External/Internal Weighting 100/0 Final Avail. (%)</th>
<th>External/Internal Weighting 80/20 Final Avail. (%)</th>
<th>External/Internal Weighting 20/80 Final Avail. (%)</th>
<th>External/Internal Weighting 0/100 Final Avail. (%)</th>
</tr>
</thead>
<tbody>
<tr>
<td>N/A</td>
<td>All Management Occupations</td>
<td>6.80</td>
<td>7.00*</td>
<td>6.80</td>
<td>8.24</td>
<td>12.56</td>
<td>14.00*</td>
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<tr>
<td>0020</td>
<td>General and Operations Managers</td>
<td>5.40</td>
<td>7.00*</td>
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<td>7.12</td>
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<td>14.00*</td>
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<tr>
<td>0136</td>
<td>Human Resources Managers</td>
<td>8.70</td>
<td>7.00*</td>
<td></td>
<td>8.70</td>
<td>9.76</td>
<td>12.94</td>
</tr>
</tbody>
</table>
Final Availability and Underutilization

- **Female Underutilized**: 20.0%
- **Female Not Underutilized**: 60.0%
- **Balanced**: 40.0%

- **Female Exceeding by 20% = Male underutilized by 20%**
Keep in Mind: Identification of underutilization is NOT an identification of discrimination.
Established Goals

- Established goals are **NOT**
  - Quotas
  - A justification to extend preference to any individual on the basis of any protected characteristics
  - Hire more protected groups of people
  - Hire regardless of qualifications

- Hiring efforts toward the established goals should be by outreach and recruitment.
  - Increase the number of qualified applicants to increase a chance we hire most qualified applicants in protected group(s).
10-minute break

- Get coffee, snack
- Stretch
- Go to bathroom
- Anything you want

Come back on time!
Data Sets and Summary of Templates for AAP
2022-2024 AAP Template Changes

- **Evolutionary AAP Availability Worksheets and Narrative**
  - Simple data entries and consistence
  - No need to count employees manually any more
  - Alignment each state job code to Occupation Census Code (OCC) in American Community Survey (ACS) with weighted representation for external and internal availabilities
  - Data redaction tables are ready for your publication
  - Better accessibility for AAP narrative

- **NEW AAP Instruction Manual**
  - Step by step instructions
Relations with AAP Cycle and AAP Data

AAP for 2020-2022

7/1/2020
Snapshot for Availabilities

7/1/2020 – 6/30/2022
Hire/Rehire, Promotion, and separation data period

7/1/2018 – 6/30/2020
Hire/Rehire, Prom, & Sep data

AAP for 2022-2024

6/30/2022
Include Hire/Rehire, Promotion, & Separation from the 2020-2022 AAP period

7/1/2022 – 6/30/2024
Hire/Rehire, Promotion, and separation data period

6/30/2024
Include in the 2024-2026 AAP
## Required Data for AAP Development

<table>
<thead>
<tr>
<th>Data Name</th>
<th>Data Details</th>
<th>When to Use</th>
</tr>
</thead>
</table>
| Data Snapshot Date | **All active classified and unclassified, including temporary unclassified** employees by EEO job category as of 7/1/2022. It is acceptable for a different snapshot date, but it should be as close date as possible. | - Underutilization  
- Job Category Analysis  
- Feeder Group Analysis  
- Internal Availability |
| Hires/Rehires   | **All classified and unclassified, including temporary unclassified, hires/rehires** during 7/1/2020 – 6/30/2022 (FY2021-2022) by EEO job category. It is acceptable for a different data period, but it should be as close dates as possible. | - Progress Report |
| Promotions      | **All classified and unclassified, including temporary unclassified promotions** during 7/1/2020 – 6/30/2022 (FY2021-2022) by EEO job category. It is acceptable for a different data period, but it should be as close dates as possible. | - Progress Report |
| Separations     | **All classified and unclassified, including temp unclassified, separations** during 7/1/2020 – 6/30/2022 (FY2021-2022) by EEO job category. An employee who moved to a different college/university does not constitute a separation. It is acceptable for a different data period, but it should be as close dates as possible. | - Separation Analysis |
Data Collection for AAP

Pulling Data
- Log in the Administrative Portal, Data Warehouse Reporting, and Data Warehouse.
- Go to “Catalog,” shared folders, AgencyReportExchange, and EODI.
- Then, look for the report name for the below data.

<table>
<thead>
<tr>
<th>Data Name</th>
<th>Report Name</th>
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</thead>
<tbody>
<tr>
<td>Data Snapshot Date</td>
<td>EEO4 Detailed Protective Class Report 2 (New)</td>
</tr>
<tr>
<td>Hires/Rehires/ Promotions</td>
<td>Hired Employee Demographics (Detailed Two Factor Analysis Data) 2</td>
</tr>
<tr>
<td>Separations</td>
<td>Separated Employee Demographics (Detailed Separation Analysis)</td>
</tr>
</tbody>
</table>
## 2022-2024 Availability Workbook Template Changes

<table>
<thead>
<tr>
<th>2020-2022 AAP</th>
<th>2022-2024 AAP</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Availability Worksheets</strong></td>
<td><strong>Availability Worksheets</strong></td>
</tr>
<tr>
<td>▪ There were 12 worksheets in one workbook</td>
<td>▪ There 2 workbooks with data redaction worksheets</td>
</tr>
<tr>
<td>▪ Must work with the 12 worksheets</td>
<td>1. AAP Appendix A-B</td>
</tr>
<tr>
<td></td>
<td>2. AAP Appendix C-D-E-F</td>
</tr>
<tr>
<td><strong>Separation and Retention Analysis by Protected Groups</strong></td>
<td><strong>Separation and Retention Analysis by Protected Groups</strong></td>
</tr>
<tr>
<td>▪ Analyze separation by separation type</td>
<td>▪ Analyze separation by separation type</td>
</tr>
<tr>
<td></td>
<td>▪ Analyze separation by protected group</td>
</tr>
<tr>
<td><strong>Publication in the final AAP</strong></td>
<td><strong>Publication in the final AAP</strong></td>
</tr>
<tr>
<td>▪ Only percentages</td>
<td>▪ Data redaction (both numbers and percentages for less than 10)</td>
</tr>
<tr>
<td></td>
<td>▪ Accessible appendices</td>
</tr>
</tbody>
</table>
AAP Appendix A-B
- A. Data ( hires/rehired/promotion )
- A. Progress Report
- Publish-A. Progress Report
- B. Separation Analysis
- Publish-B. Separation Analysis

AAP Appendix C-D-E-F
- Data
- Run Macro
- C. Job Category analysis
- Feeder Jobs
- Determining Availability
- Utilization-Goals
- Publish-F. Utilization-Goals
Before you start developing your agency AAP, please review:

- AAP Template Instructions

Read the instructions first.

- Data collection definitions
- Directions for how to use the workbook
- Analysis tips

IMPORTANT!

Enter data pulled from OBIEE as directed.

- All worksheets are linked each other based on the Data you entered.

Do NOT delete any rows and columns.

All cells have been locked for except cells for data entry.

- Refer to the “Remarks” worksheet for unlock process.
- Recommend keeping worksheet locked.
AAP Appendix Workbook Demo
Data Analyses - Deciphering the Results
Current Representation and Personnel Transactions

- Separation
- Promotion (Into)
- Promotion (Out)
- Hires/Rehires
- Demotion (Out)
- Demotion (Into)
- Transfer (Into)
- Transfer (Out)
It is critical to review the prior year AAP

- What have you worked in the past?
  - What has worked and what has not?
  - Do you need to abandon the past actions/efforts? Are they too soon to see the result of the actions?)
  - Is outreach a right solution? How about training? Is it a right solution?

- Build an historical narrative to demonstrate your strong good faith efforts.
Identify areas of concern and obstacles:

- Outreach, job descriptions, separation, reorganization, business/economic conditions, EEO category change, etc.
- Patterns you see in comparing to the past AAPs – do you always have goals for the same EEO categories and/or protected group? Same units?

Analyze progress

- Met or Not met a goal? – why is this?
- Sufficient/insufficient opportunities?
- A few hires – 30% is a hiring goal. Two hires and one of them was female. Does it tell a story?
- Established goals in previous AAP became “monitor” indicators?

Analyze changes in representation of the protected groups

- More/less protected group representation in your workforce? – Are the previous plan activities working?
- Decreased protected groups? – New activities need to be developed or too early to determine?
- Protected group’s hiring/promotion rate exceeding rate more current employee representation?
Review feeder groups

- Do other jobs have skills as a feeder group to an EEO job category? If not, what can you do to increase the future pipeline?

Analyze applicant flow (Step Analysis)

- Did the outreach activities bring qualified applicants?
- Did the percentage of applicants in particular group increased?
- What was the hiring rate from the applicants by the activities? (the Monitoring the Hiring Process form is helpful to conduct a step analysis)
- Examine your hiring processes. Do you see processes in which applicants in protected group(s) were removed? Are there other barriers to processes like, screening steps or interview steps?

Review the effectiveness of training

- Who can benefit from training? How does the training assist employees’ career development? Other additional trainings?
- Do you have measurement to analyze the training effectiveness?
Do not stuck in the weeds.

- 1 female hire out of 2 hires toward the goals of 30% of females. Is it meaningful?
- 2 minority separations out of 3 entire separation (66% of minority separation). Is it meaningful? – you many need to review your workforce and historical data.

Prioritize the areas identified.

Track all good faith efforts you made relating to the goals. Use them to tell the story in your AAP.

Continue the efforts/actions made in the prior AAP if your agency determine progress has been made. Cite the progress in the AAP. If there was no progress, develop different actions.
### Developing an Effective AAP Narrative

#### After you analyze the data, what are your areas of concerns.

#### Describe:
- Actions to address the concerns
- Timeline
- What does success look like?

#### Consider other actions if there is no progress.

<table>
<thead>
<tr>
<th>Areas for Further Monitoring</th>
<th>Corrective Actions</th>
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</thead>
</table>
| **Officials/Managers**       | **By June 30, 2021, develop an awareness or training strategy for racial/ethnic minorities and individuals in the officials/managers job category to prepare for promotional opportunities.**  
- Racial/Ethnic Minorities and Individuals with Disabilities are underutilized.  
- Lower promotional rate into this job category for females and individuals with disabilities, which contributes to the underutilization for these protected groups.  
- By June 30, 2021, develop an awareness or training strategy for racial/ethnic minorities and individuals in the officials/managers job category to prepare for promotional opportunities.  
- By December 31, 2020, partner with racial/ethnic minorities and individuals with disabilities community organizations to establish relationships to develop talent pipelines to positions in this job category. Evaluate the success of these activities at the end of this plan year.  
- By June 30, 2021, partner with racial/ethnic minorities and individuals with disabilities community organizations to establish relationships to develop talent pipelines to positions in this job category. Evaluate the success of these activities at the end of this plan year. |
| **Professionals**            | **Even though there is no underutilization of racial/ethnic minorities in this job category, it is an area that potentially will be underutilized if protected group members separate.**  
- The agency needs to “monitor” racial/ethnic minorities because underutilization may occur by some employee movement.  
- Individuals with Disabilities are underutilized.  
- Data shows racial/ethnic minority professionals disproportionately leave voluntarily by resignation.  
- By June 30, 2021, provide workshops on career ladders and develop a mentor program to support career development.  
- Immediately review agency exit survey data for racial/ethnic minorities and conduct an analysis. Develop a plan to address any significant issues.  
- Utilize the State of Minnesota Connect 700 program to increase exposure to state jobs in the disability community. |
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.
### Accessible Table

- Type a “-“ (a dash sign) in a cell when there is no data in the cell.
- Do **NOT** merge any rows or columns except very first row. – Better to follow the AAP narrative template.

<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>
<tr>
<td>Technicians</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Paraprofessionals</td>
<td>-</td>
<td>x</td>
<td>-</td>
</tr>
<tr>
<td>Office/Clericals</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Service Maintenance</td>
<td>x</td>
<td>x</td>
<td>x</td>
</tr>
</tbody>
</table>
Accessible Snapshots, pictures, etc.

- Insert alternative texts
- Check the “Mark as decorative” box if the inserted snapshot/picture is a just cosmetic purpose.
1. Go to AAP Appendix workbook.
2. Select the worksheet you want to copy & paste.
3. **Shade all data areas ONLY** in the AAP Appendix workbook.
4. Go to the Appendices section in the AAP narrative.
5. **Shade all cells** in the appropriate table in the narrative AAP.
6. Paste the data.
7. Delete unnecessary job category rows.

When pasting the data, use the **simple paste function**.

Do NOT use other paste functions such as “values” or “formula.”
Process: from Agency AAP Submission to Approval
AAP Narrative Submission and Approval

- **AAP submission – by July 31, 2022**
  - Submit to MMB (aareports.mmb@state.mn.us)
    - AAP narrative (all data tables must be included in the appendices section) in **Word** format.
    - AAP Appendix workbooks (both A-B and C-D-E-F) in **Excel** format.

- **Response from MMB – within 60 calendar days after receipt**
  - Either an approval memo or modification request.
  - Continue modifications until your plan is approved.

- **AFTER received an approval memo from MMB:**
  - Make the approved AAP narrative in word to PDF (it must include all required signatures).
  - Check accessibility of the approved AAP narrative in PDF.
  - Send copies of the accessible AAP narrative to the Legislative Reference Library.
  - Upload it on your web site.
  - Report the URL of the AAP and AAP Appendix to MMB (aareports.mmb@state.mn.us)
Template, Instructions, and Related Resources

HR Toolbox:

MMB AAP web page:
https://mn.gov/mmb/employee-relations/equal-opportunity/affirmative-action/resources.jsp

Available:
- AAP narrative template
- AAP Appendix Workbooks
- AAP Training PowerPoint
- Recorded AAP training session
- Resources
  - Availability by geographical areas

Questions?
Contact Eric Falk (Eric.Falk@state.mn.us or 651-201-8088)
Thank You!

Yumi Finney
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651-201-8029