Training Objectives

- Know MN regulations for Affirmative Action (AA) and the Affirmative Action Program (AAP)
  - Minnesota Statutes and Administrative Rules
  - Purpose of Affirmative Action Plan

- Understand:
  - Relation between AAP and DEI
  - Compliance Reports
  - Availability and Underutilization
  - AAP data analysis
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.
• **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 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.
System Office and Campus Roles

**System Office on behalf of 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**

**MN State Colleges & Universities**

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

- **Post approved AAP on the Colleges/University’s website and report the link to the System Office & 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
## Campus Reporting Obligations

<table>
<thead>
<tr>
<th>Report</th>
<th>Statutes</th>
<th>Due Date</th>
</tr>
</thead>
<tbody>
<tr>
<td>Annual Internal Complaint Report</td>
<td>M.S. 43A.04, subd. 3; Minn. Rule 3905.0500</td>
<td>Reported by calendar year; due January 30th annually</td>
</tr>
<tr>
<td>Annual ADA Report</td>
<td>All State Agencies M.S. 43A.191; Exec. Order 96-9; Title I and Title II of the Americans with Disabilities Act (“ADA”)</td>
<td>Reported by fiscal year; due September 1st annually</td>
</tr>
<tr>
<td>Annual Veteran’s Report</td>
<td>Executive Order 10-13 Supporting the Selection and Employment of Veterans and Laws of Minnesota  2009, Chapter 94, Article 3, Section 22</td>
<td>Reported by fiscal year; due November 11th</td>
</tr>
<tr>
<td>Internal Complaint Disposition Report</td>
<td>All State Agencies M.S. 43A.04, subd. 3; Minn. Rule 3905.0500</td>
<td>Ongoing; within 30 days of final disposition of complaint</td>
</tr>
</tbody>
</table>
Monitoring the Hiring Progress and Monitoring the Hiring Process Reports

- Quarterly Monitoring the Hiring Progress (QMHP)
  - Requirement: Campus 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 System Office/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!**
Relations with AAP Cycle and QMHP Report

Biennial AAP 2022-2024

April 1 Establish Goals

1. June 30
2. Sept. 30
3. Dec. 31
4. Mar. 31
5. June 30
6. Sept. 30
7. Dec. 31
8. Mar. 31
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)

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 COC availabilities

Weight the protected group

External Availability for the EEO Job Category

E. Determining Availability worksheet

Weighted external & internal availabilities

Internal Availability for the EEO Job Category

Final Availability for the EEO Job Category
## MINNESOTA

<table>
<thead>
<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>
</tr>
</thead>
<tbody>
<tr>
<td>11-0000</td>
<td>All Management Occupations</td>
<td>318,272</td>
<td>3,052,368</td>
<td>52.2</td>
<td>47.8</td>
<td>87.1</td>
<td>12.9</td>
<td>94.0</td>
<td>6.0</td>
</tr>
<tr>
<td>0010</td>
<td>Chief executives and legislators</td>
<td>11-1011</td>
<td>24431</td>
<td>74.8</td>
<td>25.2</td>
<td>96.4</td>
<td>3.6</td>
<td>93.5</td>
<td>6.5</td>
</tr>
<tr>
<td>0020</td>
<td>General and operations managers</td>
<td>11-1021</td>
<td>17522</td>
<td>66.8</td>
<td>33.2</td>
<td>94.6</td>
<td>5.4</td>
<td>97.4</td>
<td>2.6</td>
</tr>
<tr>
<td>0040</td>
<td>Advertising and promotions managers</td>
<td>11-2011</td>
<td>1216</td>
<td>36.1</td>
<td>63.9</td>
<td>99.6</td>
<td>0.4</td>
<td>99.4</td>
<td>0.6</td>
</tr>
<tr>
<td>0051</td>
<td>Marketing managers</td>
<td>11-2021</td>
<td>12097</td>
<td>37.8</td>
<td>62.2</td>
<td>96.7</td>
<td>3.3</td>
<td>97.9</td>
<td>2.1</td>
</tr>
<tr>
<td>0052</td>
<td>Sales managers</td>
<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>
</tr>
<tr>
<td>0060</td>
<td>Public relations and fundraising managers</td>
<td>11-2030</td>
<td>1708</td>
<td>25.8</td>
<td>74.2</td>
<td>85.3</td>
<td>14.7</td>
<td>93.4</td>
<td>6.6</td>
</tr>
<tr>
<td>0101</td>
<td>Administrative services managers</td>
<td>11-3012</td>
<td>1332</td>
<td>27.4</td>
<td>72.6</td>
<td>100.0</td>
<td>0.0</td>
<td>94.5</td>
<td>5.5</td>
</tr>
<tr>
<td>0102</td>
<td>Facilities managers</td>
<td>11-3013</td>
<td>2054</td>
<td>75.6</td>
<td>24.4</td>
<td>92.3</td>
<td>7.7</td>
<td>97.6</td>
<td>2.4</td>
</tr>
<tr>
<td>0110</td>
<td>Computer and information systems managers</td>
<td>11-3021</td>
<td>15103</td>
<td>70.0</td>
<td>30.0</td>
<td>84.2</td>
<td>15.8</td>
<td>97.2</td>
<td>2.8</td>
</tr>
<tr>
<td>0120</td>
<td>Financial managers</td>
<td>11-3031</td>
<td>24636</td>
<td>47.6</td>
<td>52.4</td>
<td>93.9</td>
<td>6.1</td>
<td>97.9</td>
<td>2.1</td>
</tr>
<tr>
<td>0135</td>
<td>Compensation and benefits managers</td>
<td>11-3111</td>
<td>383</td>
<td>0.0</td>
<td>100.0</td>
<td>89.0</td>
<td>11.0</td>
<td>99.0</td>
<td>1.0</td>
</tr>
<tr>
<td>0136</td>
<td>Human resources managers</td>
<td>11-3121</td>
<td>9148</td>
<td>36.7</td>
<td>63.3</td>
<td>91.3</td>
<td>8.7</td>
<td>96.6</td>
<td>3.4</td>
</tr>
<tr>
<td>0137</td>
<td>Training and development managers</td>
<td>11-3131</td>
<td>1396</td>
<td>41.5</td>
<td>58.5</td>
<td>98.0</td>
<td>2.0</td>
<td>92.1</td>
<td>7.9</td>
</tr>
<tr>
<td>0140</td>
<td>Industrial production managers</td>
<td>11-3051</td>
<td>6044</td>
<td>80.5</td>
<td>19.5</td>
<td>93.2</td>
<td>6.8</td>
<td>97.1</td>
<td>2.9</td>
</tr>
<tr>
<td>0150</td>
<td>Purchasing managers</td>
<td>11-3061</td>
<td>3668</td>
<td>52.2</td>
<td>47.8</td>
<td>97.4</td>
<td>2.6</td>
<td>96.6</td>
<td>3.4</td>
</tr>
</tbody>
</table>
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>
</tr>
<tr>
<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>
</tr>
<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>
</tr>
<tr>
<td>0020</td>
<td>General and Operations Managers</td>
<td>5.40</td>
<td>7.00*</td>
<td>5.40</td>
<td>7.12</td>
<td>12.28</td>
<td>14.00*</td>
</tr>
<tr>
<td>0136</td>
<td>Human Resources Managers</td>
<td>8.70</td>
<td>7.00*</td>
<td>8.70</td>
<td>9.76</td>
<td>12.94</td>
<td>14.00*</td>
</tr>
</tbody>
</table>
Final Availability and Underutilization

- **Females**
  - Female Underutilized: 20.0%
  - Female Not Underutilized: 60.0%
  - Female Availability: 40.0%

- **Males**
  - Female Exceeding by 20% = Male underutilized by 20%

- **Female Availability**
  - 40.0%

- **Balanced**
  - 60.0%
Method to Determining Underutilization

Statistical Significance
• Least goals/Least proactive
e.g., 2 SD, Fisher’s Stats

Any Difference
• Most goals/Most proactive
e.g., 0.01 person-shortfall is underutilized by 1 person.

4/5 Rule (80% Test)
• Historical value
• May mislead

Whole Person
• Focus on issues
• Balanced
e.g., 1.1 person-shortfall is underutilized by 1 person.

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).
Data Analyses - Deciphering the Results
Current Representation and Personnel Transactions

Promotion (Into) → Current Representation

Promotion (Out) → Current Representation

Hires/Rehires → Current Representation

Demotion (Out) → Current Representation

Demotion (Into) → Current Representation

Transfer (Into) → Current Representation

Transfer (Out) → Current Representation

Separation → Current Representation
Relations with AAP Cycle and AAP Data

AAP for 2020-2022

- 4/1/2020
  - Snapshot for Availabilities
- 4/1/2020 – 3/31/2022
  - Hire/Rehire, Promotion, and separation data period
- 4/1/2018 – 3/31/2020
  - Hire/Rehire, Prom, & Sep data

AAP for 2022-2024

- 4/1/2022
  - Snapshot for Availabilities
- 1/2020 – 3/31/2022
  - Hire/Rehire, Promotion, & Separation from the 2020-2022 AAP period
- 4/1/2022 – 3/31/2024
  - Hire/Rehire, Promotion, and separation data period
- Include in the 2024-2026 AAP
Review the Prior Year AAP

- 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.
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.

### Areas for Further Monitoring

<table>
<thead>
<tr>
<th>Officials/Managers</th>
<th>Corrective Actions</th>
</tr>
</thead>
<tbody>
<tr>
<td>Racial/Ethnic Minorities and Individuals with Disabilities are underutilized.</td>
<td>By June 30, 2022, develop an awareness or training strategy for racial/ethnic minorities and individuals in the officials/managers job category to prepare for promotional opportunities.</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>By December 31, 2022, partner with racial/ethnic minorities and individuals with disabilities community organizations to establish relationship to develop talent pipelines to positions in this job category.</td>
</tr>
</tbody>
</table>

### Professionals

<p>| | |</p>
<table>
<thead>
<tr>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>The college needs to “monitor” racial/ethnic minorities because underutilization may occur by some employee movements.</td>
<td>By June 30, 2022, provide workshops on career ladders and develop a mentor program to support career development.</td>
</tr>
<tr>
<td>Individuals with disabilities are underutilized.</td>
<td>Immediately review agency exit survey data for racial/ethnic minorities and conduct an analysis.</td>
</tr>
<tr>
<td>Data Shows racial/ethnic minority professionals disproportionately leave voluntarily by resignation.</td>
<td>Develop a plan to address any significant issues.</td>
</tr>
<tr>
<td>Utilize the state of Minnesota Connect 700 program to increase exposure to state jobs in the disability community.</td>
<td></td>
</tr>
</tbody>
</table>
AAP Narrative Template 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.
### Technical AAP Narrative Instructions (cont. 1)

<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 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.**
Accessible Snapshots, pictures, etc.

- Insert alternative texts
- Check the “Mark as decorative” box if the inserted snapshot/picture is a just cosmetic purpose.
Copy and Paste Data to AAP Narrative

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
Collaborations – MMB and the System Office
- MMB deferred the approvals to the System Office since 2020-2022 AAP.
- The System Office can capture the status of AAPs and EO aspects at the MN State Colleges and Universities

AAP submission – by July 31, 2022
- Submit to System Office (aareports.mmb@state.mn.us) Email – Desiree’ will provide it to all AAOs.
  - AAP narrative (all data tables must be included in the appendices section) in Word format.
  - AAP Appendix workbook in Excel format.

Response from the System Office – 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 the System Office:
- 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 the System Office (aareports.mmb@state.mn.us) Email – Desiree’ will provide it to all AAOs.
Template, Instructions, and Related Resources

- **HR Toolbox:**
  

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

- **The AAO Team in MS Teams (MN C&U)**
  
  https://teams.microsoft.com/l/team/19%3adfffe72e98d1407ba47f40df90245dda%40thread.tacv2/conversations?groupId=89281d44-01b2-49fa-b9fd-676769831f2f&tenantId=5011c7c6-0ab4-46ab-9ef4-fae74a921a7f

---

**Available:**

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

**Questions?**

Desiree' Clark ([desiree.clark@minnstate.edu](mailto:desiree.clark@minnstate.edu)) or 651-201-1417

**MMB:** Contact Eric Falk ([Eric.Falk@state.mn.us](mailto:Eric.Falk@state.mn.us)) or 651-201-8088
Thank You!

Yumi Finney

Yumi.finney@state.mn.us

651-201-8029