



Affirmative Action Plan Template Instructions for Agencies with More than 25 employees

March, 2024

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To request an alternative format of this document, or for questions contact:

Silvia Vaccaro
State Affirmative Action Officer, Minnesota Management and Budget
651-201-8217
silvia.vaccaro@state.mn.us

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.

Developing a Narrative Affirmative Action Plan

The AAP narrative assists agencies in developing narrative content after analyzing their own workforce. The narrative template simplifies the narrative needed to allow agencies to focus more time on analyzing workforce data and elaborating on contents for action.

Bold and Purple Fonts in Brackets

The AAP narrative template contains descriptions in bold and purple 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 (insert link (URL) here)]** is available to all employees.

Example:

The agency's Affirmative Action Plan is available to all employees on the agency's internal website at The [MMB Affirmative Action Plan](https://mmb.extranet.mn.gov/mmb-extranet/hr-toolbox/) (<https://mmb.extranet.mn.gov/mmb-extranet/hr-toolbox/>)

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: The [MMB Affirmative Action Plan \(https://mmb.extranet.mn.gov/mmb-extranet/hr-toolbox/\)](https://mmb.extranet.mn.gov/mmb-extranet/hr-toolbox/) is available to all employees.

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:

Table 1. Workforce Underutilization of Protected Groups

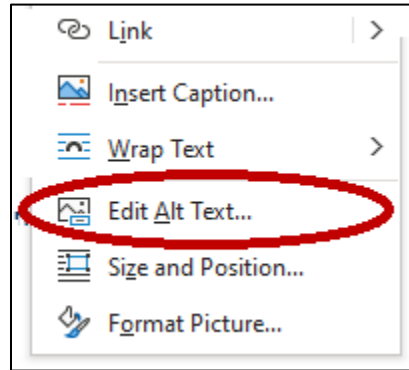
(x indicates the job categories and protected groups that have underutilization. A dash – indicates where there is no underutilization.)

Job Category	Females	Persons with Disabilities	Racial or Ethnic Minorities
Officials and Managers			
Professionals			
Technicians			
Protective Services: Sworn			
Protective Services: Non-sworn			
Paraprofessionals			
Administrative Support			
Skilled Craft			
Service Maintenance			

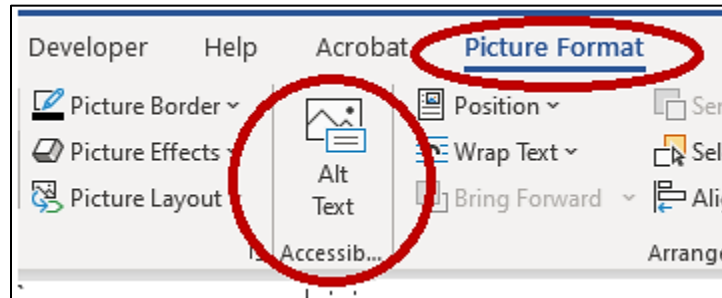
Alternative Text

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-Select and select “Edit Alt Text”.



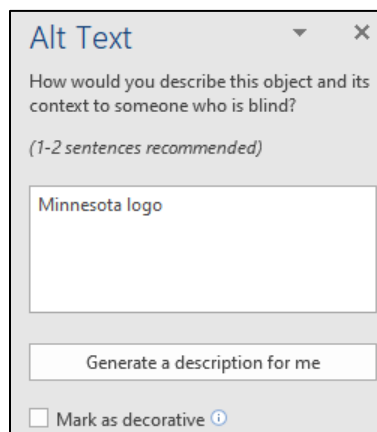
- b. Select the “Picture Format,” then, select “Alt Text.”



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 is sufficient. For example, State of Minnesota logo.



The alternative text for this picture is “State of Minnesota logo.”



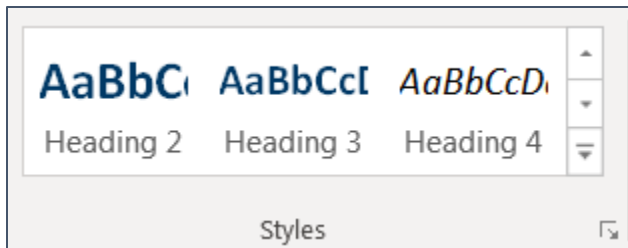
Note: Check “Mark as decorative” only if the object is just for decorative and visual interest.

Editing the Table of Contents

Making Headings Appear on the Table of Contents (TOC)

It is critical to properly set the heading levels for TOC in the AAP narrative Word document before converting your document to an accessible PDF.

The 2024-2026 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 contents appear as Level 1, highlight the contents, and select Heading 1 from the Styles list. In the template, the “Statement of Commitment” is Level 1 now.

“A. Commissioner” is Level 2. Go to the contents page, highlight “A. Commissioner” and Select Heading 2.

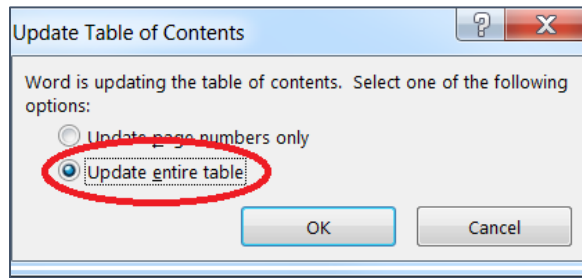
Table of Contents	
Statement of Commitment	4
Executive Summary	5
Organizational Profile	7
Individuals Responsible for Directing/Implementing the Affirmative Action Plan	8
A. Commissioner	8
B. Affirmative Action Officer	9

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

Updating the Table of Contents (TOC)

After you have completed the review of the headings of your narrative template, you can update the TOC. Follow the steps below:

1. There are two ways to update the TOC:
 - a. Right Select at the top of the TOC and select Update Table or
 - b. Go to “References” and Select “Update Table.”
2. Check “Update entire table” and Select “OK.” The TOC will be updated to reflect the changes in the heading levels you made.



Signatures

Please do not sign the AAP narrative until it has been revised and approved by MMB. Signatures will then be required. Please plan for having a way to sign the plan that is accessible. We suggest using software like DocuSign, but this is just a suggestion and not a requirement.

Names of Persons responsible:

New formatting was done to the Name of Individuals Responsible field. If you do not need more than one field of name, please erase the additional field.

Workforce Composition Analysis

All workforce analysis data was gathered into one section. Please refer to this section to get the data you need to evaluate and create your goals, objectives, and timetables. Additionally, this information serves you for identifying strategies for recruitment, hiring, retention, and training.

Goals and Timetables

The purpose of this section is to address the outcomes of the Workforce Analysis Section.

- In this section, use the workforce analysis section which includes: the progress report, separation analyses, and utilization-goal analysis to develop goals, objectives, and Timetables
- When analyzing the data, consider the following but do not limit yourself to:
 - Is the underutilization a trend? If so, did the actions from the last plan work? If not, what can you do differently?
 - 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 in the previous AAP?

Below Table 1 shows examples to consider as you develop your agencies' goals, objectives, and timetables.

Table 2

Goals	Objectives	Timetables

Barriers to Achieving Goals and Objectives

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.

Recruitment, Retention, and Training

Please utilize your workforce composition analysis data to identify strategies for these activities. Please make sure you identify who will be responsible for these activities.

Disability Recruitment, Hiring, and Advancement

This section identifies ways the agency will provide assurances, procedures, and commitments to provide adequate hiring, placement, and advancement opportunities for persons with disabilities. The requirements are very specific and in statute. Examples are provided for this section.

Innovative Programs

This section encourages agencies to develop other innovative ways to promote awareness, acceptance, and appreciation for diversity and affirmative action. Examples are provided.

Adding data in Appendices section in the AAP narrative

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

The tables with data from your specific agency will be provided to you. All data for AAP Appendix A-B and AAP Appendix C-D-E-F workbooks to finalize your agency’s AAP will be loaded and any errors fixed by MMB before providing them to you.

Your job will be to simply copy the data from both AAP Appendix workbooks that MMB will provide to you 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

1. Open the **Publish-A. Progress Report** worksheet.
2. Copy all data cells only in the worksheet (Do not copy the EEO job categories or the Headings).

FEMALES (Promotion includes both promoted into and within the job category.)

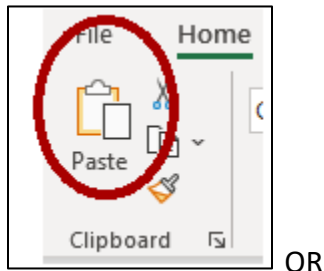
Job Category	Prior AAP Total Employee #	Prior AAP Total Females #	Prior AAP Total Females %	Prior AAP Availability Females %	Total Hires & Promotions #	Total Hired #	Males Hired #	Females Hired #	Unknown Hired #	Females Hired %	Total Promoted #	Males Promoted #	Females Promoted #	Unknown Promoted #	Female Promoted %	Actual Females Hiring (%)	Females Had Goals in Prior AAP?	Females Goal Met?
Officials/Administrators	78	26	33.33%	33.03%	13	<10	<10	<10	<10	***%	13	<10	<10	<10	***%	***%	-	-
Professionals	2377	849	35.72%	30.57%	468	344	209	130	<10	37.79%	124	75	49	<10	39.52%	38.25%	-	-
Technicians	26	10	38.46%	28.44%	<10	<10	<10	<10	<10	***%	<10	<10	<10	<10	***%	***%	-	-
Protective Services: Sworn																		
Protective Services: Non-sworn																		
Paraprofessionals	16	<10	***%	43											***%	***%	-	-
Office Clerical	11	11	100.00%	95.80%	<10	<10	<10	<10	<10	***%	<10	<10	<10	<10	***%	***%	-	-
Skilled Craft																		
Service Maintenance																		
Total	2508	904	36.04%		502	365	220	140	<10	38.36%	137	82	55	<10	40.15%			

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.

Job Category	Prior AAP Total Employee #	Prior AAP Total Females #	Prior AAP Total Females %	Prior AAP Availability Female %	Total Hires & Promo #	Total Hired #	Male Hired #	Females Hired #	Un-known Hired #	Females Hired %	Total Promo #	Male Promo #	Females Promo #	Un-known Promo #	Female Promo %	Actual Female Hiring (%)	Female Had Goals in Prior AAP?	Female Goal Met?
Officials/ Administrators																		
Professionals																		
Technicians																		
Protective Services: Sworn																		
Protective Services: Non-sworn																		
Paraprofessionals																		
Office Clerical																		
Skilled Craft																		
Service Maintenance																		
Total																		

SELECT ALL DATA CELLS

5. Paste the data to the table in the AAP narrative, using the regular paste function



OR



Select the regular "Past" icon

OR

Hold the "Ctrl" key and click "v".

Do **NOT** select other paste functions such as "values" or "values and number formatting."

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

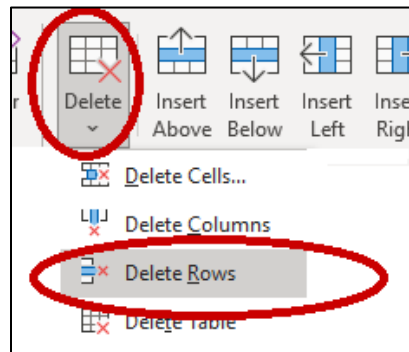
In this example, the agency doesn't have Protective Services: Sworn and Protective Services: Non-sworn job categories.

Job Category	Prior AAP Total Employee #	Prior AAP Total Females #	Prior AAP Total Females %	Prior AAP Availability Female %	Total Hires & Promo #	Total Hired #	Male Hired #	Females Hired #	Un-known Hired #	Females Hired %	Total Promo #	Male Promo #	Females Promo #	Un-known Promo #	Female Promo %	Actual Female Hiring (%)	Female Had Goals in Prior AAP?	Female Goal Met?
Officials/ Administrators	78	26	33.33%	33.03%	13	<10	<10	<10	<10	**.**%*	13	<10	<10	<10	**.**%*	**.**%*	-	-
Professionals	2377	849	35.72%	30.57%	468	344	209	130	<10	37.79%	124	75	49	<10	39.52%	38.25%	-	-
Technicians	26	10	38.46%	28.44%	<10	<10	<10	<10	<10	**.**%*	<10	<10	<10	<10	**.**%*	**.**%*	-	-
Protective Services: Sworn																		
Protective Services: Non-sworn																		
Paraprofessionals	16	<10	**.**%*	43.64%	13	13	<10	<10	<10	**.**%*	<10	<10	<10	<10	**.**%*	**.**%*	-	-
Office Clerical	11	11	100.00%	95.80%	<10	<10	<10	<10	<10	**.**%*	<10	<10	<10	<10	**.**%*	**.**%*	-	-
Skilled Craft Service Maintenance																		
Total	2508	904	36.04%		502	365	220	140	<10	38.36%	137	82	55	<10	40.15%			

b. Go to Layout tab.



c. Select "Delete," then, "Delete Rows."

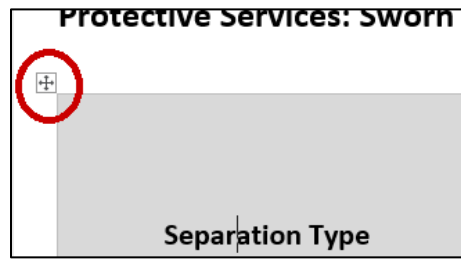


Appendix B, C, D, E, and Publish-F.

Remove the entire data table of inapplicable EEO job categories 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.

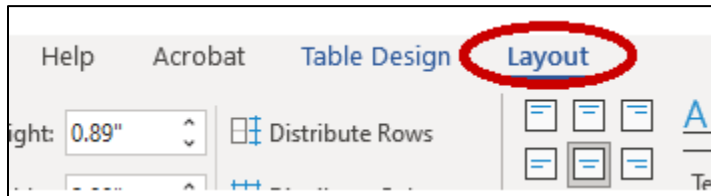
For example, your agency does not have the Protective Services: Sworn.

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.

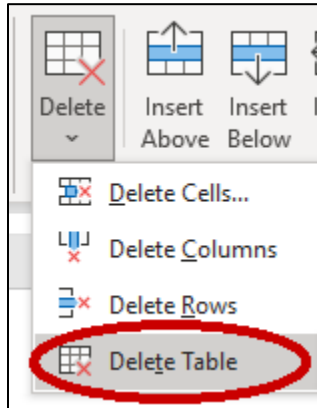


OR

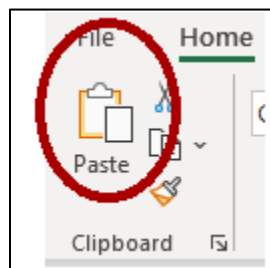
- b. Select the entire Protective Services: Sworn table by selecting on the icon
3. Select "Layout" tab.



4. Select the "Delete" in the Rows and 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 the 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



OR



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

Converting the AAP Narrative in Word to PDF

Only convert the AAP narrative from Word to PDF **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 text.
 - c. Hyperlinks have a whole URL.
 - d. All headings are nested appropriately.
 - e. Table of Contents has been updated.
2. Go to the Acrobat tab on the ribbon. **Note:** If you do not have the tab, send it to someone that does.
3. Select “Create PDF” on the left side.
4. Type a file name and select Save.

DO NOT scan the file. This creates an image of the whole AAP narrative that is not accessible. If you submit a scanned file, we will return it to you to convert it to PDF with the instructions above.

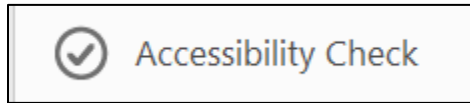
Checking Final Accessibility

Check accessibility of the AAP after converting to PDF.

1. Open the PDF made from the Word document.
2. Walk the Tag Tree fixing any errors.
3. Select “Tools” on top of the PDF.
4. Select “Accessibility.”



5. Select “Accessibility Check.”



You will see an “Accessibility Checker Options” window. Select “Start Checking.”

6. Fix all errors found.

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

Resources:

[Minnesota State Accessible Document Reference Guide \(https://mn.gov/mnit/assets/Minnesota-State-Accessible-Documents-Reference-Guide_tcm38-62559.PDF\)](https://mn.gov/mnit/assets/Minnesota-State-Accessible-Documents-Reference-Guide_tcm38-62559.PDF)

Approval Process

To reduce the approval process time for agencies and Minnesota Management and Budget (MMB), please follow these directions:

1. Submit the following documents to MMB (aareports.mmb@state.mn.us) by **July 31, 2024**:
 - a. The 2024-2026 AAP Narrative.docx (**Word format**)
 - b. Appendix workbook A-B
 - c. Appendix workbook C-D-E-F

NOTE: Do NOT convert any documents until MMB approves your AAP. This will assist us in reviewing your AAP.

2. MMB will review the AAP and send you a message to either update the plan as instructed or that your plan has been accepted.
 - a. If you need to update the plan, please make changes to the AAP narrative or AAP Appendix workbooks and resubmit revised documents to MMB at (aareports.mmb@state.mn.us).

NOTE: Remember **NOT** to not convert them to PDF until you are directed to do so.

- b. Repeat this process until your plan is approved by MMB.
- c. If approved, you will receive an approval email with further instructions. Then, move to step 3.

3. Obtain signatures and dates from the agency Commissioner and other responsible people.
4. Convert 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. Email one electronic accessible copy of your AAP to the MN Legislative Reference Library at reports@lrl.mn.gov
8. Post the AAP on agency's web site and send the URL to MMB (aareports.mmb@state.mn.us).
9. MMB will check the location of your AAP on your public website. If we cannot find it on the front page of your website, we will ask you to update the location.