

March 2011

Minnesota State Agency Affirmative Action Biennial Report

**Submitted to the Minnesota Legislature by
Minnesota Management & Budget**

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Introduction 1

I. Affirmative Action. 3

II. Recruitment and Retention 7

III. Diversity Initiatives 13

IV. ADA and Reasonable Accommodation 15

Biennial Report Conclusion 17

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Questions regarding this report may be directed to the State Affirmative Action Coordinator at 651-259-3623

Introduction

The 2011 Minnesota State Agency Affirmative Action Biennial Report describes agency requirements and their efforts in affirmative action and equal employment opportunity, recruitment, retention, and diversity initiatives during the past two years. We extend sincere thanks to the executive branch agencies for their commitment to equal opportunity and diversity through the development and implementation of their Affirmative Action programs.

Minnesota Statute 43A.191. Subd. 3. (b) states:

“By March 1, of the odd-numbered years, the commissioner shall submit a report on affirmative action progress of each agency and the state as a whole to the Legislature.”

<http://www.revisor.leg.state.mn.us/stats/43A/191.html>

State agency programs are operated under the following authority:

Statutes

- 43A.19 Affirmative Action
<http://www.revisor.leg.state.mn.us/stats/43A/19.html>
- 43A.191 Agency affirmative action programs
<http://www.revisor.leg.state.mn.us/stats/43A/191.html>

Rules

- Chapter 3905
<http://www.revisor.leg.state.mn.us/arule/3905/>

Administrative Procedures

- 19.1 Affirmative Action Plan Requirements (pdf)
<http://www.mmb.state.mn.us/doc/proc/19-1.pdf>

Affirmative Action, Recruitment, ADA and Diversity

The programs addressed in the report are:

- Affirmative Action / Equal Employment Opportunity and Compliant Resolution
- Recruitment and Retention
- Diversity
- Americans with Disabilities Act (ADA) and Reasonable Accommodation

The programs are administered by state agency Affirmative Action Officers/Designees, ADA Coordinators, Recruiters, Human Resource staff, and Minnesota Management & Budget.

Minnesota Management & Budget's Role

Minnesota Management & Budget ensures state agencies are in compliance with all applicable state and federal laws, rules and regulations for Affirmative Action, Equal Opportunity and ADA programs. It is responsible for the technology and communication related to these programs. In addition, staff provides coordination and dissemination of information; technical assistance; training; development and maintenance of online support and reporting tools; reviews agency Affirmative Action Plans and ADA reports; provides interpretation and communication of applicable federal and state laws; and preparation of reports to the Minnesota Legislature and the federal government.

Minnesota Management & Budget staff participates in key job fairs and speak at numerous events to promote the state as an employer. Staff also attends employment law seminars to keep up-to-date on emerging issues pertaining to state and federal employment laws, and attend training pertaining to Affirmative Action, Recruitment, ADA and Diversity.

Minnesota Management & Budget provides support for the Alliance for Cooperation & Collaboration in Employment & State Services (ACCESS) group. This includes programs and resources to build capacity for executive branch agency personnel in the applicable program areas. The ACCESS Partnership is made up of Affirmative Action Officers, ADA Coordinators and Recruiters from state agencies.

I. Affirmative Action and Equal Employment Opportunity

43A.19, Subd. 1. states:

“To assure that positions in the executive branch of the civil service are equally accessible to all qualified persons, and to eliminate the underutilization of qualified members of protected groups, the commissioner shall adopt and periodically revise, if necessary, a statewide affirmative action program.” <http://www.revisor.leg.state.mn.us/stats/43A/19.html>

Affirmative Action is defined as a set of management principles developed to remedy past discrimination and to achieve equal opportunity in employment. It extends to taking positive measures to create a more diverse workforce. State agencies in the executive branch develop an Affirmative Action Plan that guides the agency’s efforts to recruit and hire members of three protected groups (women, minorities and people with disabilities). State agencies include program activities which demonstrate a good faith effort to eliminate the underutilization in the workforce of those three protected groups.

Affirmative Action Plan Requirements

Agencies that have fewer than 25 employees are required to submit a plan that has three sections: a statement of commitment, a reasonable accommodation policy and procedure and a non-discrimination policy with an internal complaint procedure. Agencies that have more than 25 employees must submit a plan that includes the same three components plus recruitment and retention activities, building evacuation plans for people with disabilities, and a utilization analysis of the agency’s workforce with goals, timetables and program objectives.

Affirmative Action Training and Resources Provided to State Agencies

Minnesota Management & Budget provides the following:

- Affirmative action and other program tools and resources are provided through web toolboxes, classroom training, one-to-one agency meetings, monthly ACCESS meetings, and consultation services.
- Affirmative Action Toolbox resources include but are not limited to: Affirmative Action Plan checklists, templates, goal and timetable instructions, spread sheets with automated calculations, two-factor analysis guide, power point presentations, and guidebooks.
- ADA Toolbox resources include but are not limited to: accessibility checklist, ADA annual report summary, auxiliary aids and services, and the reasonable accommodation policy and procedures.
- Supervisory Core Training sessions includes: Affirmative Action and Equal Employment Opportunity, Harassment Discrimination, Intergrading ADA with Employment Practices, The State Hiring Process, and Successful Interviewing.

State Agency Affirmative Action and Equal Employment Opportunity Activities

Typical state agency affirmative action and equal employment opportunity activities include the following:

- Maintain a respectful and inclusive workplace by providing training for employees, managers and supervisors focused on diversity and inclusion in the workplace, cultural awareness, respectful communication, conflict resolution, and managing a diverse and multi-generational workforce.
- Communicate to managers and supervisor's their role and responsibilities in affirmative action, diversity, equal employment opportunity, and ensure a hostile-free work environment.
- Ensure new supervisors attend Affirmative Action and Equal Employment Opportunity, ADA / Reasonable Accommodation, and Preventing Discrimination in the Workplace training through Supervisory Core.
- Analyze and review of the number of women, minorities and people with a disability in the agency workforce and compare that to the availability in the recruitment area. Agencies then determine course of action to increase representation of protected groups.
- Human Resource staff attends conferences that address relevant Equal Employment Opportunity issues such as: Minnesota Human Rights Day and the Minnesota Employment Law Conference.
- Agency affirmative action and ADA staff actively participate in the Alliance for Cooperation and Collaboration in Employment and State Services (ACCESS). ACCESS supports state agency collaboration to maintain an employment process which ensures diversity and equal opportunity for all employees and applicants and to attract and retain a workforce that is representative of Minnesota.
- Review employment interview questions and methods to ensure that all selection criteria are fair, objective and job-related.
- Conduct pre-review and analysis of lay off decisions to determine any adverse impact on protected group employees. Monitor retirement rates and provide projections to leadership.
- Provide training to managers, supervisors regarding the benefits of utilizing alternative dispute resolution techniques to resolve workplace disputes and eliminate hostile work environments.
- Disseminate the agency affirmative action plan to all agency employees to ensure awareness of the plan, the contents, and their responsibilities. Agency affirmative action plans are public documents and are posted on agency websites.

Complaint Resolution

An agency's affirmative action plan includes their non-discrimination policies and procedures. An integral part of an employer's non-discrimination policies is an internal procedure that employees and applicants can use to file a complaint when they believe they have been discriminated against on the basis of their protected class. In the Minnesota Human Rights Act, there are 12 protected classes that are the basis for a complaint in the area of employment.

Minnesota Department of Human Rights

- http://www.humanrights.state.mn.us/yourrights/jurisdiction_chart.html

All agency affirmative action plans have an internal complaint procedure for filing internal reports of discrimination on the basis of the 12 protected classes. The complaint procedure is developed according to the following:

Rule: <http://www.revisor.leg.state.mn.us/arule/3905/0500.html>

Number of State Agency Complaints Reported

Using the criteria cited in the Rule, all AAPs that were submitted included an internal complaint policy and procedure. The policy and procedure includes the agency's statement that it will submit to the Commissioner of MMB, the disposition of the complaint.

A summary of state agency internal complaints reported to MMB for 2010 is shown in the following chart:

Basis of Complaints Reported for 2010	Complaint Total	Percentage
Sex	116	38.93%
Race	72	24.16%
Disability	31	10.40%
National Origin	25	8.39%
Age	17	5.70%
Religion	14	4.70%
Color	11	3.69%
Marital Status	6	2.01%
Sexual Orientation	5	1.68%
Creed	1	0.34%
Membership Human Rights Commission	0	0.00%
Status with Regard to Public Assistance	0	0.00%
TOTAL	298	100.00%

The statistics for the number of charges filed with the U.S. Equal Opportunity Commission are available at: <http://www.eeoc.gov/eeoc/statistics/enforcement/index.cfm>

The most recent corresponding information from the Minnesota Department of Human Rights is available at: http://www.humanrights.state.mn.us/about/report_factsfigures.html

Summary of Affirmative Action program

The Executive Branch agencies submitted AAPs that have complied with the requirements for AAPs as outlined by Statute, Rules and Administrative Procedures. The agencies included the required parts of the plans which included a statement of commitment, internal complaint policy and procedure and a reasonable accommodation policy and procedure that complies with state and federal requirements. In addition, agencies that have more than 25 employees, including MNSCU locations, met the additional requirements for their plans.

According to the hiring data that was submitted by the agencies for job groups in which there were disparities, the percentage of non-affirmative, non-justified (missed opportunities) hires in 2010 for unlimited, classified multi-source appointments was **3.2%** and it was **3.16%** for non-competitive, qualifying appointments.

II. Recruitment and Retention

The purpose of effective recruiting is to attract qualified diverse candidates who are prepared to meet the state agency business needs. Achieving a diverse, high-quality workforce by successfully attracting and hiring the desired employees is only the first step. The next objective is to ensure that these valuable employees stay with the state. State agency recruitment and retention programs must include elements that *build* diversity, through recruitment, outreach and hiring, and elements that *maintain* diversity, through the agency's use of career development, rewards and recognition, and a supportive work environment.

Availability and Underutilization

The agency Affirmative Action Officers/Designees is particularly interested in the recruitment and selection process for job groups where it has been determined that there is an underutilization for a protected group. When there is a vacancy in a job group where there is an underutilization, the Affirmative Action Officers/Designees works with agency HR staff to recruit members of the protected class for which the agency is underutilized.

Underutilization or disparity is determined by analyzing an agency's workforce and comparing the agency's workforce to the availability of women, minorities or people with disabilities with the requisite skills in the relevant recruitment area. Availability percentages for women and minorities are determined using the U.S. Census EEO Data Tool.

The focus of the State of Minnesota's selection process is on the applicant's knowledge, skills and abilities. Focusing on job-related qualifications promotes non-discrimination and equal employment opportunity.

Recruitment Tools and Resources Provided to State Agencies

Minnesota Management & Budget provides various tools and resources to assist agencies through the entire recruitment and selection process including:

- A Recruitment, Assessment and Selection Toolbox which provides training manuals, assessment resources, sample letters, and onboarding resources.
- Diversity email list consisting of approximately 500 statewide community organizations and representatives, professional diversity groups, and ADA organizations.
- Dissemination of information about recruitment, key career fairs and coordination of state agency booths at the fairs.
- A Recruitment Directory which provides agencies with contact information and descriptions for various community organizations, college and universities, recruitment websites and diversity newspapers.
- Provide consultation services to state agency staff regarding diversity recruitment sources or difficult to fill positions.

State Agency Recruitment and Retention Activities

Typical state agency recruitment activities include the following:

- Affirmative Action Officers and state recruiters meet with hiring supervisors and discuss inclusive recruitment strategies to increase applicant pool diversity.
- Develop and maintain relationships and conduct outreach activities with community organizations, minority councils, disability councils, professional associations, and education institutes focused on women, minorities and people with a disability and actively recruit members of those communities for state employment.
- Participate in career days at colleges, universities and high schools to promote state employment and attract diverse applicants
- Hire bilingual employees to better serve the states diverse communities of color which include, but not limited to Hispanic, Somali, and Hmong
- Interview new employees and obtain feedback to help identify factors that attracted the employee to the state.
- Recruit for persons with a disability includes building partnerships with the Minnesota Council on Disability, Courage Center, Minneapolis Rehabilitation Center, University of Minnesota Disability Services Career Online, Metropolitan Center for Independent Living, and Rehabilitation Services at DEED
- Participate in education programs which target inner city youth and protected group members in an effort to create interest in scientific careers which are traditionally underrepresented by women, and minorities.
- Offer paid and unpaid internships, as well as job shadowing experiences for students in a variety of fields.

Agencies posted job announcements in the following diversity focused resources:

Courage Center	Minneapolis Rehabilitation Center	Rehabilitation Counselors at the State Workforce Centers
Diversity Magazine	Minnesota American Indian Bar Association	The Affirmative Action Register
Hispanic Outlook Magazine	Minnesota Association of Black Lawyers	The Circle
Indian Country Today	Minnesota State Council on Disabilities	The Minneapolis Spokesman/Recorder
Insight News	Minnesota Women Lawyers	University of Minnesota Disability Services Careers Online
INSIGHT Into Diversity	Minnesota Women's Press	Workplace Diversity.com

Courage Center	Minneapolis Rehabilitation Center	Rehabilitation Counselors at the State Workforce Centers
Diversity Magazine	Minnesota American Indian Bar Association	The Affirmative Action Register
Hispanic Outlook Magazine	Minnesota Association of Black Lawyers	The Circle
Indian Country Today	Minnesota State Council on Disabilities	The Minneapolis Spokesman/Recorder

The following is an example of some of the diversity focused career fairs or events state agencies have attended:

Career Fair and Mentoring Day for Students with Disabilities	Fond du Lac Tribal Employer Job Fair	Comunidades Latinas Undias En Servicio Career Fair
Veteran Career Fair	Latino-Somali Community	Hmong Resource Fair
Cinco de Mayo	Rondo Days	Juneteenth Celebration
Minnesota Human Rights Conference	Minnesota Association of Counselors of Color student fair	Get Jobs Job Fair

Specific recruitment programs in state agencies include:

- **Executive Pathways Internship Program**

The Department of Human Services (DHS) developed this program to increase the diversity of the agency’s workforce in supervisor and managerial levels. The internships are designed to focus on the professional development of students majoring in the areas of public policy, social work, law and related fields. The goal is for students to have the opportunity to work in a large government management system and be part of decisions that impact the lives of Minnesotans. The program has developed 35 internships over the years and approximately 17 students have gone to fill position in the agency.

- **Seeds Program**

Seeds is a Mn/DOT program that provides job opportunities for minority and economically disadvantaged students, as well as students with disabilities and focuses on permanent placement upon graduation. The purpose of Seeds is to prepare students for possible full-time, permanent employment at the agency. Mn/DOT has a 71% placement rate of Seeds graduates into full time positions.

- **Graduate Engineer & Land Surveyor Programs**

Mn/DOT program designed to recruit and retain civil engineers and land surveyors. The Graduate Engineer and Land Surveyor Programs are two-year rotation programs that allow the participant to gain firsthand knowledge of the various transportation fields and to grow as an engineer or land surveyor.

- **Phoenix Program** – Partnership with area *Project Lead The Way* schools providing internship opportunities for high school Seniors enrolled in pre-engineering classes. Phoenix serves as a feeder program for Seeds.

- **Summer Seeds Program** – A collaborative youth education and employment effort between Mn/DOT Seeds, City of Minneapolis, MN Internship Center and Emerge Street Works program.
- **Minnesota Community Advisors on Recruitment and Retention Solutions (MnCARRS)**

MnCARRS is a community partnership composed of Mn/DOT employees and community leaders representing minority communities, women, veterans and people with disabilities. The group builds recruitment partnership between Mn/DOT and communities underrepresented in the agency's workforce. The group works together to recruit and retain qualified candidates from a wide variety of backgrounds. MnCARR members serve as recruiters within their own communities for Mn/DOT jobs. Job announcement sent to the MnCARRS members are in turn disseminated to their individual networks of minority individuals in the community. Mn/DOT first launched the MnCARRS program with a short-term one year objective to recruit and hire a qualified diverse group of candidates for 50-60 winter snow-plowing technician positions. In the past year, MnCARRS has resulted in a total of 30 minority hires.

- **Law Enforcement Training Opportunity (LETO)**

To recruit a more diverse workforce of troopers, the Minnesota Department of Public Safety has created a training opportunity focused on law enforcement. LETO is a specialized recruitment effort that provides a pathway for those without a law enforcement background to become a state trooper. Anyone with a two- or four-year degree in any discipline can apply. Last year, among the 72 graduates of the agency's cadet class, 31 came through LETO. These troopers included a former banker, ecologist, financial planner and teacher. The non-traditional troopers are an exciting addition to our agency," says Col. Mark Dunaski, chief of the State Patrol. "The face of law enforcement is changing every day, and these troopers will help give the Patrol a new perspective to handle emerging issues and challenges."

- **Pathways to Employment**

This Department of Employment and Economic Development (DEED) initiative is an internship and mentoring programs for people with a disability. DEED has internships opportunities for students and applicants with disabilities in the Workforce Centers for so they may gain employment experience.

- **Department of Natural Resources Community Programs**

The future of DNR is linked to Minnesota's youth and its community members, with that in mind, DNR established the following programs:

- Southeast Asian Program focuses on connecting with people of Southeast Asian descent about Minnesota's great outdoors and the communication of state's rules and regulations.
- MinnAqua is a statewide education program designed to teach angling recreation, stewardship and conservations of aquatic habitat to school children, youth groups and community organizations.

- Becoming an Outdoors Women is a program designed for women which focuses on the teaching of outdoor skills usually associated with hunting, fishing, and other outdoor pursuits.
- Fishing in the Neighborhood (FIN) is a program that introduces youth and families to fishing.
- Archery in the Schools is a program introduces Minnesota students to archery by providing schools with the best equipment, training, and curriculum available at the lowest possible price.

Retention

An essential element of successful retention is for an organization to demonstrate they place a high value on diversity and equal employment opportunity. State agencies strive to create an environment which promotes the importance and benefits of a diverse workforce.

Typical state agency retention activities include the following:

- Promote retention of protected group members by providing a mentor, coaching opportunities, and fostering an internal network of support.
- Establish agency supported employee networks and affinity groups which provide a forum for minority employees and prevents employee isolation.
- Conduct exit surveys of all employees leaving the agency. Conduct face-to-face interviews when requested by the employee. Analyze data for trends or common reasons for leaving, share this information with agency leadership and develop opportunities to make positive changes.
- When possible, provide flexible working environment by offering options such as telecommuting, job sharing and alternative work schedules.
- Place emphasis on learning and develop by providing training, offering varying job assignments, participation on projects teams, internal mobility, and individual development plans.
- Encourage open dialog by having work groups discuss concerns and make productive suggestions to existing policy and procedures.
- Provide new employee checklist for supervisors to welcome and orient new employees to the work unit.
- Ensure all employees are aware of the Employee Assistance Program (EAP) available to them. The program offers employees professional assistance in assessing their problems and needs to restore and strengthen the health and productivity of employees and the workplace. It also provides supervisors an opportunity to discuss difficult employee situations, get support for intervention and tools to resolve conflicts in the workplace.

- Assess retention and workplace climate data through employee surveys and other information gathering means. Provide general findings and recommendations for changes in policy and practices to agency leadership.
- Agencies conduct annual recognition programs and employee appreciation events. Research suggests employees who are recognized for their efforts are less likely to leave the agency.

III. Diversity Initiatives

43A.191, Subd 3 (e) states:

“An agency is encouraged to develop other innovative ways to promote awareness, acceptance, and appreciation for diversity and affirmative action.”

Minnesota Statute: <http://www.revisor.leg.state.mn.us/stats/43A/191.html>

The face of Minnesota is becoming more diverse. Building a diverse workforce requires a plan that values and integrates diversity within the agencies. The mark of a successful diversity program is one that becomes ingrained in the culture and the business processes of an agency and is sustained over time. Agency Affirmative Action Plans includes strategies for increasing the diversity of their workforce which, in turn, improves retention and productivity.

Diversity Resources Provided to State Agencies

- The Minnesota Management & Budget website highlights the various diversity months such as: Hispanic Heritage Month, Women’s History Month, Black History Month and Disability Awareness Month. State agencies share this information with their employees.
- Minnesota Management & Budget disseminates state agency and community diversity events to the Work Force Diversity Email list. The workforce diversity email list is comprised of all state employees involved in Affirmative Action, ADA, Recruitment and Diversity.
- The Alliance for Cooperation & Collaboration in Employment & State Services (ACCESS) group meets monthly for two hours. The first hour is dedicated to content or competency building and the latter hour is dedicated to diversity workforce business. Best and promising practices are normally shared at these meeting.
- From 2009 to 2010 ACCESS hosted content experts on following topics: Promoting Women Human Rights, Hmong Culture, Somali Culture, Supervisor Core - Affirmative Action Training, Hispanic/Latino Culture, American with Disability Act, Religious and Cultural Accommodations in the Workplace Amendment Act of 2008 "ADAAA" , American Indian Culture, Mental Health in the Workplace, Emotional Health, Workforce Planning, Affirmative Action Plan Training & Affirmative Hiring, MinnesotaWorks: Recruitment Tool, Generations in the Workplace, PDF Accessibility Training

Activities to Promote Diversity Awareness

State agencies have organized and participated in many programs and events that promote diversity in the workforces of the state agencies. These include but are not limited to:

American Indian Evening of Poetry & Music	Celebrating World Religions	Asian New Year Celebration
Black History Month Celebration	American Indian Story telling	Women’s History Month Celebrations

Cinco De May Celebration	Somali Hoop	African American Men Summit
Hispanic Heritage Month	Martin Luther King, Jr Day	Panel on Race Relations in Minneapolis
Community Success Day	Veteran Day Celebration	Women of Substance Series
Presentation by Russell Means, American Indian activist	International Day of Peace	Immigration 101 and Beyond
Understanding Generational Differences	Asian Pacific Month Celebration	Disability Awareness

Typical state agency diversity activities include the following:

- Provide diversity training and activities to all staff on a regular basis to promote cultural competency and inclusive workplace
- Support diversity committees whose focus is to promote the benefits of diversity and enhance understanding of diverse cultures.
- Solicit feedback and input from employees who participate in diversity classes, seminars and activities.
- Host “brown bag” lunch sessions which highlight the rich histories, traditions, values and contributions of the diverse communities state agencies serve.
- Showcase employee’s accomplishments/success in the area of diversity and multiculturalism.
- Post an annual diversity calendar of various events, holidays, and training opportunities.
- The Department of Human Services (DHS) has developed Guidelines for Culturally Competent Organizations, based on best practices and federal standards for cultural proficiency in health and human services programs. The goal is that Minnesotans will receive needed services and experience similar results regardless of race, ethnicity, or where they live. This work has been integrated into the everyday work of the agency, with an emphasis currently on children and families with disparate outcomes. DHS is developing and will deliver training to supervisors and managers that will ensure the integration of a cultural competence perspective into all business activities.

IV. ADA and Reasonable Accommodation

43A.191 Subd. 2.(b) states:

“The agency plan must include a plan for the provision of reasonable accommodation in the hiring and promotion of qualified disabled persons.”

Minnesota Statute: <http://www.revisor.leg.state.mn.us/stats/43A/191.html>

Definition of individual with a disability

An individual with a disability is a person who has a physical or mental impairment that substantially limits one or more major life activities; has a record of such impairment; or is regarded as having such an impairment.

Definition of a qualified employee or applicant with a disability

A qualified employee or applicant with a disability is an individual who, with or without reasonable accommodation, can perform the essential functions of the job in question.

Reasonable accommodation may include, but is not limited to:

- Making existing facilities used by employees readily accessible to and usable by persons with disabilities;
- Job restructuring, modifying work schedules, reassignment to a vacant position;
- Acquiring or modifying equipment or devices, adjusting or modifying examinations, training materials, or policies, and providing qualified readers or interpreters.

Reasonable accommodation policy and procedure

The agency Affirmative Action Plans must include a reasonable accommodation policy and procedure in accordance with the provisions of the Statute, the ADA and Executive order 96-9. A sample Reasonable Accommodation Policy and Procedure is provided on the Minnesota Management & Budget web site. <http://www.mmb.state.mn.us/policy>

All agency Affirmative Action Plans, including plans from agencies with fewer than 25 employees and the agencies with more than 25 employees, had a reasonable accommodation policy and procedure that addressed the requirements of the ADA and MN Human Rights Act. It also includes the process in which an applicant or employee can request a reasonable accommodation.

Executive Order 96-9 (re-signed as executive Order 03-04) requires state agencies to document compliance with Titles I and II of the Americans with Disabilities Act, and submit a report to the agency head and the state’s ADA Coordinator. The agencies are required to submit annually the number of requests that the agency has had for reasonable accommodation and the agency’s response to the request, and additional data.

2010 ADA Annual Report Summary

- There were 58 agencies that reported.
- There were 27 agencies that reported requests for reasonable accommodation.
- The number of reasonable accommodation requests totaled 513.
- There were a total of 9 complaints or charges filed.
- Twenty- five percent (25%) of the requests were for a qualified reader or interpreter for an employee who was deaf or hard of hearing.
- Sixteen percent (16%) of the requests were for part-time or modified work schedule.
- Fifteen percent (15%) of the requests were for acquisition of equipment or devices.
- Thirteen percent (13%) of the requests were for job restructuring.
- Eleven percent (11%) of the requests were for extended medical leaves.
- Eight percent (8%) of the requests were for modification of equipment or devices.
- Four percent (4%) of the requests were for modification to a rule, policy or practice.
- Three percent (3%) of the requests were for alternative work area.
- Two percent (2%) of the requests were for making facilities readily accessible.
- Eighty-eight percent (88%) of the reasonable accommodation requests were approved.

ADA Training and Resources Provided to State Agencies

Minnesota Management & Budget provides the following resources:

- Supervisory Development Core Training about ADA and the reasonable accommodation process.
- Affirmative Action/ADA Coordinators meet on a monthly basis to discuss pertinent AA/ADA issues or listen to subject matter experts.
- MMB staff is available for agency Human Resource staff consultation to assist with ADA questions.
- ADA toolbox on the web resources include: accessibility guides, reasonable accommodation policy and process, annual ADA reports, and Title 1 and Title II of the ADA which directly affect governmental entities.

State agency ADA and Disability Awareness Events and Training

- Events such as the Disability Awareness Month programs provided by the ACCESS group and the Minnesota Council on Disability add to the knowledge base and provide additional direction for Affirmative Action Officers/Designees, ADA Coordinators and human resource staff.
- State agencies participated in the ADA 20th Anniversary Celebration in 2010, which was sponsored by ADA Minnesota, the Minnesota State Council on Disability, private companies, and the State of Minnesota. Minnesota Manager & Budget was a member of the steering committee.
- Ensuring Documents are Assessable on the Internet, and What's New in ADA Legislation and Regulations.

Biennial Report Conclusion

The success of Affirmative Action, ADA, Recruitment and Diversity programs is due to the commitment by all state agencies. Affirmative Action Officers, ADA Coordinators, the ACCESS Partnership, Minnesota Management & Budget, and agency leadership have worked together to ensure: positions in the executive branch of the civil service are equally accessible to all qualified persons, the state's non-discriminatory hiring process is upheld, and agencies continue to make positive efforts to increase the diversity of the state's workforce.