



State of Minnesota

Metropolitan Airports Commission

Affirmative Action Plan for July 1, 2024 – June 30, 2026

Metropolitan Airports Commission
6040 28th Avenue South
Minneapolis, MN 55450
612-726-8100
MN Relay 612-763-0000
tekia.jefferson@mspmac.org
<https://metroairports.org>

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To request an alternative format of this document, please contact tekia.jefferson@mspmac.org

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Statement of Commitment

Minnesota Statutes 2023, section 473.143, subdivision 2

This statement reaffirms Metropolitan Airports Commission (thereafter “the agency”) is committed to compliance with Minnesota’s statewide affirmative action requirements and providing equal employment opportunity to all employees and applicants in accordance with equal opportunity and affirmative action laws.

The agency affirms support of compliance with these policies which provide that:

- No individual shall be discriminated against in the terms and conditions of employment, personnel practices, or access to and participation in programs, services, and activities, or subject to harassment, on the basis of race, color, creed, religion, national origin, sex, marital status, disability, public assistance, age, sexual orientation, gender identity, familial status, membership or activity in a local human rights commission, genetic information, retaliation.
- This agency is committed to the implementation of the affirmative action policies, programs, and procedures included in this plan to ensure that employment practices are free from discrimination. Employment practices include, but are not limited to the following: hiring, promotion, demotion, transfer, recruitment or recruitment advertising, layoff, disciplinary action, termination, rates of pay or other forms of compensation, and selection for training, including apprenticeship. We will provide reasonable accommodation to employees and applicants with disabilities.
- This agency will continue to implement a state-mandated affirmative action program of to ensure nondiscrimination and equal employment opportunity, wherever females, persons with disabilities, and racial or ethnic minorities are underrepresented in the workforce, and work to retain all qualified, talented employees, including protected group employees.
- This agency will evaluate its efforts, including those of its directors, managers, and supervisors, in promoting equal opportunity and achieving affirmative action objectives contained herein. In addition, this agency will expect all employees to perform their job duties in a manner that promotes equal opportunity for all.

It is the agency’s policy to provide an employment environment free of any form of discriminatory harassment as prohibited by federal, state, and local human rights laws. The agency strives to provide equal employment opportunities and the best possible service to all Minnesotans.

Executive Summary

Minnesota Statutes 2023, section 473.143, subdivision 2, (a)

This Affirmative Action Plan (AAP) meets the requirements set forth in Statutes, in Administrative Rules, and by Minnesota Management and Budget (MMB). The AAP contains:

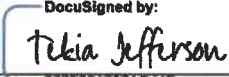
- Affirmative action workforce analysis.
- Goals, objectives, and timetables.
- Hiring, recruitment, and retention methods for achieving goals and objectives.

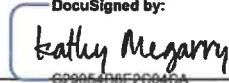
This Affirmative Action review revealed underutilization of the following protected group(s) in the following job categories:

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 Administrators	-	-	X
Professionals	X	-	-
Technicians	X	-	-
Protective Services: Fire	-	X	X
Protective Services: Police	X	X	X
Managers and Supervisors	x	-	-
Administrative Support	X	X	-
Skilled Craft	-	X	X
Service Maintenance	-	X	X

Affirmative Action Officer or Designee:  Date Signed: 01/27/26

Human Resources V.P. or Designee:  Date Signed: 01/27/26

Commission Chair:  Date Signed: 3/2/26

Organizational Profile

The Metropolitan Airports Commission (“MAC”) is dedicated to delivering services that align with its purpose: to provide exceptional airport experiences so Minnesota thrives.

Created in 1943 by Minnesota state law, the MAC is a public corporation providing coordinated aviation services throughout the Twin Cities metropolitan area. The MAC operates one of the largest airport systems in the nation, including Minneapolis-St. Paul International Airport (MSP) and six general aviation airports.

Together these airports help drive the region's economy and job growth while providing quick, easy access to destinations around the globe. The MAC strives to consistently exceed the expectations of its stakeholders and showcase Minnesota’s extraordinary culture to the millions of passengers who arrive or depart through MAC airports each year. This includes providing innovative shopping and dining options at MSP, plowing snow from runways, designing and building sustainable facilities, and ensuring the organization's long-term financial strength.

The MAC is governed by a 15-member board of commissioners that establishes the organization’s policies for implementation by senior leadership and staff. The Governor of the State of Minnesota appoints the Chair and 12 commissioners, and the mayors of Minneapolis and Saint Paul also have seats with the option to appoint a surrogate. The MAC and its airports are funded through rents and fees paid by airport users, not by income or property taxes.

Purpose

To provide exceptional airport experiences so Minnesota thrives.

Values

We take ownership We commit to continuous improvement

We treat each other well We act with integrity

Individuals Responsible for Directing and Implementing the Affirmative Action Plan

Minnesota Statutes 2023, section 473.143, subdivision 2, (b)

A. The Executive Director/Chief Executive Officer

Responsibilities

The Chief Executive Officer is responsible for establishing an Affirmative Action Plan, including goals, timetables, and compliance with all federal and state laws and regulations.

Duties

The duties of the Chief Executive Officer include, but are not limited to:

- Appoint the Affirmative Action Officer or designee and include accountability for the administration of the agency's Affirmative Action Plan in their position description.
- Take action, if needed, on complaints of discrimination and discriminatory harassment.
- Issue a statement affirming the department's commitment to affirmative action and equal employment opportunity and ensure the statement is shared with all employees.
- Make decisions and changes in policies, procedures or physical accommodation as needed to implement effective affirmative action in the agency.
- Actively promote equal employment opportunity and incorporate equal opportunity principles in annual business plans, strategic plans, and the agency's mission.
- Notify all contractors and sub-contractors of their affirmative action responsibilities.
- Enforce equal employment opportunity in hiring decisions.
- Require that all agency directors, managers, and supervisors include responsibility statements to support affirmative action and equal opportunity in their position descriptions and annual performance reviews.
- Comply with MAC's anti-discrimination and anti-harassment policies.

Accountability

The Chief Executive Officer is accountable directly to the Metropolitan Airports Commission.

Name of individual(s) responsible

Name: Brian Ryks

Email: brian.ryks@mspmac.org

Title: Chief Executive Office

Phone: 612-726-8100

B. Affirmative Action Officer

Responsibilities

The Affirmative Action Officer is directly responsible for developing, coordinating, implementing, and monitoring the agency's affirmative action plan.

Duties

The duties of the Affirmative Action Officer include, but are not limited to:

- Develop and administer the agency's Affirmative Action Plan.
- Develop and set agency-wide affirmative action hiring goals.
- Monitor agency compliance and fulfill all affirmative action reporting requirements.
- Disseminate the affirmative action policy to employees in the agency.
- Inform the CEO of progress on affirmative action and equal opportunity goals and report potential concerns.
- Act as the affirmative action liaison between the agency, MMB, and the Governor's Office.
- Determine the need for affirmative action training within the agency. Develop training goals and content with internal and external resources.
- Review and recommend changes in policies, procedures, programs, and physical accommodations to implement affirmative action and equal opportunity.
- Develop innovative programs to attract and retain individuals from protected groups in the agency.
- Support and recruit females, persons with disabilities, and racial or ethnic minorities for employment, promotion, and training opportunities.
- Manage the agency's pre-hire review process.
- Review equal opportunity in the hiring process and refer issues to the Vice President of Human Resources and Labor Relations for final decision.
- Ensure supervisors and managers are making good faith efforts to recruit and retain qualified candidates and employees from protected groups.
- Oversee the administration of the Americans with Disabilities Act Title I and Title II.
- Ensure records of requests for reasonable accommodation are maintained.
- Oversee the administration of the Agency Recruitment program.
- Comply with MAC's anti-discrimination and anti-harassment policies.

Accountability

The Affirmative Action Officer is accountable to the Chief Executive Officer for program impacts and for ongoing program activities and direction. The Affirmative Action Officer oversees the administration of ADA Title II, the Affirmative Action Plan, and other equal opportunity related matters. In addition, the AAO ensures that aggregate data and trends of complaints of illegal discrimination in hiring are provided and shared with the Vice President of Human Resources on a quarterly basis.

Name of individual(s) responsible

Name: Tekia Jefferson

Email: tekia.jefferson@mspmac.rog

Title: Director, CR

Phone: 612-729-81

D. Human Resources Assistant Director

Responsibilities

The Human Resource (HR) Department is responsible for ensuring equitable and uniform administration of all personnel policies.

The HR Assistant Director is responsible, in conjunction with the agency ADA Coordinator, for ensuring timely responses to all Americans with Disabilities Act (ADA) requests for reasonable accommodations to remove barriers to equal employment opportunity with the agency. The HR Assistant Director is responsible for assisting HR Business Partners in human resources management activities.

Staff within HR who work on affirmative action and equal employment issues are accountable to the HR Assistant Director and Vice President of Human Resources and Labor Relations.

Duties

The duties of HR Assistant Director include, but are not limited to:

- Maintain effective working relationships with the agency Affirmative Action Officer.
- Provide leadership to HR staff and others to ensure personnel decision-making processes adhere to equal opportunity and affirmative action principles.
- Provide guidance in the development and use of selection criteria to ensure they are objective, uniform, and job related.
- Assist in recruitment and retention of protected groups and notify managers and supervisors of existing disparities.
- Ensure this Affirmative Action Plan is implemented and followed by hiring managers and supervisors in collaboration with the Affirmative Action Officer.
- Initiate and report on progress made with program objectives contained in the Affirmative Action Plan.
- Ensure that the reasonable accommodation process is implemented and followed by all employees and applicants in need of a reasonable accommodation.

- Maintain records of request for reasonable accommodation.
- Assist supervisors, managers, and the Affirmative Action Officer in the recruitment of protected group members through career and job fairs and other efforts, as well as in selection and retention of protected group members.
- Include responsibility statements for affirmative action/equal employment opportunity in position descriptions and annual performance objectives.
- Comply with MAC's anti-discrimination and anti-harassment policies.

Accountability

HR staff are accountable to the HR Assistant Director and the Vice President of Human Resources and Labor Relations.

Name of individual(s) responsible

Name: Nicole Kiefer

Email: nicole.kiefer@mspmac.rog

Title: Assistant Director, Human Resources

Phone: 612-729-8166

E. Americans with Disabilities Act Title I Coordinator

Responsibilities

The Americans with Disabilities Act (ADA) Title I Coordinator is responsible for ensuring the agency's compliance with the ADA Title I – Employment, in accordance with the ADA - as amended, and the Minnesota Human Rights Act.

Duties

The duties of the ADA Title I Coordinator include, but are not limited to:

- Provide guidance, coordination, and direction to agency management and Human Resources Business Partners on the ADA. The agency develops and implements policies, procedures, and practices to ensure agency employment practices and programs are accessible and nondiscriminatory.
- Provide training, technical guidance, and consultation to agency management and staff on compliance and best practices for hiring and retaining people with disabilities, as well as the provision of reasonable accommodations to employees and job applicants.
- Track and facilitate requests for reasonable accommodation for job applicants and employees, as well as members of the public accessing agency services.
- Research case law rules and regulation and update Human Resources on evolving ADA issues. Meet bi-annually with HR Business Partners and provide updates on ADA.

- Ensure compliance with ADA reporting according to state and federal requirements.
- Design and deliver specific ADA training for targeted groups.
- Assist Human Business Partners, as necessary, with requests for ADA accommodation and work with appropriate supervisors, unions, etc. to approve or deny the request, or provide alternative accommodation
- Ensure reasonable accommodations are provided to qualified individuals (as defined by ADA) with known physical or mental disabilities, to enable them to compete in the selection process, perform essential functions of the job, and/or enjoy equal benefits and privileges. The ADA Coordinator will assist HR Business Partners, as necessary. The Human Resources Business Partners works in consultation with the employee and supervisor, and other individuals involved who must:
 - Discuss the purpose and essential functions of the job and complete a step-by-step job analysis;
 - Determine the precise job-related limitations;
 - Identify potential accommodations and assess the effectiveness each would have in allowing the employee to perform essential functions of the job; and
 - After discussion and review, select and implement the accommodation that is appropriate for both the employee and the employer.
- Comply with MAC's anti-discrimination and anti-harassment policies.

Accountability

The ADA Title I Coordinator is accountable to Vice President of Human Resources and Labor Relations.

Name of individual(s) responsible

Name: Tekia Jefferson

Email: tekia.jefferson@mspmac.rog

Title: Director, CR

Phone: 612-726-8196

F. Americans with Disabilities Act Title II Coordinator

Responsibilities

The Americans with Disabilities Act (ADA) Title II Coordinator is responsible ensuring the agency's compliance with the ADA Title II – Public Services, in accordance with the ADA as amended, and the Minnesota Human Rights Act.

Duties

The duties of the ADA Title II Coordinator include, but are not limited to:

- Provide guidance, coordination, and direction to agency management on the ADA. The agency develops and implements policies, procedures, and practices to ensure agency employment practices and programs are accessible and nondiscriminatory.
- Provide training, technical guidance, and consultation to the agency's management and staff on compliance and best practices with regards and obligations to members of the public with disabilities, as well as the provision of reasonable modifications for visitors.
- Track and facilitate requests for reasonable modifications for members of the public accessing agency services.
- Research case law rules and regulation and update Executive team on evolving ADA issues.
- Ensure compliance with ADA reporting according to state and federal requirements.
- Assist in designing and delivering training for Agency employees assisting ADA modifications for the public.
- Provide reasonable modifications to members of the public (as defined by ADA) with known physical or mental disabilities to ensure equal access and privileges to programming and services. The ADA Title II Coordinator will consult with the members of the public in need of a modification and:
 - Discuss the purpose and essential functions of the reasonable modification.
 - Identify the potential modifications and assess the effectiveness of each request.
 - After discussion and review, select and implement the modifications that are appropriate for both the members of the public and the agency.
 - Document this review.
- Comply with MAC's anti-discrimination and anti-harassment policies.

Accountability

The ADA Title II Coordinator is accountable to the Vice President of Human Resources and Labor Relations.

Name of individual(s) responsible

Name: Tekia Jefferson

Title: Director, CR

Email: tekia.jefferson@mspmacc.org

Phone: 612-726-8196

G. Senior Workforce Development Partner

Responsibilities

The Senior Workforce Development Partner is responsible for the creation and coordination of recruitment efforts and initiatives related to equal opportunity in recruitment and retention.

Duties

The duties of the Senior Workforce Development Partner include, but are not limited to:

- Identify high-need recruitment job areas within the agency.
- Assist the Affirmative Action Officer in conducting periodic audits of recruitment activity to measure the effectiveness of efforts and activities toward attaining strategic equal opportunity goals and objectives.
- Maintain relationships with senior staff, HR, and management to make decisions about recruitment to advance equal opportunity.
- Maintain relationships with community stakeholders, colleges and universities, and workforce centers to continue effective recruitment strategies.
- Comply with MAC's anti-discrimination and anti-harassment policies.

Accountability

The Senior Workforce Development Partner is accountable to the Director of Civil Rights and Small Business Development.

Name of individual(s) responsible

Name: Yolanda Burckhardt

Title: Senior Workforce Development Partner

Email: yolanda.burckhardt@mspmac.org

Phone: 612-713-8713

H. Senior Managers and Senior Staff

Responsibilities

Agency senior managers and senior staff are responsible for implementing all aspects of the agency Affirmative Action Plan and the agency's commitment to affirmative action and equal opportunity.

Duties

The duties of senior managers and senior staff include, but are not limited to:

- Identify problem areas and eliminate barriers that prevent equal employment opportunity within the agency.

- Communicate the equal opportunity employment policy and the affirmative action plan to all employees.
- Assist the Affirmative Action Officer in periodic audits of hiring and promotion patterns to remove obstacles to attaining affirmative action goals and objectives.
- Hold regular discussions with supervisors and employees to ensure the agency's equal employment opportunity policies are being followed.
- Inform and evaluate managers and supervisors on their equal employment opportunity efforts and results, in addition to other job performance criteria.
- Comply with MAC's anti-discrimination and anti-harassment policies.

Accountability

Senior managers and senior staff are accountable to the Chief Executive Officer.

I. All Employees

Responsibilities

All employees are responsible for conducting themselves in accordance with MAC's policy of equal employment opportunity. This includes refraining from any actions that would subject any employee to negative treatment on the basis of race, creed, color, sex (including pregnancy), national origin, age, marital status, familial status, disability, sexual orientation, gender expression, gender identity, reliance on public assistance, membership or activity in a local human rights commission, religion, political opinions, or affiliations. Employees who believe they have been subjected to such discrimination or harassment are encouraged to use the MAC's complaint procedure.

Duties

The duties of all employees include, but are not limited to:

- Exhibit an attitude of respect, courtesy, and cooperation toward colleagues and the public.
- Refrain from any actions that would adversely affect a colleague on the basis of their race, creed, color, sex (including pregnancy), national origin, age, marital status, familial status, disability, sexual orientation, gender expression, gender identity, reliance on public assistance, membership or activity in a local human rights commission, religion, political opinions, or affiliations.
- Comply with MAC's anti-discrimination and anti-harassment policies.

Accountability

Employees are accountable to their designated supervisor and indirectly to the Chief Executive Officer. All employees are responsible for conducting themselves in accordance with the Affirmative Action Plan.

Communication of the Affirmative Action Plan

Minnesota Statutes 2023, section 473.143 subdivision 2, (c)

The following information describes the methods that the agency takes to communicate the Affirmative Action Plan to employees and the public:

Internal Methods of Communication

- **Internal memorandum.** The Affirmative Action Officer will send a communication to MAC employees biennial. This message identifies the location of the Affirmative Action Plan and the employee's responsibility to read and understand it. It also indicates the employee's responsibility to support and implement equal opportunity and affirmative action.
- **Intranet.** The agency's Affirmative Action Plan is available to all employees on the agency's internal (Intranet) website at [MAC Intranet \(macpoint.org\)](http://MAC Intranet (macpoint.org)) and in print to anyone who requests it. As requested, the agency will make the plan available in alternative formats.
- **Printed copy.** A physical copy of the Agency's Affirmative Action Plan is available to employees at the following address:

**MAC's General Office, Human Resources Department, 6040 28th Avenue South,
Minneapolis, MN 55450**

External Methods of Communication

- **Public website.** The Affirmative Action Plan is available on the agency's public website at [Office of Civil Rights and Small Business Development | Metropolitan Airports Commission](#). Printed copies are available to anyone who requests it. As requested, the agency will make the plan available in alternative formats.
- **Equal opportunity employer language.** The agency's website, letterhead, publications, and all job postings include the statement "MAC is an equal opportunity employer," and marketing materials will reflect that goal.
- A physical copy of the Agency's Affirmative Action Plan is available to contractors, vendors, and members of the public at the following address:

**MAC's General Office, Human Resources Department, 6040 28th Avenue South, Minneapolis,
MN 55450**

Workforce Composition Analysis

Minnesota Statutes 2023, section 473.143, subdivision 2, (f)

Job Category Review

MAC conducted a Job Category Analysis to determine the percentage of protected group employees in each job category. The job category analysis lists job class titles in each Equal Employment Opportunity (EEO) job category at MAC. A job classification is a group of one or more positions with similar duties and responsibilities. These classifications help clarify positions within the class so the same schedules of pay can be applied with equity to all positions in the class that fall under the same, or substantially the same, employment conditions.

Determining Availability

MAC used the United States Census Bureau's EEO Tabulation 2014-2018 American Community Survey (ACS) statistical data for external availability. The feeder job statistics of employees are used for internal availability (refer to Appendix D. Feeder Jobs for details).

These external and internal factors are weighed according to MAC's past hiring patterns and/or future recruitment focus to obtain the final availability (Refer to Appendix E. Determining Availability for details).

Progress Reports

The progress report examines hiring goals established in the prior Affirmative Action Plan. As a part of the agency's monitoring practices, the agency evaluated if it met the hiring goal(s) established in the prior Affirmative Action Plan (refer to [Appendix A. Progress Report](#)).

[Appendix A. Progress Report](#) includes only job categories that have hiring goal(s) established in the prior Affirmative Action Plan and it evaluates if the agency attained the hiring goal(s).

Where the indication of the "Goal Met?" column is:

- "Yes": the agency met the goal established in the prior Affirmative Action Plan.
- "No": the agency did not attain the goal established in the prior Affirmative Action Plan.
- "No Hire/Prom": there were no opportunities in the prior Affirmative Action Plan period.

During the last plan period, MAC expanded its efforts to make community connections to encourage more applicants from diverse backgrounds to seek opportunities here at MAC. As a result, 33 percent of all hires were women, 21% of all hires were people of color, and 4% of all hires were people with disabilities.

Table 2. Progress Report from 2022-2024 Affirmative Action Plan

Job Category	Females	Persons with Disabilities	Racial or Ethnic Minorities
Officials and Administrators	No	Yes	Yes
Professionals	Yes	No	Yes
Technicians	Yes	Yes	Yes
Protective Services: Fire	Yes	Yes	No
Protective Services: Police	No	Yes	No
Supervisor/Managers	No	Yes	No
Administrative Support	No	No	Yes
Skilled Craft	Yes	No	No
Service Maintenance	Yes	Yes	No

Separations Analysis

[Appendix B. Separation Analysis](#) shows the results by separation type and the protected group during the prior affirmative action plan period to evaluate and identify potential action area(s) for retention strategies for the 2024-2026 plan year.

Table 3. Separation Analysis

Separation Type	Females	Persons with Disabilities	Racial or Ethnic Minorities
Dismissal	33.33%	0%	0%
Resignation	28.57%	22.86%	0%
Retirement	23.08%	7.69%	<10%
Death	0	0	0
Lay-off	0	0	0
Total Separations	26.67%	15.63%	<10%

Utilization and Comparison of Employees to Availability

Utilization is an analysis of affirmative action and equal opportunity employment data used to assess the available workforce for a given state.

Underutilization Analysis worksheets are attached in the appendices. Numbers less than 10 are indicated with “<10” in accordance with Minnesota Management and Budget’s guidance on data privacy.

Through the utilization and availability analysis, the agency has determined which job categories are underutilized for females, persons with disabilities, and racial or ethnic minorities in the agency and has set hiring goals for the next two years. Hiring goals are objective and used for making good faith efforts for all aspects of the affirmative action plan. Effective hiring goals are strategic, actionable, and measurable efforts the agency is committed to pursuing and implementing in 2024-2026.

The goals are not quotas, nor do they require protected group status-based hiring preferences. They are aspirational goals so that the agency makes good faith efforts to remove barriers to equal employment opportunity.

The agency used the whole person rule to establish a hiring goal. This means when the actual representation percentage of females, persons with disabilities, and racial or ethnic minorities is less than reasonably would be expected given the workforce participation in the labor market area or reasonable recruitment area and that difference is at least one whole person (more than 1), then a goal is established for that job category.

When a hiring goal for a job category is established, a percentage goal equals to the final availability percentage is calculated for females, persons with disabilities, and racial or ethnic minorities in that job category.

In Appendix F. the Utilization Goals indicates if a job category by protected group is underutilized.

Area(s) in MAC’s workforce that require further monitoring appear in the “Establish Goals?” column as:

- “Yes”: there is underutilization.
- “Monitor”: the agency needs to monitor the job it may be underutilized where employee movement occurs.

In Table 2. Hiring Goals by Job Category and Protected Group, if a protected group in a job category shows “Monitor,” the agency will proactively make good faith efforts to recruit external qualified protected groups. The agency will also train and retain employees in the job category to help prevent underutilization due to an employee move or attrition.

Refer to Appendix F. Utilization-Goals for details for underutilization and hiring goals.

Table 4. 2024-2026 Hiring Goals by Job Category and Protected Group

Job Category	Females	Persons with Disabilities	Racial or Ethnic Minorities
Officials and Managers	Monitor	Monitor	Yes
Professionals	Yes	Monitor	No
Technicians	Yes	Monitor	Monitor
Protective Services: Fire	No	Yes	Yes
Protective Services: Police	Yes	Yes	Yes
Managers/Supervisors	Yes	Monitor	Monitor
Administrative Support	Yes	Yes	No
Skilled Craft	No	Yes	Yes
Service Maintenance	No	Yes	Yes

Goals and Timetables

Minnesota Statutes 2023, section 473.143, subdivision 2, (f)

Goals:

This Affirmative Action Plan shall establish goals for each goal unit by protected group. The goals must be based on a comparison of the composition of the agency or agency subdivision work force with the composition of the relevant civilian labor force in an identified labor market area. If the comparison shows that a goal unit underutilizes a protected group, the agency head shall establish a goal for that group in that goal unit.

Definition: Goal is a broad statement about the long-term expectation of what should happen as a result of your program (the desired result). Serves as the foundation for developing your program objectives.

Timetables:

This Affirmative Action plan also establishes timetables for meeting goals. Timetables must be based on turnover and hire rates within each goal unit in the agency or within each agency subdivision.

Goals and Timetables by Protected Group

Females:

Goal	Time
Increase outreach with women affinity groups to recruit for police cadet program.	Ongoing
Create recruitment brochure and/or marketing materials that include females, minorities and people with disabilities to attract a diverse pool of candidates.	Ongoing
Create and modernize an internship program designed to expand MAC reach into all of the communities we serve and various educational institutes.	2025

Persons with Disabilities:

Goal	Time
Create recruitment brochure and/or marketing materials that include females, minorities and people with disabilities to attract a diverse pool of candidates.	Ongoing
Create and modernize an internship program designed to expand MAC reach into all of the communities we serve and various educational institutes.	2025

Racial or Ethnic Minorities:

Goal	Time
Create recruitment brochure and/or marketing materials that include females, minorities and people with disabilities to attract a diverse pool of candidates.	Ongoing
Develop and implement a training program in the Maintenance job category to address hiring challenges.	2026
Create and modernize an internship program designed to expand MAC reach into all of the communities we serve and various educational institutes.	2025

Barriers to Achieving Goals and Timetables:

The agency has constraints to address underutilization and areas for monitoring identified in the previous section.

Following the hiring freeze between 2020 and 2022 as a result of the effects of Covid-19, the Metropolitan Airports Commission resumed hiring essential positions and increased its staff population. MAC continued to focus on diversifying its staff during this hiring push. As a result, 33 percent of all hires were women, 21% of all hires were people of color, and 4% of all hires were people with disabilities. MAC further implemented a strategic goal towards diversifying its staff and initiated a dashboard to monitor its progress. Finally, in 2023, MAC initiated the requirement that all hiring managers complete a hire justification form requiring all hiring decisions to be reviewed by the Office of Civil Rights and Small Business Development. This process has been suspended based on MMB's recent guidance.

Over the next two years, MAC anticipates hiring approximately 60 new full-time employees in the areas of professionals, police, fire, office/clerical, skill craft, maintenance, and supervisors and managers. Even with the efforts above, MAC continues to be challenged in attaining hiring goals in several job categories. As a result, barriers include, but are not limited to:

- Limited anticipated number of open positions. MAC's high retention rate leaves a limited number of open positions to fill.
- While MAC has gradually increased its outreach efforts, unanticipated budget deficiencies affect these efforts.
- Unwillingness of employees to self-identify, including individuals with disabilities. This will affect the representation of employees in this protected group.
- The availability of protected class applicants in the area of police, fire, skilled craft, and maintenance.

Moreover, MAC is continuing to develop and research other options to meet state-mandated affirmative action goals in the maintenance job category such as an internal trainee program. MAC will develop a trainee program designed to remove barriers, provide more opportunities to people of all backgrounds, and assist with the underutilization of racial minorities and people with disabilities in this job category. In addition, MAC is implementing an internship program designed to encourage diverse groups to seek career opportunities at MAC.

Recruitment, Retention, and Training

Minnesota Statutes 2023, section 473.143, subdivision 2, (d), (g), and (i)

Recruitment

Regardless of the barriers identified above, MAC will continue to engage in efforts designed to retain, monitor, and expand the background of its workforce and meet state-required affirmative action goals. In addition to the goals/actions identified below, MAC will also continue to find avenues in diverse communities to promote job opportunities when they become available. MAC has increased its use of vendors and community partners that focus on diverse recruitment efforts, including continuing its partnership with East Side Xchange, Professional Diversity Network, and Summit Academy.

Further, as hiring opportunities present themselves, MAC will continue to post positions with various organizations and news outlets, including but not limited to, the Conference of Minority Transportation Officials, Professionals of Color Facebook page, People of Color Career's website, the St. Paul Voice, and La Voz Latina newspaper. MAC will also attend the Professionals Career Fair every May.

MAC will continue to do the following:

- Use the EEO tag line on all job postings and advertisements.
- Publish recruitment materials and media depicting individuals representing protected groups.
- Review/evaluate job postings to eliminate non-inclusive language.

Name: Tekia Jefferson

Email: tekia.jefferson@mspmac.org

Title: Director, CR

Phone: 612-726-8196

Retention

Retaining the talents of our staff is critical to MAC's success. The ability to attract and retain our valued workforce affects our bottom line and is ultimately a measure of our success. Tenure is valued with a commitment to openness for change.

The turnover rate at MAC is less than 5% per year. The best retention strategies are to provide employees with a positive work environment, opportunities to gain skills to advance their careers, and opportunities to learn about valuing differences in the workforce.

MAC will take the following actions to improve retention of females, persons with disabilities, and racial or ethnic minorities:

- Analyze exit interview data.
- Identify and eliminate barriers that inhibit career advancement for protected class groups.
- Encourage all new hires to receive applicable training for their career development.

- Ensure a welcoming work environment and equal opportunities for all employees.
- Encourage use of the MAC supervisory training program.

Name of individual(s) responsible

- **Name:** Tekia Jefferson
- **Email:** tekia.jefferson@mspmac.org
- **Title:** Director, CR
- **Phone:** 612-726-8196

Training

MAC will take the following actions to promote a diverse set of training opportunities to advance the recruitment, hiring, promotion, and retention of females, persons with disabilities, and racial or ethnic minorities.

- MAC will provide training programs whenever possible to provide professional promotional growth opportunities for all employees.
- Training and educational programs MAC sponsors or supports will be reviewed to ensure racial minorities, females, and employees with disabilities are given equal opportunity to participate.
- MAC will encourage all employees to increase their skills and job potential through participation in training and educational programs.
- MAC will ensure all employees, including racial minorities, females, and employees with disabilities, are invited to supervisory training classes.
- In job categories where high underutilization of females, racial minorities, and people with disabilities exist, MAC may develop and implement training programs to increase opportunities.
- Provide anti-discrimination and anti-harassment training to all employees.

Name of individual(s) responsible

- **Name:** Tekia Jefferson
- **Email:** tekia.jefferson@mspmac.org
- **Title:** Director, CR
- **Phone:** 612-7268196

Methods of Auditing, Evaluating, and Reporting Program Success

Minnesota Statutes 2023, section 473.143, subdivision 2, (h)

Pre-Employment Review Procedure or Monitoring the Hiring Process

To comply with state law, MAC must engage in a preemployment review of hiring decisions for occupational groups with unmet affirmative action goals. To implement this requirement, MAC will evaluate its selection process to determine if its requirements unnecessarily screen out a disproportionate number of females, persons with disabilities, and racial or ethnic minorities.

- The Human Resources staff will review whether a hiring goal exists for job openings. If there is a goal, a recruitment plan with the hiring manager is developed to attract a diverse applicant pool.
- The strategy for recruitment will include review of minimum job qualifications to ensure requirements are inclusive and the removal of unnecessary barriers. The Affirmative Action/EEO Officer will be privy to all steps in the hiring process and may consult the hiring manager or division leadership regarding hiring qualified candidates that fit the affirmative action need.
- Expanded Certification is an equal opportunity and affirmative action personnel procedure used to ensure qualified females, minorities, and people with disabilities are among the applicants to be considered for positions at MAC. The expanded certification process recognizes that not all attributes of a great candidate are captured on an application in the first stage of the hiring process and allows Human Resources to create a talented and diverse applicant pool. The applicant pool for all positions will be reviewed to determine if expanded certification can be used in a job group.
- The Affirmative Action Officer will evaluate the selection process and determine whether to use an adverse impact analysis if the requirements screen out a disproportionate number of minorities, females or people with disabilities.
- The Affirmative Action Officer and Human Resources staff will also regularly review all physical and mental job requirements to ensure that these requirements do not tend to screen out qualified individuals with disabilities. Staff will also determine whether these requirements are job-related and are consistent with business necessity and the safe performance of the job and will remove any physical or mental requirements that do not meet these criteria. Any job descriptions or requirements changed after review will be made available to hiring and supervising managers.
- Promotions, assignments, appointments, and transfers will be based on job-relevant qualifications and MAC's affirmative action objectives. MAC conducts adverse impact analyses to ensure that females, racial minorities, and employees with disabilities are promoted at rates substantially similar to those of men, non-minorities, and employees without disabilities. MAC will develop and refine strategies to correct all identified problems in this area, if any.

MAC will engage in various efforts to create opportunity and maximize hiring opportunities for females, racial minorities, and individuals with disabilities. MAC's Internship program is one tool MAC will use to increase exposure to future employment opportunities with MAC.

Pre-Review Procedure for Layoff Decisions

The Affirmative Action Officer, in conjunction with the Human Resources staff, is responsible for reviewing all pending layoffs to determine their effect on the agency's affirmative action goals and timetables.

If it is determined that there is a disparate impact on protected groups, the agency will document the reasons why the layoff is occurring, such as positions targeted for layoff, applicable personnel policies or collective bargaining agreement provisions, or other relevant reasons. The agency will determine if other alternatives are available to minimize the disparate impact on protected groups.

Other Methods of Program Evaluation

The agency submits the following compliance reports to MMB as part of the efforts to evaluate the agency's affirmative action plan:

- Annual Discrimination Complaint and Personnel Action Report.

The agency also evaluates the Affirmative Action Plan in the following ways:

- Monitors progress toward stated goals by job category
- Analyzes employment activity (hires, promotions, and terminations) by job category to determine if there is disparate impact
- Review hiring data biannually
- Discusses progress with agency leadership on a periodic basis and makes recommendations for improvement

Policies, Procedures, and Notices

Minnesota Statutes 2023, section 473.143, subdivision 3

A. MAC's Anti-Discrimination Policy

1. Authority

Metropolitan Airports Commission Board of Commissioners Minnesota Statute §§363A, 473.143, Title VI and Title VII of the Civil Rights Act of 1964, Section 504 of Rehabilitation Act of 1973, Age Discrimination Act of 1975, Airport and Airway Improvement Act of 1982.

2. Purpose

To establish the provisions of MAC's anti-discrimination policy which encompasses equal opportunity and affirmative action initiatives.

3. Scope

All employees, MAC contractors, vendors, concessionaries, and appointed officials.

4. Definitions

Equal Employment Opportunity

State and federal laws guarantee all people the equal right to apply and be considered for job opportunities regardless of their race, color, creed, religion, national origin, sex, age, disability, marital status, public assistance, sexual orientation, gender identity, familial status, local human rights commission activity, or political affiliation. This list is not exhaustive.

Discrimination

The practice of treating a person or group unfairly or denying rights based on a protected class that would otherwise be granted.

Protected Class

A group of people who share a characteristic that qualifies for protection from discrimination. There are several categories of protected classes, which include the following: race, color, creed, religion, national origin, sex, marital/familial status, public

assistance status, sexual orientation (which includes gender identity), genetic information, disability, age, or membership or activity in a local human rights commission.

Discriminatory Harassment

Harassment is defined as verbal or physical conduct of a hostile, offensive, or intimidating nature, and has the effect of unreasonably interfering with an individual's employment. Harassment of an employee, customer, or applicant based on any of the protected group characteristics, such as race, sex, religion, age, national origin, sexual orientation, or disability status is prohibited and may result in disciplinary action up to and including termination. Discriminatory Harassment includes:

- **Gender-based harassment** includes verbal or physical conduct or communication that is hostile, derogatory, offensive or exploitive, but not of a sexual nature, relating to the gender of another individual or group. It may also include pregnancy discrimination and unequal pay for females who do the same job as men.
- **Sexual orientation harassment** includes hostile, demeaning, offensive or exploitive verbal or physical conduct or communication relating to the sexual orientation or gender identity of an individual or group.
- **Racial harassment** includes hostile, offensive, degrading or exploitive verbal or physical conduct or communication relating to the race or color of an individual or group.
- **National origin harassment** includes hostile, offensive, degrading or exploitive verbal or physical conduct or communication relating to the national origin of an individual or group.
- **Disability harassment** includes hostile, derogatory, offensive or exploitive verbal or physical conduct or communication relating to the disability of an individual or group. It includes behavior that undermines any reasonable accommodation provided by MAC that enables an individual with disabilities to compete for or perform a MAC job or to utilize MAC services. It covers actions such as tampering or interfering with assistive devices used by an individual, improperly denying a request for a reasonable accommodation, failing to respond to an accommodation request, and focusing on someone's disability rather than ability when making employment decisions (for example, promotion, hires, transfers).
- **Age harassment** includes insulting, intimidating or demeaning verbal or physical conduct or communication relating to the age of an individual or group. It includes negative characterizations or stereotypes of an individual or group based on age.
- **Religious harassment** includes antagonistic or denigrating verbal or physical conduct or communication relating to the religious beliefs or affiliation of an individual or group. It includes applying unwelcomed, undue pressure on others to subscribe to a particular religious belief or to join a particular religious group.

Sexual Harassment

Sexual harassment is defined as an unwelcome sexually motivated physical contact, sexually motivated verbal or written statement, a physical and/or verbal sexual advance, a request for sexual favor, and other verbal, written, or physical conduct of a sexual nature. Such conduct is considered sexual harassment when:

1. Submission to that conduct or communication is made a term or condition of employment;
2. Submission to or rejection of that conduct by an individual is used as a factor in decisions affecting that individual's employment; or
3. Subjection to that conduct or communication has the purpose or effect of substantially interfering with an individual's employment by creating a hostile, offensive or intimidating environment.

Sexual harassment includes the following unwelcomed behavior:

- Unwelcome or unwanted sexual advances. This means stalking, patting, pinching, staring, brushing up against, hugging, cornering, blocking, kissing, fondling, sexually suggestive facial expressions, or any other similar physical contact considered unacceptable by another individual.
- Sexually explicit images, videos, texts, emails, messages, voicemails, and phone calls displayed or shown in the workplace.
- Verbal or written abuse, kidding, or comments that are sexually oriented and considered unacceptable by another individual. This includes comments about an individual's body or appearance where such comments go beyond mere courtesy, telling a "dirty joke" or any other tasteless, sexually oriented comment, innuendo, or action that offend others.
- Unwelcomed or unwanted comments of a sexual nature in social media posts, tweets, memes, etc., that an employee makes or may be seen by employees, customers etc. on a personal social media account.
- Non-verbal sexual conduct. This includes sexually suggestive facial expressions or gestures, leering, whistling, ogling, and the display or dissemination of sexually oriented, explicit, or suggestive material in pictures, posters, cartoons or written or electronic communications, including emails, websites, social media posts, and texts. It also includes impeding movement, blocking or intimidating conduct.
- Request or demand for sexual activity. This includes subtle or obvious expectations, threats, pressures, or a request for any type of sexual activity. This may be accompanied by an implied or specific promise of favorable treatment (or negative

consequences) concerning one's current or future job, based on whether the person complies.

Sexual harassment of an employee, customer, or applicant is prohibited and may result in disciplinary action up to and including termination.

Inappropriate Behavior

Conduct or communication based on a protected class that is hostile, derogatory, offensive or exploitive, but may not be as severe or pervasive as to constitute harassment. Inappropriate behavior is prohibited and may result in disciplinary action up to and including termination.

Retaliation

Any adverse action taken against an employee for filing a complaint, supporting another employee's complaint, or providing information regarding a complaint.

5. Policy

The Metropolitan Airports Commission's (MAC) employment practices and business operations values and respects all employees and all customers by creating a work environment that prohibits discrimination, creates equal opportunity and appreciates differences across the entire airport.

Nondiscrimination

MAC prohibits discrimination, discriminatory harassment, sexual harassment, harassment and inappropriate behavior and will not discriminate against any job applicant, employee, contractor, vendor, business partner, volunteer or the traveling public. Accordingly, the following applies:

- Contractors retained by MAC are responsible for complying with all non-discrimination laws in their performance and may be sanctioned by MAC for non-compliance.
- All employees are expected to treat people respectfully regardless of their race, creed, color, sex, sexual orientation, national origin, age, marital status, familial status, disability, public assistance status, religion, or membership or activity in a local human rights commission and political affiliations.
- MAC's policies and practices will be reviewed periodically in order to identify and eliminate barriers to equal opportunity.

Equal Opportunity

MAC is committed to providing equal employment opportunity in its employment practices to all persons without regard to anyone's protected class status (race, creed, color, sex, sexual orientation, national origin, age, marital status, familial status, disability, public assistance status, religion, or membership or activity in a local human rights commission and political affiliations) in accordance with all federal, state and local laws, regulations, specifically Minnesota Statute §363A. Employment practices include, but are not limited to, recruitment, selection, promotion, transfers, disciplinary actions, training and compensation. MAC is also committed to providing equal opportunity in access to public service. All employees are expected to assist in making MAC an equal opportunity employer.

Affirmative Action

Metropolitan Airports Commission is committed to Minnesota's statewide affirmative action efforts and providing equal employment opportunity to all employees and applicants in accordance with equal opportunity and affirmative action laws. MAC is committed to recruiting, hiring, and retaining qualified protected group members and will commit the necessary time and resources to achieve MAC's Affirmative Action goals. The goals are not quotas, nor do they require protected group status-based hiring preferences. They are aspirational goals so that MAC makes good faith efforts to remove barriers to equal employment opportunity.

Complaints

If an employee, applicant, or the traveling public believe they have been subjected to discriminatory practices or harassing behavior or have witnessed such behavior, they should report it to their supervisor, a member of management or the Office of Civil Rights and Small Business Development.

Management is responsible for responding appropriately to employees about the complaint process and reports of discrimination and harassment.

Those making complaints may utilize the complaint procedures outlined in MAC's Complaint Procedure. Complaints of discriminatory or harassing conduct will be reviewed and/or investigated in a timely, thorough and impartial manner. Information obtained through an investigation will be maintained in accordance with the Minnesota Government Data Practices Act and any other applicable law. Those making complaints will be protected from retaliation of any kind because of the reporting a suspected incident of discrimination or harassment or cooperating in an investigation.

Employees found, through an investigation, to have engaged in discriminatory behavior or harassment of another individual in the performance of the employee's job will be subject to disciplinary action, up to and including termination.

Cross-Reference

Should any language differences exist between the Human Resources Policy Guide and the MAC's Affirmative Action Plan, Human Resources Policy Guide will govern. This policy operates concurrently with MAC's Respectful Workplace Policy.

PROCEDURES The Affirmative Action Plan and its procedures may be obtained from the Office of Civil Rights and Small Business Development or its SharePoint site.

B. Discrimination, Hostile Work Environment, and Harassment Complaint Procedure

Any individual who believes they have been subjected to or witnessed discrimination, a hostile work environment or harassment based on any protected characteristic including, but not limited to, race, sex, religion, age, national origin, marital status, familial status, sexual orientation, gender identity or disability status is encouraged to file a report. Individuals may report such behavior to the Office of Civil Rights and Small Business Development, Human Resources Business Partners, Executive Director/Chief Executive Officer, vice presidents, directors, managers or supervisors, or the Commission's Chair. Individuals who wish to report a complaint of discrimination, hostile work environment or harassment are encouraged to use MAC's internal complaint procedure outlined below. Anyone receiving a complaint of this nature is required to report these types of complaints to MAC's Office of Civil Rights and Small Business Development (CR).

Employee The employee(s) contacts OCR or management to discuss the complaint. The complaint may be submitted in writing, phone, or in-person. The employee should be prepared to provide the following information:

- a. The name(s) of the person/people involved and date(s) of the alleged behavior(s).
- b. The name(s) of any witnesses.
- c. The alleged discrimination/harassment behaviors, actions or policy/practice violations.
- d. The corrective action suggested.

The following is a link to the complaint form: [Complaint Form](#)

Management Management staff will report any protected class complaints to OCR. Management is required to assist and cooperate with all investigations initiated by OCR.

Office of CR The Director of OCR or designee shall address all internal complaints of discrimination/harassment/hostile work environment based on a protected class status. All investigations will be conducted in a timely, thorough and impartial manner. An investigation will proceed as discreetly as possible.

The information gathered will be disclosed only as necessary to conduct the investigation, and to others on a business need-to-know basis. A formal investigation is not always required as OCR may offer other methods to resolve the complaint such as mediation.

If OCR determines there is a conflict of interest in processing an internal complaint investigation, the complaint may be referred to a neutral party for investigation.

Upon completion of a thorough investigation, OCR or the neutral party provides a written finding of fact to the Executive Director/Chief Executive Officer or designee determining whether there has or has not been a policy violation.

The OCR has up to 90 days to complete the investigation from the date the complaint was received. OCR will make every effort to complete investigation within 90 days, but may extend this timeframe based on department need, availability of staff and witnesses, and availability of data, etc. OCR will notify the complainant and the subject of complaint in writing, if the investigation will not be completed within 90 days.

The complaint and subject of complaint will be notified when the investigation is closed, and a final determination is made.

OCR may dismiss the complaint for the following reasons:

1. The allegation is brought in bad faith; the complainant states protected class status was not the reason for the action complained about; or the complaint is blatantly false. Such assessments will be based on facts (a comment by the complainant, for

example), rather than circumstantial information.

2. The complainant refuses or is unwilling to cooperate with the investigation.

Chief Executive Officer

The determination by OCR is automatically reviewed by the Executive Director/Chief Executive Officer. The Executive Director/Chief Executive Officer determines whether there is evidence to support the Affirmative Action/EEO Officer's determination of whether or not a policy violation exist.

If after reviewing the report the Executive Director/Chief Executive Officer confirms a policy violation exists, the report will be forwarded to Human Resources and/or Labor Relations for a recommendation on the appropriate disciplinary or corrective action to be administered by management.

Retaliation Complaint Procedure

An employee, or any other person, who has participated in a complaint may also file a complaint that alleges retaliation against an employee for opposing a forbidden practice or for filing a complaint, testifying, or participating in an investigation or a hearing related to a forbidden practice.

Employee

The employee(s) contacts OCR to discuss the alleged retaliation complaint. The complaint may be submitted in writing, phone, or in-person. The employee should be prepared to provide the following information:

- a. The name(s) of the person/people involved and date(s) of the alleged behavior(s).
- b. The name(s) of any witnesses.
- c. The corrective action suggested.

Office of CR

The OCR or designee will investigate and make a written determination. Unless appealed, the OCRI's determination shall be considered the final internal resolution of the complaint.

Information gathered will be disclosed only as necessary to conduct the investigation, and to others on a business need-to-

know basis. OCR has up to 10 days to complete the investigation from the date the complaint was received. OCR will make every effort to complete the investigation within 10 days, but may extend the timeframe based on department need, availability of staff and witnesses, and availability of data, etc. OCR will notify the complainant and the subject of complaint in writing, if the investigation will not be completed within 10-days.

The complaint and subject of complaint will be notified when the retaliation investigation is closed, and a final determination is made.

Chief Executive
Officer

When an internal complaint alleges retaliation, the complainant or subject of the complaint has 10 calendar days from receipt of the written decision to appeal the OCR's determination directly to the Executive Director/Chief Executive Officer. The responding or complaining party may submit any evidence and/or information regarding the alleged retaliation as part of the appeal.

The Executive Director/Chief Executive Officer will provide a written decision to party appealing within 30 days following receipt of the appeal. The Executive Director/Chief Executive Officer's determination will be considered the final internal resolution of the complaint.

C. Complaint Form

The following is a link to the complaint form: [Complaint Form](#)

The image displays a grid of six pages from a complaint form, organized into three rows and two columns. Each page contains specific sections for data entry:

- Page 1 (Top Left):** Includes the Metropolitan Airports Commission logo and contact information. Section 1: Complainant Information, with fields for First Name, Last Name, Street Address, City, State, Zip Code, Primary Phone #, and Alternative Phone #. It also includes checkboxes for 'I am a Job Applicant', 'I am a Current Employee', and 'I am a Former Employee', and a field for 'If you are a current or former employee, please identify your primary work location below:'. Section 2: Third Party Information, with checkboxes for 'Are you filing this complaint on your own behalf?' and 'No, I am filing for someone else'. If 'No', it asks 'If yes, go to Section 3'.
- Page 2 (Top Right):** Fields for First Name of Person Filing Complaint, Last Name of Person Filing Complaint, and 'What is your relationship to the complainant?'. It includes fields for Primary Phone #, Alternative Phone #, and E-mail Address, and a text box for 'Please explain why you have filed for this third party:'. Section 3: Complaint Information, with a list of discrimination types (Age, Color, Creed, Disability Status, Genetic Information, Marital Status, National Origin, Pregnancy, Public Assistance Status, Race, Sex, Religion, Sexual Orientation, etc.) and a field for 'On what date did the alleged discrimination take place?'. It also asks 'On what date did the alleged discrimination take place?'.
- Page 3 (Middle Left):** Section 4: 'Where did the alleged discrimination take place?'. It includes a text box for 'Please explain as clearly as possible what happened and how you believe you were discriminated against. Include who was involved and who you informed. Be sure to also include how you feel other persons were treated differently than you did, why you believe those events occurred, if you are applicant, please provide the position you applied for:'.
- Page 4 (Middle Right):** Section 5: 'List the names and contact information of persons who may have knowledge of the alleged discrimination.'. It includes fields for Witness 1 (First Name, Last Name, Primary Phone #, Alternative Phone #, E-mail Address) and Witness 2 (First Name, Last Name, Primary Phone #, Alternative Phone #, E-mail Address). Section 6: Other Agency/Court Information, with checkboxes for 'Have you filed this complaint with any other federal, state or local agency or with any federal or state court?' and 'If yes, check all that apply:'. It includes checkboxes for 'Federal Agency', 'Federal Court', 'State Agency', 'State Court', and 'Local Agency'.
- Page 5 (Bottom Left):** Section 7: 'Please provide information about a contact person at the agency or court where the complaint was filed.'. It includes fields for Name of Agency, Title, Contact with Me, First Name, Last Name, Street Address, City, State, Zip Code, and Primary Phone #. Section 8: Resolution, with a text box for 'Have you this far reached to your satisfaction?'. It also includes checkboxes for 'Yes' and 'No'.
- Page 6 (Bottom Right):** Section 9: 'Please sign below. You may attach any other materials or other information that you think is relevant to your complaint.'. It includes a text box for 'The Discrimination Complaint Form or your entire complaint statement must be signed and dated to file to address your allegations. Additionally, the office will need your consent to disclose your name, if necessary, in the course of our inquiry. If you are filing a complaint of discrimination on behalf of another person, your office will also need the person's consent to disclose their name.'. It includes a text box for 'I verify that to the best of my knowledge the information I have provided is accurate and the events and circumstances are as I have described them in a complaint. I also understand that if I indicated I will be assisted by an advocate (law, union representative) on this form, my signature indicates that I have authorized the release of my information to the Office of Diversity, Equity and Inclusion and to accompany me during the investigation. I also understand that the Office of Diversity, Equity and Inclusion may need to disclose my name in the event of their report into my complaint.'. It includes fields for Complainant Signature and Date.

D. Reasonable Accommodation Policy

Authority

Metropolitan Airports Commission Board of Commissioners, Americans with Disability Act, Pregnancy Workers Fairness Act

Purpose

To establish the process used to request and provide reasonable accommodation

Scope

All employees of the Metropolitan Airports Commission

Definitions

Reasonable Accommodation: a change or adjustment to a job or work environment that permits a qualified applicant or employee with a disability and/or pregnant applicant or worker to participate in the job application process, to perform the essential functions of a job, or to enjoy benefits and privileges of employment equal to those enjoyed by employees without a medical condition.

Policy

In accordance with applicable law, the Metropolitan Airports Commission (MAC) will provide reasonable accommodation to qualified individuals with a disability and pregnant workers that will allow the individual to perform the essential functions of the job and/or to ensure equal benefits of employment. An accommodation will not be provided if it poses an undue hardship on MAC operations or if there would be a direct impact on the health or safety of the employee.

It is the responsibility of the employee to request an accommodation orally or in writing. MAC may require medical or other documentation regarding the accommodation request. MAC will engage in an interactive process to determine what reasonable accommodation, if any, may be granted. MAC may make other inquiries and take actions in addition to those described in this policy, as allowed under applicable law.

A reasonable accommodation may assist the employee in the performance of the essential functions of the job. Accommodations may include, but are not limited to:

- Making facilities accessible and usable
- A job restructure by reallocation and redistribution
- Altering an essential job function

- Modifying a work schedule
- Obtaining and/or modifying equipment
- Providing assessment modification
- Providing qualified readers and interpreters
- Reassignment to a vacant position
- Permitting the use of accrued paid or unpaid leave
- Providing reserved parking for a person with mobility impairment
- Allowing an employee to provide equipment or devices that MAC is not required to provide

MAC will consider reassignment to a vacant position as a reasonable accommodation under appropriate circumstances; however, MAC is not required to create a new position. MAC may also create a light duty assignment on a temporary basis.

MAC has the discretion to provide reasonable accommodation for an employee whose illness or injury does not constitute a disability under the law.

If a light duty work assignment is created on a temporary basis, this work assignment will reside in the employee's department. If a light duty work assignment cannot be created in the employee's department, MAC may explore light duty work assignments in other MAC departments. If a light duty work assignment is created in another MAC department, the employee may be temporarily assigned to the department. Wages and benefits are subject to change based on the light duty work assignment and may be paid from the employee's original department. A light duty work assignment is temporary and will be reviewed periodically. If MAC is unable to reasonably accommodate the employee's disability, the employee may be subject to discharge in accordance with the Discharge Policy (14-01) for medical reasons. Wages and other benefits may be reduced and/or terminated in accordance with applicable law if an employee refuses available work or a reasonable accommodation. For reasonable accommodation activity associated with Worker's Compensation, refer to the Worker's Compensation Management System Policy in the Policy and Procedures Administration Manual.

Medical documentation must be kept confidential in accordance with applicable laws, regulations, and this policy.

E. Reasonable Accommodation Form

The Americans with Disabilities Act (“ADA”) Reasonable Accommodation Form shown below can be found at [Reasonable Accommodation Request Form](#)

<div style="display: flex; align-items: center;"> <div style="font-size: 8px;"> <p>Mail, Fax, or E-mail form to: Metropolitan Airports Commission Human Resources and Labor Relations Dept. 65-43 28th Avenue South Minneapolis, Minnesota 55403 Fax: 612-794-4606 MACHRconfidential@rapmac.org</p> </div> </div> <p style="margin-top: 10px;">REASONABLE ACCOMMODATION REQUEST FORM</p> <p>Section 1: Requestor Information</p> <p>First Name: <input style="width: 100%;" type="text"/> Last Name: <input style="width: 100%;" type="text"/></p> <p>Job Title/Department: <input style="width: 100%;" type="text"/></p> <p>Job Location: <input style="width: 100%;" type="text"/> Supervisor/Manager Name: <input style="width: 100%;" type="text"/></p> <p>Primary Phone #: <input style="width: 100%;" type="text"/> Alternative Phone #: <input style="width: 100%;" type="text"/></p> <p>E-mail Address: <input style="width: 100%;" type="text"/></p> <p>Please state your relationship to the Metropolitan Airports Commission:</p> <p><input type="checkbox"/> I am a Job Applicant <input type="checkbox"/> I am a Current Employee <input type="checkbox"/> Other <input style="width: 100px;" type="text"/></p> <p>Section 2: I am requesting an accommodation for:</p> <p>Check One:</p> <p><input type="checkbox"/> Application/Hiring Process <input type="checkbox"/> Performing a job task/duty <input type="checkbox"/> Accessing a benefit (ex: training, company event) <input type="checkbox"/> Personal assistance services</p>	<p>Please describe the physical, mental, or cognitive impairment(s) that limits your access to the hiring process, ability to do your job, and/or accessing a benefit:</p> <div style="border: 1px solid black; height: 100px; margin-top: 5px;"></div> <p>Please describe in detail the accommodation you are requesting (ex: request for equipment, making a facility accessible, or qualified reader/interpreter) and how the requested accommodation will be effective:</p> <div style="border: 1px solid black; height: 100px; margin-top: 5px;"></div>
<p>The Metropolitan Airports Commission is committed to complying with the Americans with Disabilities Act (“ADA”) and the Minnesota Human Rights Act (“MHRA”). The Human Resources and Labor Relations Department will review each request on an individualized, case-by-case basis to determine whether an accommodation or modification can be made. Please do NOT send copies of medical records. A Human Resources staff person will contact you and request any needed documentation.</p> <p>Please note that this information will be used by the Human Resources and Labor Relations Department to determine whether any reasonable accommodations can be made. The information provided is voluntary; however, I understand if I refuse to provide it, my employer may refuse to provide reasonable accommodations.</p> <p>Requestor Signature: <input style="width: 100%;" type="text"/> Date: <input style="width: 100%;" type="text"/></p> <hr/> <p style="text-align: center;">OFFICE USE ONLY</p> <p style="text-align: center;">RESPONSE TO REQUEST FOR ACCOMMODATION/MODIFICATION</p> <p>Date request received: <input style="width: 100%;" type="text"/></p> <p>The request for accommodation/modification is GRANTED. Below is a description of the accommodation/modification:</p> <div style="border: 1px solid black; height: 100px; margin-top: 5px;"></div>	<p>The request for accommodation/modification is DENIED because:</p> <p><input type="checkbox"/> The requester does not meet the essential eligibility requirements or qualifications for the program, service, or activity, without regard to disability.</p> <p><input type="checkbox"/> The requested accommodation/modification would impose an undue burden on the agency.</p> <p><input type="checkbox"/> The requested accommodation/modification would fundamentally alter the nature of the service, program, or activity.</p> <p>Requester notified on: (date) <input style="width: 100px;" type="text"/> via <input style="width: 100px;" type="text"/></p> <p>Name: <input style="width: 100%;" type="text"/> Date: <input style="width: 100%;" type="text"/></p> <p>Signature: <input style="width: 100%;" type="text"/></p>

F. Notice Under the Americans with Disabilities Act

In accordance with the requirements of Title II of the Americans with Disabilities Act of 1990 (“ADA”), the MAC will not discriminate against qualified individuals with disabilities on the basis of disability in its services, programs, or activities.

Employment: MAC does not discriminate on the basis of disability in its hiring or employment practices and complies with all regulations promulgated by the U.S. Equal Employment Opportunity Commission under title I of the ADA.

Effective Communication: MAC will generally, upon request, provide appropriate aids and services leading to effective communication for qualified persons with disabilities so they can participate equally in MAC programs, services, and activities, including qualified sign language interpreters, documents in Braille, and other ways of making information and communications accessible to people who have speech, hearing, or vision impairments.

Modifications to Policies and Procedures: MAC will make all reasonable modifications to policies and programs to ensure that people with disabilities have an equal opportunity to enjoy all of its programs, services, and activities. For example, individuals with service animals are welcomed in MAC offices, even where pets are generally prohibited.

Anyone who requires an auxiliary aid or service for effective communication, or a modification of policies or procedures to participate in a program, service, or activity MAC, should contact the Director office of Civil Rights and Small Business Development Tekia Jefferson at 612- 726-8196 as soon as possible but no later than 48 hours before the scheduled event.

The ADA does not require the MAC to take any action that would fundamentally alter the nature of its programs or services, or impose an undue financial or administrative burden.

Complaints that a program, service, or activity of MAC is not accessible to persons with disabilities should be directed to the Director office of Office of Civil Rights and Small Business Development Tekia Jefferson at 612- 726-8196.

MAC will not place a surcharge on a particular individual with a disability or any group of individuals with disabilities to cover the cost of providing auxiliary aids/services or reasonable modifications of policy, such as retrieving items from locations that are open to the public but are not accessible to persons who use wheelchairs.

G. Evacuation Procedure for Individuals with Disabilities or Otherwise in Need of Assistance

A copy of the agency's weather and emergency evacuation plans can be found at:

On MAC's Internal SharePoint site. [EOC - Airport Emergency Plan - All Documents \(sharepoint.com\)](#)

Name of individual(s) responsible

- **Name:** Barret Lane
- **Title:** Emergency Manager
- **Email:** barret.lane@mspmac.org
- **Phone:** 612:467-0782

Appendices

Appendix A: Progress Report

FEMALES (Promotion includes both promoted into and within the job category.)						
Job Category	Prior AAP Total Females %	Prior AAP Year Goals Females %	Females Hired %	Female Promoted %	Actual Females Placement (%)	Females Goal Met?
Officials/Administrators	32.35%	34.98%	50.00%	0.00%	20.00%	No
Professionals	34.85%	52.12%	70.00%	0.00%	58.33%	Yes
Technicians	33.33%	0.00%	25.00%	0.00%	25.00%	Yes
Protective Services: Fire	<10%	0.00%	33.33%	0.00%	25.00%	Yes
Protective Services: Police	26.32%	25.03%	16.67%	0.00%	14.81%	No
Managers and Supervisors	27.46%	37.38%	26.32%	16.67%	21.62%	No
Office/Clerical	65.12%	73.79%	71.43%	25.00%	54.55%	No
Skilled Craft	<10%	0.00%	12.50%	0.00%	<10%	Yes
Service Maintenance	<10%	0.00%	<10%	0.00%	<10%	Yes

Racial/Ethnic Minorities (Minorities) (Promotion includes both promoted into and within the job category.)						
Job Category	Prior AAP Total Minorities %	Prior AAP Year Goals Minorities %	Minorities Hired %	Minorities Promoted %	Actual Minorities Placement (%)	Minorities Goal Met?
Officials/Administrators	<10%	0.00%	0.00%	0.00%	0.00%	Yes
Professionals	13.64%	15.59%	40.00%	0.00%	33.33%	Yes
Technicians	16.67%	0.00%	50.00%	0.00%	50.00%	Yes
Protective Services: Fire	<10%	31.10%	33.33%	0.00%	25.00%	No
Protective Services: Police	24.56%	30.65%	29.17%	33.33%	29.63%	No
Managers and Supervisors	<10%	15.18%	15.79%	11.11%	13.51%	No
Office/Clerical	24.42%	0.00%	28.57%	50.00%	36.36%	Yes
Skilled Craft	<10%	14.75%	<10%	0.00%	<10%	No
Service Maintenance	11.01%	23.74%	13.79%	33.33%	17.14%	No

Individuals with Disabilities (Promotion includes both promoted into and within the job category.)

Job Category	Prior AAP Total Individuals with Disabilities %	Prior AAP Year Goals Individuals with Disabilities %	Individuals with Disabilities Hired %	Individuals with Disabilities Promoted %	Actual Individuals with Disabilities Placement (%)	Individuals with Disabilities Goal Met?
Officials/Administrators	<10%	0.00%	0.00%	0.00%	0.00%	Yes
Professionals	<10%	<10%	0.00%	0.00%	0.00%	No
Technicians	0.00%	0.00%	0.00%	0.00%	0.00%	Yes
Protective Services: Fire	<10%	0.00%	0.00%	0.00%	0.00%	Yes
Protective Services: Police	0.00%	<10%	16.67%	0.00%	14.81%	Yes
Managers and Supervisors	0.00%	<10%	<10%	<10%	5.41%	Yes
Office/Clerical	<10%	<10%	0.00%	0.00%	0.00%	No
Skilled Craft	<10%	<10%	0.00%	0.00%	0.00%	No
Service Maintenance	0.00%	0.00%	0.00%	0.00%	0.00%	Yes

Appendix B: Separation Analysis

Total Separations				
*(Minority = Racial/Ethnic Minorities)				
Separation Type	Total %	Female % within Each Sep Type ¹	*Minority % within Each Sep Type ¹	Individuals with Disabilities % within Each Sep Type ¹
Dismissal or Non-Certification	4.69%	33.33%	0.00%	0.00%
Resignations	54.69%	28.57%	22.86%	0.00%
Enhanced Separation	0.00%	0.00%	0.00%	0.00%
Retirement	40.63%	23.08%	7.69%	<10%
Death	0.00%	%	0.00%	0.00%
Lay-off	0.00%	0.00%	0.00%	0.00%
Termination without Rights	0.00%	0.00%	0.00%	0.00%
Total Separations	100.00%	26.56%	15.63%	<10%

Officials/Administrators				
Separation Type	Total %	Female % within Each Sep Type ¹	*Minority % within Each Sep Type ¹	Individuals with Disabilities % within Each Sep Type ¹
Dismissal or Non-Certification	0.00%	0.00%	0.00%	0.00%
Resignations	33.33%	0.00%	0.00%	0.00%
Enhanced Separation	0.00%	0.00%	0.00%	0.00%
Retirement	66.67%	0.00%	0.00%	0.00%
Death	0.00%	0.00%	0.00%	0.00%
Lay-off	0.00%	0.00%	0.00%	0.00%
Termination without Rights	0.00%	0.00%	0.00%	0.00%
Total Separations	100.00%	0.00%	0.00%	0.00%

Professionals				
Separation Type	Total %	Female % within Each Sep Type ¹	*Minority % within Each Sep Type1	Individuals with Disabilities % within Each Sep Type ¹
Dismissal or Non-Certification	0.00%	0.00%	0.00%	0.00%
Resignations	75.00%	66.67%	0.00%	0.00%
Enhanced Separation	0.00%	0.00%	0.00%	0.00%
Retirement	25.00%	100.00%	0.00%	0.00%
Death	0.00%	0.00%	0.00%	0.00%
Lay-off	0.00%	0.00%	0.00%	0.00%
Termination without Rights	0.00%	0.00%	0.00%	0.00%
Total Separations	100.00%	75.00%	0.00%	0.00%

Technicians				
Separation Type	Total %	Female % within Each Sep Type ¹	*Minority % within Each Sep Type1	Individuals with Disabilities % within Each Sep Type ¹
Dismissal or Non-Certification	0.00%	0.00%	0.00%	0.00%
Resignations	0.00%	0.00%	0.00%	0.00%
Enhanced Separation	0.00%	0.00%	0.00%	0.00%
Retirement	0.00%	0.00%	0.00%	0.00%
Death	0.00%	0.00%	0.00%	0.00%
Lay-off	0.00%	0.00%	0.00%	0.00%
Termination without Rights	0.00%	0.00%	0.00%	0.00%

Total Separations				
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Protective Services: Fire				
Separation Type	Total %	Female % within Each Sep Type ¹	*Minority % within Each Sep Type1	Individuals with Disabilities % within Each Sep Type ¹
Dismissal or Non-Certification	0.00%	0.00%	0.00%	0.00%
Resignations	100.00%	0.00%	100.00%	0.00%
Enhanced Separation	0.00%	0.00%	0.00%	0.00%
Retirement	0.00%	0.00%	0.00%	0.00%
Death	0.00%	0.00%	0.00%	0.00%
Lay-off	0.00%	0.00%	0.00%	0.00%
Termination without Rights	0.00%	0.00%	0.00%	0.00%
Total Separations	100.00%	0.00%	100.00%	0.00%

Protective Services: Police				
Separation Type	Total %	Female % within Each Sep Type ¹	*Minority % within Each Sep Type1	Individuals with Disabilities % within Each Sep Type ¹
Dismissal or Non-Certification	0.00%	0.00%	0.00%	0.00%
Resignations	76.47%	0.00%	23.08%	0.00%
Enhanced Separation	0.00%	0.00%	0.00%	0.00%
Retirement	23.53%	0.00%	0.00%	0.00%
Death	0.00%	0.00%	0.00%	0.00%
Lay-off	0.00%	0.00%	0.00%	0.00%

Termination without Rights	0.00%	0.00%	0.00%	0.00%
Total Separations	100.00%	0.00%	17.65%	0.00%

Managers and Supervisors				
Separation Type	Total %	Female % within Each Sep Type ¹	*Minority % within Each Sep Type1	Individuals with Disabilities % within Each Sep Type ¹
Dismissal or Non-Certification	5.88%	0.00%	0.00%	0.00%
Resignations	47.06%	50.00%	0.00%	0.00%
Enhanced Separation	0.00%	0.00%	0.00%	0.00%
Retirement	47.06%	25.00%	12.50%	0.00%
Death	0.00%	0.00%	0.00%	0.00%
Lay-off	0.00%	0.00%	0.00%	0.00%
Termination without Rights	0.00%	0.00%	0.00%	0.00%
Total Separations	100.00%	35.29%	5.88%	0.00%

Office/Clerical				
Separation Type	Total %	Female % within Each Sep Type ¹	*Minority % within Each Sep Type1	Individuals with Disabilities % within Each Sep Type ¹
Dismissal or Non-Certification	12.50%	100.00%	0.00%	0.00%
Resignations	50.00%	100.00%	25.00%	0.00%
Enhanced Separation	0.00%	0.00%	0.00%	0.00%
Retirement	37.50%	66.67%	33.33%	0.00%
Death	0.00%	0.00%	0.00%	0.00%

Lay-off	0.00%	0.00%	0.00%	0.00%
Termination without Rights	0.00%	0.00%	0.00%	0.00%
Total Separations	100.00%	87.50%	25.00%	0.00%

Skilled Craft				
Separation Type	Total %	Female % within Each Sep Type ¹	*Minority % within Each Sep Type1	Individuals with Disabilities % within Each Sep Type ¹
Dismissal or Non-Certification	0.00%	0.00%	0.00%	0.00%
Resignations	75.00%	0.00%	66.67%	0.00%
Enhanced Separation	0.00%	0.00%	0.00%	0.00%
Retirement	25.00%	0.00%	0.00%	0.00%
Death	0.00%	0.00%	0.00%	0.00%
Lay-off	0.00%	0.00%	0.00%	0.00%
Termination without Rights	0.00%	0.00%	0.00%	0.00%
Total Separations	100.00%	0.00%	50.00%	0.00%

Service Maintenance				
Separation Type	Total %	Female % within Each Sep Type ¹	*Minority % within Each Sep Type1	Individuals with Disabilities % within Each Sep Type ¹
Dismissal or Non-Certification	10.00%	0.00%	0.00%	0.00%
Resignations	20.00%	0.00%	50.00%	0.00%
Enhanced Separation	0.00%	0.00%	0.00%	0.00%
Retirement	70.00%	14.29%	0.00%	0.00%

Death	0.00%	0.00%	0.00%	0.00%
Lay-off	0.00%	0.00%	0.00%	0.00%
Termination without Rights	0.00%	0.00%	0.00%	0.00%
Total Separations	100.00%	10.00%	10.00%	0.00%

Appendix C: Job Category Analysis

Officials/Administrators		*Minority=racial/ethnic		
minorities				
Job Code	Job Title	Female Employee %	*Minority Employee %	Individuals w/ Disabilities Employee %
000010	Chief Executive and Legislators	33.33%	6.67%	0.00%
20	General and Operations Managers	33.33%	<10%	<10%
60	Public Relation Managers	50.00%	0.00%	0.00%
Total		34.09%	<10%	<10%

Professionals		*Minority=racial/ethnic		
minorities				
Job Code	Job Title	Female Employee %	*Minority Employee %	Individuals w/ Disabilities Employee %
800	Accountants and Auditors	28.57%	14.29%	14.29%
1541	Airport Planner	0.00%	0.00%	0.00%
2100	Attorneys	25.00%	25.00%	0.00%
640	Benefits Specialists	100.00%	50.00%	0.00%
1006	Computer Systems Analyst	43.75%	37.50%	<10%
1106	Computer Network Architect	0.00%	0.00%	0.00%
1010	Computer Engineers	11.11%	0.00%	0.00%
1105	Network/Computer Administrators	0.00%	25.00%	0.00%
520	Buyers	100.00%	0.00%	0.00%
845	Financial Analyst	0.00%	50.00%	0.00%

2634	Graphic Designer	100.00%	0.00%	0.00%
2825	Public Relations Specialists	66.67%	0.00%	0.00%
630	Human Resources	100.00%	33.33%	0.00%
750	Business Operations Specialists	0.00%	14.29%	0.00%
565	Compliance Officers	25.00%	0.00%	0.00%
Total		35.21%	19.72%	<10%

Technicians minorities		*Minority=racial/ethnic		
Job Code	Job Title	Female Employee %	*Minority Employee %	Individuals w/ Disabilities Employee %
1050	Computer Support Specialist	25.00%	18.75%	0.00%
750	Business Operations Specialists	33.33%	22.22%	0.00%
Total		28.00%	20.00%	0.00%

Protective Services: Fire *Minority=racial/ethnic minorities

Job Code	Job Title	Female Employee %	*Minority Employee %	Individuals w/ Disabilities Employee %
3740	Fire Fighters	14.63%	<10%	<10%
3750	Fire Inspector	0.00%	0.00%	0.00%
Total		14.63%	<10%	<10%

Protective Services: Police		*Minority=racial/ethnic minorities		
Job Code	Job Title	Female Employee %	*Minority Employee %	Individuals w/ Disabilities Employee %
3870	Police Officers	15.07%	13.70%	0.00%
3945	Community Service Officers	4.35%	39.13%	4.35%
3960	Other Protective Service Workers	71.43%	21.43%	0.00%
Total		20.00%	20.00%	0.91%

Managers and Supervisors
*Minority=racial/ethnic minorities

Job Code	Job Title	Female Employee %	*Minority Employee %	Individuals w/ Disabilities Employee %
60	Public Relations	42.86%	28.57%	0.00%
101	Administrative Services	100.00%	0.00%	0.00%
120	Finance Managers	80.00%	0.00%	0.00%
136	Human Resources	66.67%	16.67%	16.67%
220	Construction Managers	45.45%	0.00%	0.00%
110	Computer and Information Systems	0.00%	0.00%	0.00%
440	Managers, all others	25.49%	9.80%	1.96%
3710	Police Supervisors	<10%	<10%	3.33%
3720	Fire Supervisors	<10%	30.00%	0.00%
102	Facilities	<10%	<10%	0.00%
1305	Architects	0.00%	0.00%	0.00%
Total		28.85%	<10%	<10%

Office/Clerical minorities		*Minority=racial/ethnic		
Job Code	Job Title	Female Employee %	*Minority Employee %	Individuals w/ Disabilities Employee %
5240	Customer Service Rep	43.24%	43.24%	0.00%
5740	Secretary Administrative (not legal or exec.)	85.71%	14.29%	9.52%
5120	Bookkeeping/accounting clerks	100.00%	100.00%	50.00%
5940	Other Admin Support	61.90%	28.57%	<10%
5140	Payroll and Timekeeping	0.00%	0.00%	0.00%
5150	Procurement	100.00%	0.00%	0.00%

5710	Executive Secretaries/Admins	100.00%	0.00%	0.00%
5720	Legal Secretaries/Admins	100.00%	0.00%	0.00%
Total		61.63%	31.40%	<10%

Skilled Craft minorities		*Minority=racial/ethnic		
Job Code	Job Title	Female Employee %	*Minority Employee %	Individuals w/ Disabilities Employee %
6230	Carpenters	18.18%	9.09%	0.00%
6355	Electricians	<10%	0.00%	0.00%
6410	Painters	<10%	8.33%	0.00%
6442	Plumbers	<10%	0.00%	0.00%
7220	Equipment Mechanics	0.00%	0.00%	0.00%
6210	Boiler/Operating Engineers	<10%	5.26%	<10%
7640	Fire Tech/ Sign Specialist	0.00%	0.00%	0.00%
Total		<10%	<10%	<10%

Service Maintenance minorities		*Minority=racial/ethnic		
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Job Code	Job Title	Female Employee %	*Minority Employee %	Individuals w/ Disabilities Employee %
7350	Maintenance Workers	<10%	10.38%	0.00%
7260	Vehicle Mechanics	0.00%	0.00%	<10%
8140	Welders	0.00%	0.00%	0.00%
Total		<10%	<10%	<10%

Appendix D: Feeder Jobs

Officials and Managers (RE = Racial or Ethnic Minorities; PWD = Persons with Disabilities)

Officials/Administrators								
Job Code	EEO Category	Job Title	Female %	Weighted Female %	Minority %	Weighted Minority %	Indiv w/Disabl %	Weighted Indv w/Disabl %
10	Officials/Administrators	Chair	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
10	Officials/Administrators	Executive Director/Officers	0.00%	0.00%	12.50%	2.27%	0.00%	0.00%
10	Officials/Administrators	Vice Presidents	66.67%	9.09%	0.00%	0.00%	0.00%	0.00%
20	Officials/Administrators	Directors and Assistant Directors	33.33%	20.45%	<10%	2.27%	<10%	2.27%
60	Officials/Administrators	Communication/Marketing Directors	50.00%	2.27%	0.00%	0.00%	0.00%	0.00%
			0.00%	0.00%	0.00%	0.00%	0.00%	0.00%

			0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
			0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Total			31.82%	31.82%	<10%	4.55%	<10%	2.27%

Professionals								
Job Code	EEO Category	Job Title	Female %	Weighted Female %	Minority %	Weighted Minority %	Indiv w/Disabl %	Weighted Indv w/Disabl %
800	Professionals	Accountants/Auditors	28.57%	3.03%	14.29%	1.52%	14.29%	1.52%
1305	Professionals	Airport Architect	100.00%	1.52%	0.00%	0.00%	0.00%	0.00%
1541	Professionals	Airport Planner	0.00%	0.00%	100.00%	1.52%	0.00%	0.00%
2100	Professionals	Attorney	25.00%	1.52%	0.00%	0.00%	0.00%	0.00%
640	Professionals	Benefits Administrator	100.00%	3.03%	50.00%	1.52%	0.00%	0.00%
1006	Professionals	IT Analysts	43.75%	10.61%	37.50%	9.09%	<10%	1.52%
1106	Professionals	Information Security Architect	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
750	Professionals	Operations Agents	0.00%	0.00%	25.00%	1.52%	0.00%	0.00%
845	Professionals	Financial /Revenue Analysts	0.00%	0.00%	50.00%	1.52%	0.00%	0.00%
2634	Professionals	Graphic Designer	100.00%	1.52%	0.00%	0.00%	0.00%	0.00%
2825	Professionals	Event Coordinator	100.00%	1.52%	0.00%	0.00%	0.00%	0.00%
		Marketing						
2825	Professionals	Strategist/Coordinator	100.00%	1.52%	0.00%	0.00%	0.00%	0.00%
565	Professionals	Compliance Specialists	25.00%	1.52%	0.00%	0.00%	0.00%	0.00%
520	Professionals	Buyer	100.00%	3.03%	0.00%	0.00%	0.00%	0.00%
1010	Professionals	Computer Engineers	11.11%	1.52%	0.00%	0.00%	0.00%	0.00%
		Network/Computer						
1105	Professionals	Administrators	0.00%	0.00%	25.00%	1.52%	0.00%	0.00%
630	Professionals	HR Business Partners	100.00%	6.06%	25.00%	1.52%	0.00%	0.00%

Total	36.36%	36.36%	19.70%	19.70%	<10%	3.03%
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Technicians								
Job Code	EEO Category	Job Title	Female %	Weighted Female %	Minority %	Weighted Minority %	Indiv w/Disabl %	Weighted Indv w/Disabl %
1005	Technicians	Computer Specialists Support	25.00%	16.00%	18.75%	12.00%	0.00%	0.00%
750	Technicians	Business Operations Specialists	33.33%	12.00%	22.22%	8.00%	0.00%	0.00%
Total			28.00%	28.00%	20.00%	20.00%	0.00%	0.00%

Protective Services: Fire								
Job Code	EEO Category	Job Title	Female %	Weighted Female %	Minority %	Weighted Minority %	Indiv w/Disabl %	Weighted Indv w/Disabl %
3740	Protective Services - Fire	Fire Fighters	14.63%	14.29%	9.76%	9.52%	<10%	2.38%
3750	Protective Services - Fire	Fire Inspector	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%

Total	14.29%	14.29%	9.52%	9.52%	<10%	2.38%
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Protective Services: Police								
Job Code	EEO Category	Job Title	Female %	Weighted Female %	Minority %	Weighted Minority %	Indiv w/Disabl %	Weighted Indv w/Disabl %
3870	Protective Service - Police	Police Officer	15.07%	10.00%	13.70%	9.09%	0.00%	0.00%
3945	Protective Service - Police	Community Service Officer	4.35%	0.91%	39.13%	8.18%	4.35%	0.91%
3960	Protective Service - Police	Non- Sworn Protective Service Workers	71.43%	9.09%	21.43%	2.73%	0.00%	0.00%
Total			20.00%	20.00%	20.00%	20.00%	0.91%	0.91%

Managers and Supervisors								
Job Code	EEO Category	Job Title	Female %	Weighted Female %	Minority %	Weighted Minority %	Indiv w/Disabl %	Weighted Indv w/Disabl %
60	Managers and Supervisors	Public Relations	42.86%	1.94%	28.57%	1.29%	0.00%	0.00%
101	Managers and Supervisors	Administrative Services	100.00%	2.58%	0.00%	0.00%	0.00%	0.00%

120	Managers and Supervisors	Finance Managers	80.00%	2.58%	0.00%	0.00%	0.00%	0.00%
136	Managers and Supervisors	Human Resources	66.67%	2.58%	16.67%	0.65%	16.67%	0.65%
220	Managers and Supervisors	Construction Managers	45.45%	3.23%	0.00%	0.00%	0.00%	0.00%
110	Managers and Supervisors	Computer and Information Systems	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
440	Managers and Supervisors	Managers, all others	25.49%	8.39%	9.80%	3.23%	1.96%	0.65%
3710	Managers and Supervisors	Police Supervisors	<10%	5.16%	<10%	1.94%	3.33%	0.65%
3720	Managers and Supervisors	Fire Supervisors	<10%	0.65%	30.00%	1.94%	0.00%	0.00%
102	Managers and Supervisors	Facilities	<10%	1.94%	<10%	0.65%	0.00%	0.00%
Total			29.03%	29.03%	<10%	9.68%	1.94%	1.94%

Office/Clerical								
Job Code	EEO Category	Job Title	Female %	Weighted Female %	Minority %	Weighted Minority %	Indiv w/Disabl %	Weighted Indiv w/Disabl %
5240	Clerical	Customer Service Rep	43.24%	18.60%	43.24%	18.60%	0.00%	0.00%
5740	Clerical	Secretary Administrative (not legal or exec.)	85.71%	20.93%	<10%	3.49%	9.52%	2.33%
5120	Clerical	Bookkeeping/accounting clerks	100.00%	2.33%	100.00%	2.33%	50.00%	1.16%
5940	Clerical	Other Admin Support	61.90%	15.12%	28.57%	6.98%	<10%	0.00%
5140	Clerical	Payroll and Timekeeping	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%

5150	Clerical	Procurement	100.00%	2.33%	0.00%	0.00%	0.00%	0.00%
5710	Clerical	Executive Secretaries/Admins	100.00%	1.16%	0.00%	0.00%	0.00%	0.00%
5720	Clerical	Legal Secretaries/Admins	100.00%	1.16%	0.00%	0.00%	0.00%	0.00%
Total			61.63%	61.63%	31.40%	31.40%	<10%	3.49%

Skilled Craft								
Job Code	EEO Category	Job Title	Female %	Weighted Female %	Minority %	Weighted Minority %	Indiv w/Disabl %	Weighted Indiv w/Disabl %
6230	Skilled Craft	Carpenters	18.18%	2.44%	9.09%	1.22%	0.00%	0.00%
6355	Skilled Craft	Electricians	<10%	1.22%	0.00%	0.00%	0.00%	0.00%
6410	Skilled Craft	Painters	8.33%	1.22%	8.33%	1.22%	0.00%	0.00%
6442	Skilled Craft	Plumbers	<10%	1.22%	0.00%	0.00%	0.00%	0.00%
7220	Skilled Craft	Equipment Mechanics	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
6210	Skilled Craft	Boiler/Operating Engineers	<10%	0.00%	5.26%	1.22%	<10%	0.00%
7640	Skilled Craft	Alarm Tech/Sign Ship Specialists	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Total			<10%	6.10%	<10%	3.66%	<10%	0.00%

Service Maintenance

Job Code	EEO Category	Job Title	Female %	Weighted Female %	Minority %	Weighted Minority %	Indiv w/Disabl %	Weighted Indv w/Disabl %
7350	Service Maintenance Service	Maintenance Workers	3.77%	3.13%	10.38%	8.59%	0.00%	0.00%
7260	Maintenance Service	Vehicle Mechanics	0.00%	0.00%	0.00%	0.00%	5.00%	0.78%
8140	Maintenance	Welders	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Total			3.13%	3.13%	8.59%	8.59%	0.78%	0.78%

Appendix E Determining Availability

(note: *Minority= racial/ethnic minority; **Indiv. W Disabl = Individuals with Disabilities)

Officials/Administrators

Factor	Weight Ratio	Raw Statistics Female	Raw Statistics *Minority	Raw Statistics **Indiv. w Disabl	Weighted Statistics Female	Weighted Statistics *Minority	Weighted Statistics **Indiv. w Disabl	Source of Statistics	Reasons for External and Internal Weight Ratio
1: External - Percentage of females or racial/ethnic minorities with requisite skills in the reasonable recruitment area.	80.00%	33.26%	9.25%	4.00%	26.61%	7.40%	3.20%	The American Community Survey (2014-2018) compiled by the U.S. Department of Labor, Bureau of Labor Statistics. Regions: Metropolitan Area COC and COC Title: 0010, 0020, 0060	Our historical hires in this job category shows 80% from external and 20% from internal movements.
2: Internal - Percentage of females or racial/ethnic among those promotable, transferable, and trainable with your agency.	20.00%	31.82%	4.55%	2.27%	6.36%	0.91%	0.45%	Employee workforce for the job classifications that constitute feeders to this job category.	
The value of weight must equal to 100.00% →	100.00%	Final Avail %			32.97%	8.31%	3.65%		

Professionals

Factor	Weight Ratio	Raw Statistics Female	Raw Statistics *Minority	Raw Statistics **Indiv. w Disabl	Weighted Statistics Female	Weighted Statistics *Minority	Weighted Statistics **Indiv. w Disabl	Source of Statistics	Reasons for External and Internal Weight Ratio
1: External - Percentage of females or racial/ethnic minorities with requisite skills in the reasonable recruitment area.	80.00%	47.10%	17.28%	3.00%	37.68%	13.82%	2.40%	The American Community Survey (2014-2018) compiled by the U.S. Department of Labor, Bureau of Labor Statistics. Regions: Metropolitan area. COC and COC Title: 800, 1305, 1541, 2100, 640, 1006, 1106, 750, 845, 2634, 2825, 565, 520, 1010, 1105, 710, 630	Our historical hires in this job category shows 80% from external and 20% from internal movements.
2: Internal - Percentage of females or racial/ethnic among those promotable, transferable, and trainable with your agency.	20.00%	36.36%	19.70%	3.03%	7.27%	3.94%	0.61%	Employee workforce for the job classifications that constitute feeders to this job category.	
The value of weight must equal to 100.00% →	100.00%	Final Avail %			44.95%	17.76%	3.01%		

Technicians									
Factor	Weight Ratio	Raw Statistics Female	Raw Statistics *Minority	Raw Statistics **Indiv. w Disabl	Weighted Statistics Female	Weighted Statistics *Minority	Weighted Statistics **Indiv. w Disabl	Source of Statistics	Reasons for External and Internal Weight Ratio

1: External - Percentage of females or racial/ethnic minorities with requisite skills in the reasonable recruitment area.	100.00%	0.3387	0.1822	0.0255	33.87%	18.22%	2.55%	The American Community Survey (2014-2018) compiled by the U.S. Department of Labor, Bureau of Labor Statistics. Regions: Metropolitan Area COC and COC Title: 1005, 750	Our historical hires in this job category shows 100%.
2: Internal - Percentage of females or racial/ethnic among those promotable, transferable, and trainable with your agency.	0.00%	28.00%	20.00%	0.00%	0.00%	0.00%	0.00%	Employee workforce for the job groups that constitute feeders to this job group.	
The value of weight must equal to 100.00% →	100.00%	Final Avail %			33.87%	18.22%	2.55%		

Protective Services: Fire									
Factor	Weight Ratio	Raw Statistics Female	Raw Statistics *Minority	Raw Statistics **Indiv. w Disabl	Weighted Statistics Female	Weighted Statistics *Minority	Weighted Statistics **Indiv. w Disabl	Source of Statistics	Reasons for External and Internal Weight Ratio
1: External - Percentage of females or racial/ethnic minorities with requisite skills in the reasonable recruitment area.	100.00%	0.0672	0.3114	0.0498	6.72%	31.10%	4.98%	The American Community Survey (2014-2018) compiled by the U.S. Department of Labor, Bureau of Labor Statistics. Regions: Metropolitan Area COC and COC Title: 3740, 3750	Our historical hires in this job category shows 100%.

2: Internal - Percentage of females or racial/ethnic among those promotable, transferable, and trainable with your agency.	0.00%	14.29%	9.52%	2.38%	0.00%	0.00%	0.00%	Employee workforce for the job classifications that constitute feeders to this job category.
The value of weight must equal to 100.00% →	100.00%	Final Avail %			6.72%	31.10%	4.98%	

Protective Services: Police									
Factor	Weight Ratio	Raw Statistics Female	Raw Statistics *Minority	Raw Statistics **Indiv. w Disabl	Weighted Statistics Female	Weighted Statistics *Minority	Weighted Statistics **Indiv. w Disabl	Source of Statistics	Reasons for External and Internal Weight Ratio
1: External - Percentage of females or racial/ethnic minorities with requisite skills in the reasonable recruitment area.	80.00%	0.2527	0.2295	0.0212	20.22%	18.36%	1.70%	The American Community Survey (2014-2018) compiled by the U.S. Department of Labor, Bureau of Labor Statistics. Regions: Metropolitan Area COC and COC Title: 3870, 3945, 3960	Our historical hires in this job category shows 80% from external and 20% from internal movements.
2: Internal - Percentage of females or racial/ethnic among those promotable, transferable, and trainable with your agency.	20.00%	20.00%	20.00%	0.91%	4.00%	4.00%	0.18%	Employee workforce for the job classifications that constitute feeders to this job category.	
The value of weight must equal to 100.00% →	100.00%	Final Avail %			24.22%	22.36%	1.88%		

Managers and Supervisors

Factor	Weight Ratio	Raw Statistics Female	Raw Statistics *Minority	Raw Statistics **Indiv. w Disabl	Weighted Statistics Female	Weighted Statistics *Minority	Weighted Statistics **Indiv. w Disabl	Source of Statistics	Reasons for External and Internal Weight Ratio
1: External - Percentage of females or racial/ethnic minorities with requisite skills in the reasonable recruitment area.	70.00%	0.3003	0.0959	0.0212	21.02%	6.71%	1.48%	The American Community Survey (2014-2018) compiled by the U.S. Department of Labor, Bureau of Labor Statistics. Regions: Metropolitan Area COC and COC Title: 60, 101, 120, 136, 150, 220, 410, 110, 3710, 3720, 102	Our historical hires in this job category shows 70% from external and 30% from internal movements.
2: Internal - Percentage of females or racial/ethnic among those promotable, transferable, and trainable with your agency.	30.00%	29.03%	9.68%	1.94%	8.71%	2.90%	0.58%	Employee workforce for the job classifications that constitute feeders to this job category.	
The value of weight must equal to 100.00% →	100.00%	Final Avail %			29.73%	9.62%	2.06%		

Office/Clerical

Factor	Weight Ratio	Raw Statistics Female	Raw Statistics *Minority	Raw Statistics **Indiv. w Disabl	Weighted Statistics Female	Weighted Statistics *Minority	Weighted Statistics **Indiv. w Disabl	Source of Statistics	Reasons for External and Internal Weight Ratio
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1: External - Percentage of females or racial/ethnic minorities with requisite skills in the reasonable recruitment area.	100.00%	0.74	0.1954	0.0487	74.00%	19.54%	4.87%	The American Community Survey (2014-2018) compiled by the U.S. Department of Labor, Bureau of Labor Statistics. Regions: Metropolitan Area COC and COC Title: 5120, 5940, 5140, 5150, 5400, 5710, 5720	Our historical hires in this job category shows 100%.
2: Internal - Percentage of females or racial/ethnic among those promotable, transferable, and trainable with your agency.	0.00%	61.63%	31.40%	3.49%	0.00%	0.00%	0.00%	Employee workforce for the job classifications that constitute feeders to this job category.	
The value of weight must equal to 100.00% →	100.00%	Final Avail %			74.00%	19.54%	4.87%		

Skilled Craft									
Factor	Weight Ratio	Raw Statistics Female	Raw Statistics *Minority	Raw Statistics **Indiv. w Disabl	Weighted Statistics Female	Weighted Statistics *Minority	Weighted Statistics **Indiv. w Disabl	Source of Statistics	Reasons for External and Internal Weight Ratio
1: External - Percentage of females or racial/ethnic minorities with requisite skills in the reasonable recruitment area.	100.00%	0.028	0.14	0.027	2.80%	14.00%	2.70%	The American Community Survey (2014-2018) compiled by the U.S. Department of Labor, Bureau of Labor Statistics. Regions: Metropolitan Area COC and COC Title: 6230, 6355, 6410, 6442, 7220, 6210, 7640	Our historical hires in this job category shows 100%.

2: Internal - Percentage of females or racial/ethnic among those promotable, transferable, and trainable with your agency.	0.00%	6.10%	3.66%	0.00%	0.00%	0.00%	0.00%	Employee workforce for the job classifications that constitute feeders to this job category.
The value of weight must equal to 100.00% →	100.00%	Final Avail %			2.80%	14.00%	2.70%	

Service Maintenance									
Factor	Weight Ratio	Raw Statistics Female	Raw Statistics *Minority	Raw Statistics **Indiv. w Disabl	Weighted Statistics Female	Weighted Statistics *Minority	Weighted Statistics **Indiv. w Disabl	Source of Statistics	Reasons for External and Internal Weight Ratio
1: External - Percentage of females or racial/ethnic minorities with requisite skills in the reasonable recruitment area.	100.00%	0.0138	0.242	0.19	1.38%	24.20%	19.00%	The American Community Survey (2014-2018) compiled by the U.S. Department of Labor, Bureau of Labor Statistics. Regions: Metropolitan Area COC and COC Title: 7350, 7260, 8140	Our historical hires in this job category shows 100%.
2: Internal - Percentage of females or racial/ethnic among those promotable, transferable, and trainable with your agency.	0.00%	3.13%	8.59%	0.78%	0.00%	0.00%	0.00%	Employee workforce for the job classifications that constitute feeders to this job category.	
The value of weight must equal to 100.00% →	100.00%	Final Avail %			1.38%	24.20%	19.00%		

Appendix F: Utilization-Goal Analysis

FEMALES				
Job Categories	% of Female Employees in the Job Category	Female Availability %	Female Establish Goals?	If Yes, Goals for FY 2020-2022
Officials/Administrators	34.09%	32.97%	Monitor	
Professionals	35.21%	44.95%	Yes	44.95%
Technicians	28.00%	33.87%	Yes	33.87%
Protective Services: Fire	<10%	6.72%		
Protective Services: Police	20.00%	24.22%	Yes	24.22%
Managers and Supervisors	28.85%	29.73%	Yes	29.73%
Office/Clerical	61.63%	74.00%	Yes	74.00%
Skilled Craft	<10%	2.80%		
Service Maintenance	<10%	1.38%		
Totals	24.43%			

RARICAL/ETHNIC MINORITIES				
Job Categories	% of Racial/Ethnic Minority Employees in the Job Category	Racial/Ethnic Minority Availability %	Racial/Ethnic Minority Establish Goals?	If Yes, Goals for FY 2020-2022
Officials/Administrators	<10%	8.31%	Yes	8.31%
Professionals	19.72%	17.76%		
Technicians	20.00%	18.22%	Monitor	
Protective Services: Fire	<10%	31.10%	Yes	31.10%
Protective Services: Police	20.00%	22.36%	Yes	22.36%
Managers and Supervisors	<10%	9.62%	Monitor	
Office/Clerical	31.40%	19.54%		
Skilled Craft	<10%	14.00%	Yes	14.00%

Service Maintenance	8.59%	24.20%	Yes	24.20%
Totals	13.83%			

INDIVIDUALS WITH DISABILITIES				
Job Categories	% of Individuals with Disabilities Employees in the Job Category	Individuals with Disabilities State Goals %	Individuals with Disabilities Establish Goals?	If Yes, Goals for FY 2020-2022
Officials/Administrators	<10%	3.65%	Monitor	
Professionals	<10%	3.01%	Monitor	
Technicians	0.00%	2.55%	Monitor	
Protective Services: Fire	<10%	4.98%	Yes	<10%
Protective Services: Police	0.91%	1.88%	Yes	<10%
Managers and Supervisors	1.92%	2.06%	Monitor	<10%
Office/Clerical	<10%	4.87%	Yes	<10%
Skilled Craft	<10%	2.70%	Yes	<10%
Service Maintenance	0.78%	19.00%	Yes	19.00%
Totals	<10%			

Definitions of Terms Used in This Affirmative Action Plan

Applicant: "Applicant" means a person who has satisfied the minimum requirements for application established by the commissioner of management and budget ([M.S. 43A.02, subd. 4](#)).

Availability: an estimated percentage of qualified females, persons with disabilities, and racial or ethnic minorities in the relevant labor market who are available for positions in a given job category at a state agency. The final availability is determined by considering two factors: the statistics from the outside labor market and the internal state agency workforce for the Affirmative Action Plan year.

Feeder job: staffed positions within the agency that can be promoted and/or transferred into other EEO job categories.

Hiring goal: a numerical objective designed to correct an identified deficiency in the utilization of protected group members. For example, the professional job category has identified underutilization, and the availability is 30%, the goal (or hiring goal) for females in the job category is for 30% of the new hires/rehires and promotions for that Affirmative Action Plan year would be females. Goals/hiring goals should never be implemented as quotas, nor should they be used as criteria in decision-making regarding qualifications.

Job category: a group of jobs that are linked by a common purpose and skill set (or sometimes certificates/educational degrees) and are grounded on the job categories identified by the U.S. Equal Employment Opportunity Commission (EEOC).

Labor market area or Reasonable recruitment area: a geographic area in which an agency is seeking a worker in a particular goal unit and where there is an available supply of workers employed or seeking jobs in that goal unit.

Promotion: the appointment of an employee to a position in a class assigned to a salary range which is two or more steps higher at the maximum than the employee's current job class or which requires an increase of two or more steps to pay the employee at the minimum of the new range.

Protected groups: Females, persons with disabilities, and members of the following Minorities: Black, Hispanic, Asian or Pacific Islander, and American Indian or Alaskan Native ([M.S. 43A.02, subd. 33](#)).

Snapshot: one particular point in time. A snapshot of a workforce is taken at one particular point in time as the basis for Affirmative Action Plan analyses because the workforce numbers are always fluctuating.

Underutilization: the representation of females, persons with disabilities, and racial or ethnic minorities in a specific job category is less than reasonably would be expected given from workforce participation in the labor market area.