

**CONSTRUCTION AFFIRMATIVE ACTION PLAN**

**FOR**

\_\_\_\_\_  
(Company Name)

Address: \_\_\_\_\_  
\_\_\_\_\_

Phone: ( \_\_\_\_\_ ) \_\_\_\_\_ Date: \_\_\_\_\_

PROJECT DESCRIPTION: \_\_\_\_\_

COUNTY CONTRACT NO.: \_\_\_\_\_ CONTRACT DOLLAR AMOUNT: \_\_\_\_\_

CONTRACT PERIOD: \_\_\_\_\_ to \_\_\_\_\_

FEDERAL TAX ID NUMBER: \_\_\_\_\_

In accordance with the Hennepin County Board of Commissioners' Resolution Nos. 87-6-394B, 91-9-685R2, 96-8-501, 98-5-274 and 00-8-590R2, companies that are identified as the apparent low bidders on non-exempt Construction contracts over \$100,000 are required to submit an employment Affirmative Action (AA) Plan and have the Plan approved by Hennepin County Purchasing & Contract Services (PCS) prior to the final County contract award. The contractor must submit the Plan to the County buyer/contract representative upon notification that the company is the apparent low bidder.

A new AA Plan must be approved for each building or highway construction contract over \$100,000 and must cover employment at the County construction site(s). These Plans are approved for the life of the contract.

AA Plans approved by other governmental jurisdictions will not satisfy Hennepin County's AA Plan requirements for construction contracts over \$100,000, and PCS will not accept such Plans for approval.

Questions regarding the preparation of a Construction AA Plan should be directed to PCS at (612) 348-2528.

**AFFIRMATIVE ACTION PLAN**

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**I. AFFIRMATIVE ACTION PLANS**

The Company (hereinafter used interchangeably with the word “we”) understands that this Affirmative Action (AA) Plan must be approved by Hennepin County Purchasing & Contract Services (PCS) before final contract award can be made

The Company will require its subcontractors that will provide goods or services over \$100,000 for this contract to submit to the Company AA Plans that are comparable to this Plan.

We will state below the **projected maximum** (contractor's and subcontractors' combined) number of workers and hours at the construction site.

	<u>TOTAL PROJECT</u>	
	<u>Workers</u>	<u>Hours</u>
Skilled	_____	_____
Unskilled	_____	_____
Total Project	_____	_____

**II. EEO/AA POLICY STATEMENT**

This statement reaffirms the Company's policy to provide equal opportunity to employees, applicants and subcontractors in accordance with all applicable Equal Employment Opportunity/Affirmative Action laws, directives and regulations of the State of Minnesota, federal and local governing bodies or agencies thereof, specifically Hennepin County's Equal Employment Opportunity/Affirmative Action (EEO/AA) Policies. The Company:

1. Will not discriminate against any employee or applicant for employment because of race, color, creed, religion, national origin, sex, sexual orientation, disability, age, marital status, or public assistance status.
2. Will take affirmative action to ensure that the Company's employment practices are free of discrimination including, but not limited to, hiring, upgrading, demotion, transfer, recruitment and recruitment advertising, selection, layoff, disciplinary action, termination, rates of pay or other forms of compensation and selection for training including apprenticeship.
3. Prohibits the harassment of any employee or job applicant because of sex, national origin or race. (See Section III.)
4. Commits the necessary time and resources, both financial and human, in making bona fide efforts to achieve the employment goals.
5. Evaluates the performance of its management and supervisory personnel on the basis of their involvement in achieving these AA objectives as well as other established criteria.

6. Has appointed an EEO Coordinator to manage the EEO Program. The Coordinator's responsibilities include monitoring all EEO activities and reporting the effectiveness of the AA Program, as required by Hennepin County. If any employees or applicants for employment believe they have been discriminated against, they may contact the EEO Coordinator.

Employees of this Company and subcontractors on this contract/project who have not made bona fide efforts to comply with the EEO policies and procedures set forth in this Statement and AA Plan will be subject to disciplinary action. Any subcontractor, vendor or supplier that does not comply with all applicable EEO/AA laws, directives and regulations of the State, federal and local governing bodies or agencies thereof, specifically Hennepin County's EEO/AA policies, will be subject to appropriate legal sanctions.

### **III. HARASSMENT POLICY STATEMENT**

The Company agrees that harassment as stated herein is a form of discrimination.

It is the policy of this Company to ensure and maintain a working environment free of harassment, including sexual and racial harassment, on County construction sites and facilities. Unwelcome verbal or physical conduct, including written and electronic communication, directed toward an individual(s) because of race, color, creed, religion, national origin, sex, age, disability, marital status, sexual orientation, or public assistance status, will not be tolerated. Management will ensure that all managers, supervisors and other personnel carry out this policy.

Sexual harassment is defined as unwelcome sexual advances, requests for sexual favors, and other unwelcome behavior of a sexual nature. Harassment, including sexual harassment, is unlawful when:

- Such conduct has the purpose or effect of substantially interfering with an individual's work performance or creating an intimidating, hostile or offensive working environment;
- Submission to such conduct is made either explicitly or implicitly a term or condition of an individual's employment or receipt of services; or,
- Submission to or rejection of such conduct by an individual is used as the basis for employment decision affecting such individual.

Any employee found to be in violation of this policy will be treated in the same manner as breaching any other Company policy, and the employee may be subject to disciplinary action, which may lead to termination of duties with this Company.

### **IV. RESPONSIBILITIES OF EEO COORDINATOR**

The EEO Coordinator for the Company is \_\_\_\_\_.

Employees may contact the Coordinator at \_\_\_\_\_.

The duties of the EEO Coordinator are to:

1. Ensure that managers and supervisors understand it is their responsibility to take action to prevent the harassment of protected class employees, applicants and subcontractors.

2. Ensure that employees who are minorities, women and persons with disabilities are provided equal opportunity as it relates to Company-sponsored training programs, recreational/social activities, benefit plans, pay and other working conditions without regard to race, color, creed, etc.
3. Receive, investigate and attempt to resolve all EEO complaints. Notify employees with EEO complaints of their right to file said complaint with the Minnesota Department of Human Rights (MDHR) or the U.S. Equal Employment Opportunity Commission (EEOC).
4. Coordinate the implementation of necessary remedial actions to meet compliance requirements and goals.
5. Develop and update written AA Plans consistent with the Company's Policy.
6. Implement AA Plans including internal and external dissemination of the Company's Policy and Plan.
7. Coordinate employment recruitment efforts for women, minorities and persons with disabilities.
8. Serve as a liaison between the Company and its contractors, vendors and suppliers and Hennepin County.
9. Serve as a liaison between protected class groups and the Company.
10. Conduct and/or coordinate EEO training and orientation of Company supervisors, managers, and subcontractors and vendors to inform them of their responsibilities pursuant to the AA Plan.
11. Monitor and measure the Company's progress toward AA goals and report results to management.
12. Maintain EEO reports and records and make them available to appropriate enforcement agencies.
13. Hold regular discussions with project managers, supervisors and employees to ensure the Company's EEO Policies are being followed.
14. Monitor subcontractors and vendors to ensure compliance in such areas as:
  - a. Employment of women and minority employees;
  - b. Displaying EEO posters on the construction sites; and
  - c. Maintaining a work environment free of harassment and intimidation based on race, color, creed, etc.

**V. CURRENT WORKFORCE ANALYSIS (Form CC400)**

Please complete the attached Current Workforce Analysis Report (Form CC400), which is found on Page 6 of this Plan according to Instruction.



**ANNUAL WORKFORCE REPORT (FORM CC400)**  
 (PRIME CONTRACTOR Permanent Full Time/Benefit Earning Employees)  
 AS OF \_\_\_\_\_

CONTRACTOR: \_\_\_\_\_

**INSTRUCTIONS - See also Page 5.**

- Column 1: Enter Job Titles for each EEO Job Category in your Workforce.\*
- Column 2: Enter Total number of Employees in each Job Title.
- Columns 3-7: Enter Total number of Male & Female Employees in each Racial/Ethnic Category.
- Columns 8-9: Enter the Minority & Female Totals & Percentages for each Job Title, EEO Category, & Workforce Total.
- Column 10: Enter Total number of Hiring Opportunities for each Job Title, EEO Category, & Workforce Total during Reporting

(1) EEO JOB CATEGORIES	(2) TOTAL EMPLOYE ES	(3) BLACK, NOT OF HISPANIC ORIGIN		(4) HISPANI C		(5) ASIAN/ PACIFIC ISLANDER S		(6) AMERICA N INDIAN OR ALASKAN		(7) WHITE		(8) MINORITIES		(9) FEMALES		(10) HIRING OPPORTUNITI ES	
		M	F	M	F	M	F	M	F	M	F	TOTAL	%	TOTAL	%	TOTAL	
OFFICIALS& MANAGERS (01)																	
(01) CATEGORY TOTAL																	
PROFESSIONALS (02)																	
(02)CATEGORY TOTAL																	

\*EEO Job Titles & Job Categories described on Page 6 of Form CC400.

**ANNUAL WORKFORCE REPORT (FORM CC400)**  
 (Permanent Full Time/Benefit Earning Employees)  
 AS OF \_\_\_\_\_

**INSTRUCTIONS - See also Page 5.**

- Column 1: Enter Job Titles for each EEO Job Category in your Workforce.\*
- Column 2: Enter Total number of Employees in each Job Title.
- Columns 3-7: Enter Total number of Male & Female Employees in each Racial/Ethnic Category.
- Columns 8-9: Enter the Minority & Female Totals & Percentages for each Job Title, EEO Category, & Workforce Total.
- Column 10: Enter total number of Hiring Opportunities for each Job Title, EEO Category and Workforce Total.

(1) EEO JOB CATEGORIES	(2) TOTAL EMPLOYE ES	(3) BLACK, NOT OF HISPANIC ORIGIN		(4) HISPANI C		(5) ASIAN/ PACIFIC ISLANDER S		(6) AMERICA N INDIAN OR ALASKAN		(7) WHITE		(8) MINORITIES		(9) FEMALES		(10) HIRING OPPORTUNITI ES	
		M	F	M	F	M	F	M	F	M	F	TOTAL	%	TOTAL	%	TOTAL	
<b>TECHNICIANS (03)</b>																	
<b>(03) CATEGORY TOTAL</b>																	
<b>SALES WORKERS (04)</b>		M	F	M	F	M	F	M	F	M	F	TOTAL	%	TOTAL	%	TOTAL	
<b>(04) CATEGORY TOTAL</b>																	
<b>OFFICE/CLERICAL (05)</b>		M	F	M	F	M	F	M	F	M	F	TOTAL	%	TOTAL	%	TOTAL	
<b>(05) CATEGORY TOTAL</b>																	

\*EEO Job Titles & Job Categories described on Page 6 of Form CC400

**ANNUAL WORKFORCE REPORT (FORM CC400)**  
 (Permanent Full Time/Benefit Earning Employees)  
 AS OF \_\_\_\_\_

**INSTRUCTIONS - See also Page 5.**

Column 1: Enter Job Titles for each EEO Job Category in your Workforce.\*

Column 2: Enter Total number of Employees in each Job Title.

Columns 3-7: Enter Total number of Male & Female Employees in each Racial/Ethnic Category.

Columns 8-9: Enter the Minority & Female Totals & Percentages for each Job Title, EEO Category, & Workforce Total.

Column 10: Enter Total number of Hiring Opportunities for each Job Title, EEO Category, & Workforce Total during Reporting Period.

(1) EEO JOB CATEGORIES	(2) TOTAL EMPLOYEES	(3) BLACK, NOT OF HISPANIC ORIGIN		(4) HISPANIC		(5) ASIAN/ PACIFIC ISLANDERS		(6) AMERICAN INDIAN OR ALASKAN		(7) WHITE		(8) MINORITIES		(9) FEMALES		(10) HIRING OPPORTUNITIES	
		M	F	M	F	M	F	M	F	M	F	TOTAL	%	TOTAL	%	TOTAL	
<b>CRAFTS (Skilled) (06)</b>																	
<b>(06) CATEGORY TOTAL</b>																	
<b>OPERATIVES (Semi-Skilled) (07)</b>																	
<b>(07) CATEGORY TOTAL</b>																	

\*EEO Job Titles & Job Categories described on Page 6 of Form CC400



**ANNUAL WORKFORCE REPORT (FORM CC400)**  
 (Permanent Full Time/Benefit Earning Employees)  
 AS OF \_\_\_\_\_

**INSTRUCTIONS - See also Page 5.**

Column 1: Enter Job Titles for each EEO Job Category in your Workforce.\*

Column 2: Enter Total number of Employees in each Job Title.

Columns 3-7: Enter Total number of Male & Female Employees in each Racial/Ethnic Category.

Columns 8-9: Enter the Minority & Female Totals & Percentages for each Job Title, EEO Category, & Workforce Total.

Column 10: Enter Total number of Hiring Opportunities for each Job Title, EEO Category, & Workforce Total during Reporting Period.

(1) EEO JOB CATEGORIES	(2) TOTAL EMPLOYE ES	(3) BLACK, NOT OF HISPANIC ORIGIN		(4) HISPANI C		(5) ASIAN/ PACIFIC ISLANDER S		(6) AMERICA N INDIAN OR ALASKAN		(7) WHITE		(8) MINORITIES		(9) FEMALES		(10) HIRING OPPORTUNITI ES	
		M	F	M	F	M	F	M	F	M	F	TOTAL	%	TOTAL	%	TOTAL	
LABORERS (Unskilled) (08)																	
(08) CATEGORY TOTAL																	
SERVICE WORKERS (09)		M	F	M	F	M	F	M	F	M	F	TOTAL	%	TOTAL	%	TOTAL	
(07) CATEGORY TOTAL																	
WORKFORCE TOTALS		M	F	M	F	M	F	M	F	M	F	TOTAL	%	TOTAL	%	TOTAL	

\*EEO Job Titles & Job Categories described on Page 6 of Form CC400.

SIGNATURE OF COMPANY EEO OFFICIAL: \_\_\_\_\_

TITLE: \_\_\_\_\_

TYPE / PRINT NAME: \_\_\_\_\_

DATE: \_\_\_\_\_

NOTE: REPORT WILL BE RETURNED IF NOT FULLY COMPLETED.

## INSTRUCTIONS FOR PREPARING THE ANNUAL WORKFORCE REPORT, FORM CC400

The following instructions will assist you in completing the Annual Workforce Report, Form CC400. Please note that an incorrect or incomplete Annual Workforce Report submitted to P/CS will be returned to the contractor for revision or completion, and the deficiencies will be noted in the contractor's file. Form CC400 must be submitted to P/CS on an annual basis by no later than January 10<sup>th</sup> of each calendar year for the reporting period ending on December 31<sup>st</sup> of the previous year.

1. **COLUMN 1** - Lists the nine EEO Job Categories. **Report employees by Job Titles** under the appropriate EEO Job Category. To find the appropriate EEO Job Category for each Job Title in your company, please review Page 6 of Form CC400. If you have more than one employee for a single Job Title, **list the Job Title ONLY ONCE** (for e.g., Sales Representative or Secretary), then indicate the number of employees for that Job Title. You may include several employees under one Job Title when they hold the same Job Level and pay scale (for e.g., Human Resources Manager, Sales Manager, Marketing Manager and Service Manager can all be listed under the job title "Managers" if they have equal or comparable levels of responsibilities and pay).
2. **COLUMN 2** - Enter the **Total Number of Benefit Earning Employees being reported** for each Job Title, and the total number of employees for each EEO Job Category. See (4) below for definition of Full-Time / Benefit Earning employees.
3. **COLUMNS 3 through 7** - Enter your workforce for each Job Title and EEO Category Total. Also enter the workforce Totals on Page 4 of Form CC400.
4. **COLUMNS 8 & 9** - For each Job Title being reported in Columns 8 & 9, enter your total number of minorities and females, and the percentages that these totals constitute of the total for that Job Title.  
**NOTE:** You should also indicate the total number of minorities and females and percentages for these groups in Columns 8 and 9 of the **Category Total** lines for each EEO Job Category and the Workforce Total.
5. **COLUMN 10** - For each Job Title, EEO Category & Workforce Total being reported in Column 10, enter your Total Number of **Hiring Opportunities** (including promotions, newly created positions, and openings resulting from terminations/standard turnovers).

**PERCENTAGES:** To calculate the minority or female percentages, divide the total number of minorities or females by the total number for the given Job Title and multiply the resulting number by 100. Use the same formula for calculating the percentages of your minority and female employees in the Category Total and the Workforce Total lines.

Percentage = Total number of minority or female divided by Total number for the Job Title, Category Total or Workforce Total. Next, multiply the result by 100 to arrive at the percentile. Add a percent (%) sign.

6. **CATEGORY TOTALS** - Enter the column totals for columns 2 - 9 in the **CATEGORY TOTAL lines** under each EEO Job Category.
7. **WORKFORCE TOTAL** - Enter the **WORKFORCE TOTALS** (grand totals) for each CATEGORY TOTAL on page 4 of Form CC400. In other words, add all of the Category Totals together to arrive at the Workforce Totals.
  - a. 8. **UTILIZATION** - The utilization of minorities and women is entered on the WORKFORCE TOTAL line on page 4 of Form CC400. The **UTILIZATION of minorities and women** figure is your overall percentages of minorities and females entered in COLUMNS 8 & 9 of the Workforce Total line.
9. **COMPANY SIGNATURE** – The Company Official responsible for implementing the EEO Plan requirements must sign Form CC400. This Official's name and job title should be typed or printed as indicated on Page 4 of Form CC400. The DATE the Official signed the ANNUAL WORKFORCE ANALYSIS Form should also be indicated.

## EEO JOB CATEGORIES

**OFFICIALS & MANAGERS:** OCCUPATIONS REQUIRING ADMINISTRATIVE AND MANAGERIAL PERSONNEL WHO SET BROAD POLICIES, EXERCISE OVERALL RESPONSIBILITY FOR EXECUTION OF THESE POLICIES, AND DIRECT INDIVIDUAL DEPARTMENTS OR SPECIAL PHASES OF A FIRM'S OPERATIONS. INCLUDES: OFFICIALS, MIDDLE MANAGEMENT, PLANT MANAGERS, DEPARTMENT MANAGERS & SUPERINTENDENTS, SALARIED SUPERVISORS WHO ARE MEMBERS OF MANAGEMENT, PURCHASING AGENTS & BUYERS, RAILROAD CONDUCTORS & YARD MASTERS, SHIP CAPTAINS, MATES & OTHER OFFICERS, FARM OPERATORS & MANAGERS, AND KINDRED WORKERS.

**PROFESSIONALS:** OCCUPATIONS REQUIRING EITHER COLLEGE GRADUATION OR EXPERIENCE OF SUCH KIND AND AMOUNT AS TO PROVIDE A COMPARABLE BACKGROUND. INCLUDES: ACCOUNTANTS & AUDITORS, AIRPLANE PILOTS, NAVIGATORS, ARCHITECTS, ARTISTS, CHEMISTS, DESIGNERS, DIETITIANS, EDITORS, ENGINEERS, LAWYERS, LIBRARIANS, MATHEMATICIANS, NATURAL SCIENTISTS, REGISTERED PROFESSIONAL NURSES, PERSONNEL AND LABOR RELATIONS SPECIALISTS, PHYSICAL SCIENTISTS, PHYSICIANS, SOCIAL SCIENTISTS, TEACHERS, AND KINDRED WORKERS.

**TECHNICIANS:** OCCUPATIONS REQUIRING A COMBINATION OF BASIC SCIENTIFIC KNOWLEDGE AND MANUAL SKILL WHICH CAN BE OBTAINED THROUGH 2 YEARS OF POST-HIGH SCHOOL EDUCATION, SUCH AS IS OFFERED IN MANY TECHNICAL INSTITUTES OR JUNIOR COLLEGES, OR THROUGH EQUIVALENT ON-THE-JOB TRAINING. INCLUDES: COMPUTER PROGRAMMERS, DRAFTERS, ENGINEERING AIDES, JUNIOR ENGINEERS, MATHEMATICAL AIDES, LICENSED, PRACTICAL OR VOCATIONAL NURSES, PHOTOGRAPHERS, RADIO OPERATORS, SCIENTIFIC ASSISTANTS, SURVEYORS, TECHNICAL ILLUSTRATORS, TECHNICIANS (MEDICAL, DENTAL, ELECTRONIC, PHYSICAL SCIENCE), AND KINDRED WORKERS.

**SALES:** OCCUPATIONS ENGAGING WHOLLY OR PRIMARILY IN DIRECT SELLING. INCLUDES: ADVERTISING AGENTS & SALES WORKERS, INSURANCE AGENTS & BROKERS, REAL ESTATE AGENTS & BROKERS, STOCK AND BOND SALES WORKERS, DEMONSTRATORS, SALES WORKERS & SALES CLERKS, GROCERY CLERKS, CASHIERS/CHECKERS, AND KINDRED WORKERS.

**OFFICE / CLERICAL:** INCLUDES ALL CLERICAL-TYPE WORK REGARDLESS OF LEVEL OF DIFFICULTY, WHERE THE ACTIVITIES ARE PREDOMINANTLY NON-MANUAL THOUGH SOME MANUAL WORK NOT DIRECTLY INVOLVED WITH ALTERING OR TRANSPORTING THE PRODUCTS IS INCLUDED. INCLUDES: BOOKKEEPERS, COLLECTORS (BILLS & ACCOUNTS), MESSENGERS, & OFFICE HELPERS, OFFICE MACHINE OPERATORS (INCLUDING COMPUTER), SHIPPING & RECEIVING CLERKS, STENOGRAPHERS, TYPISTS & SECRETARIES, TELEGRAPH & TELEPHONE OPERATORS, LEGAL ASSISTANTS, AND KINDRED WORKERS.

**CRAFT WORKERS (SKILLED):** MANUAL WORKERS OF RELATIVELY HIGH SKILL LEVEL HAVING A THOROUGH AND COMPREHENSIVE KNOWLEDGE OF THE PROCESSES INVOLVED IN THEIR WORK. EXERCISE CONSIDERABLE INDEPENDENT JUDGMENT AND USUALLY RECEIVE AN EXTENSIVE PERIOD OF TRAINING. INCLUDES: APPRENTICES, THE BUILDING TRADES, HOURLY PAID SUPERVISORS AND LEAD OPERATORS WHO ARE NOT MEMBERS OF MANAGEMENT, MECHANICS & REPAIRERS, SKILLED MACHINING OCCUPATIONS, COMPOSITORS & TYPESETTERS, ELECTRICIANS, ENGRAVERS, PAINTERS (CONSTRUCTION & MAINTENANCE), MOTION PICTURE PROJECTIONISTS, PATTERN & MODEL MAKERS, STATIONARY ENGINEERS, TAILORS, ARTS OCCUPATIONS, HAND PAINTERS, COATERS, BAKERS, DECORATING OCCUPATIONS, AND KINDRED WORKERS.

**OPERATIVES:** WORKERS WHO OPERATE MACHINES OR PROCESSING EQUIPMENT OR PERFORM OTHER FACTORY-TYPE DUTIES OF INTERMEDIATE SKILL LEVEL WHICH CAN BE MASTERED IN A FEW WEEKS AND REQUIRE ONLY LIMITED TRAINING. INCLUDES: APPRENTICES (AUTO MECHANICS, PLUMBERS, BRICKLAYERS, CARPENTERS, ELECTRICIANS, MACHINISTS, MECHANICS, BUILDING TRADES, METALWORKING TRADES, PRINTING OPERATIVES, MILLINERS, MINE OPERATIVES & LABORERS, MOTOR OPERATORS, OILERS & GREASERS (EXCEPT AUTO), PAINTERS (MANUFACTURED ARTICLES), PHOTOGRAPHIC PROCESS WORKERS, STATIONARY FIRE FIGHTERS, TRUCK & TRACTOR DRIVERS, KNITTING, LOOPING, TAPING AND WEAVING MACHINE OPERATORS, WELDERS & FLAME-CUTTERS, ELECTRICAL & ELECTRONIC EQUIPMENT ASSEMBLERS, BUTCHERS & MEAT CUTTERS, INSPECTORS, TESTERS & GRADERS, HAND PACKERS & PACKAGERS, AND KINDRED WORKERS.

**LABORERS:** WORKERS IN MANUAL OCCUPATIONS WHICH GENERALLY REQUIRE NO SPECIAL TRAINING TO PERFORM ELEMENTARY DUTIES THAT MAY BE LEARNED IN A FEW DAYS AND REQUIRE THE APPLICATION OF LITTLE OR NO INDEPENDENT JUDGMENT. INCLUDES: GARAGE LABORERS, CAR WASHERS & GREASERS, GROUNDS-KEEPERS & GARDENERS, FARM-WORKERS, STEVEDORES, WOOD CHOPPERS, LABORERS PERFORMING LIFTING, DIGGING, MIXING, LOADING & PULLING OPERATIONS, AND KINDRED WORKERS.

**SERVICE WORKERS:** WORKERS IN BOTH PROTECTIVE & NON-PROTECTIVE SERVICE OCCUPATIONS. INCLUDES: ATTENDANTS (HOSPITAL & OTHER INSTITUTIONS, PROFESSIONAL & PERSONAL SERVICE (INCLUDING NURSES AIDES & ORDERLIES), BARBERS, CHARWORKERS & CLEANERS, COOKS, COUNTER & FOUNTAIN WORKERS, ELEVATOR OPERATORS, FIRE FIGHTERS & FIRE PROTECTION, GUARDS, DOOR-KEEPERS, STEWARDS, JANITORS, POLICE OFFICERS & DETECTIVES, PORTERS, WAITERS & WAITRESSES, AMUSEMENT & RECREATION FACILITIES ATTENDANTS, GUIDES, USHERS, PUBLIC TRANSPORTATION ATTENDANTS, & KINDRED WORKERS.

#### **WOMEN / MINORITY / NON-MINORITY GROUP DEFINITIONS**

**BLACK (NOT OF HISPANIC ORIGIN)** - ALL PERSONS HAVING ORIGINS IN ANY OF THE BLACK RACIAL GROUPS OF AFRICA.

**HISPANIC** - ALL PERSONS OF MEXICAN, PUERTO RICAN, CUBAN, CENTRAL OR SOUTH AMERICAN, OR OTHER SPANISH CULTURE OR ORIGIN, REGARDLESS OF RACE.

**ASIAN OR PACIFIC ISLANDERS** - ALL PERSONS HAVING ORIGINS IN ANY OF THE ORIGINAL PEOPLES OF THE FAR EAST, SOUTHEAST ASIA, THE INDIAN SUB-CONTINENT, OR THE PACIFIC ISLANDS. THIS AREA INCLUDES, FOR EXAMPLE, CHINA, JAPAN, KOREA, THE PHILIPPINE ISLANDS, AND SAMOA.

**AMERICAN INDIAN OR ALASKAN NATIVE** - ALL PERSONS HAVING ORIGINS IN ANY OF THE ORIGINAL PEOPLES OF NORTH AMERICA, AND WHO MAINTAIN TRIBAL IDENTIFICATION THROUGH TRIBAL AFFILIATION OR RECOGNITION.

**WHITE (NOT OF HISPANIC ORIGIN)** - ALL PERSONS WITH ORIGINS IN ANY OF THE ORIGINAL PEOPLES OF EUROPE, NORTH AFRICA, OR THE MIDDLE EAST WHO ARE NOT OF HISPANIC ORIGIN.

**WOMEN** - ALL FEMALES, REGARDLESS OF MINORITY OR NON-MINORITY GROUP STATUS.

PLEASE NOTE: This Report must be submitted no later than the 10th calendar day of January.

## **FORM CC400 DEFINITIONS**

### **CONSTRUCTION TRADE CATEGORIES**

#### **SKILLED**

**JOURNEY WORKER & APPRENTICES:** Manual workers of relatively high skill level having a thorough and comprehensive knowledge of the process involved in their work. Exercise considerable independent judgment and usually receive an extensive period of training such as building trades, hourly paid supervisors and lead operators who are not members of management, mechanics and repairers, skilled machining occupations, electricians, painters (construction and maintenance), carpenters, bricklayers, plumbers and kindred workers.

**OPERATIVES AND APPRENTICES:** Workers who operate machine or processing equipment or perform duties of relatively high skill level having a thorough and comprehensive knowledge of the process involved in their work. Exercise considerable independent judgment and usually receive an extensive period of training such as blasters, welders, flame cutters, inspectors, testers, motor operators and kindred workers.

#### **UNSKILLED**

**LABORERS:** Workers in manual occupations which generally require no special training that perform elementary duties that may be learned within a few days and require the application of little or no independent judgment such as ground-keepers, gardeners, laborers performing lifting, digging, mixing, loading and pulling operations, and kindred workers.

## **WOMEN / MINORITY / NON-MINORITY DEFINITIONS**

**MINORITIES** (include male & female minorities)

**BLACK:** (not of Hispanic origin): All persons having origins in any of the Black racial groups of Africa.

**HISPANIC:** All persons of Mexican, Puerto Rican, Cuban, Central or South American, or other Spanish culture or origin, regardless of race.

**ASIAN OR PACIFIC ISLANDERS:** All persons having origins in any of the original peoples of the Far East, Southeast Asia, the Indian Subcontinent, or the Pacific Islands. This area includes, for example, China, Japan, Korea, the Philippine Islands, and Samoa.

**AMERICAN INDIAN OR ALASKAN NATIVE:** All persons having origins in any of the original peoples of North America, and who maintain cultural identification through tribal affiliation or tribal recognition.

### **WHITE / CAUCASIAN / NON-MINORITY**

**WHITE** (not of Hispanic origin): All persons having origins in any of the original peoples of Europe, North Africa, or the Middle East.

**WOMEN:** "Women" includes minority and non-minority women.

**VI. EMPLOYMENT GOALS AND WORK HOURS FOR MINORITIES AND WOMEN**

The Company adopts Hennepin County's employment goals for minorities and women, as stated below (goals apply to work hours on the project/contract). We will require subcontractors that have been awarded subcontracts over \$100,000 to include identical employment goals in their AA Plans.

**CONSTRUCTION EMPLOYMENT GOALS**

<b>Minorities</b> <b>(Male &amp; Female Minorities)</b>	<b>Women</b> <b>(Minority &amp; Non-minority Females)</b>
Skilled & Unskilled Combined    11%	Skilled & Unskilled Combined    6%

The Company will require its subcontractors to make bona fide efforts to comply with the above goals.

**VII. CALCULATION OF MINIMUM WORK HOURS FOR MINORITIES AND WOMEN**

The purpose of this Section is to help the Company determine whether it can meet the minimum employment goals in this AA Plan with the Company's existing workforce or whether other measures may be needed to achieve the goals.

Below, calculate the number of minority and female work hours needed to meet the minimum employment goals. In Column One (1), enter the number of projected maximum work hours for minority (skilled and unskilled combined). Multiply the work hours in Column One (1) by the employment goal percentages in Column Two (2) and enter the results in Column Three (3).

COLUMN 1	COLUMN 2	COLUMN 3
PROJECTED MAXIMUM WORK HOURS	EMPLOYMENT GOALS	TOTAL WORK HOURS NEEDED
Total Projected Work Hours _____	X 11.0%	= _____ Minority - (Skilled & Unskilled Combined)
Total Projected Work Hours _____	x 6.0%	= _____ Women - (Skilled & Unskilled Combined)

**VII(A). PROJECT WORKFORCE UTILIZATION OF MINORITIES**

1. If you can attain the minimum skilled and unskilled minority WORK HOURS listed above by using your current permanent workforce, indicate this below, then skip Item VII(A)(2), and go to Item VII(B), on Page 11. If you cannot meet the goals with your current permanent workforce, complete number two (2) below.

2. **PLANS TO MEET MINORITY EMPLOYMENT GOALS ON THE PROJECT SITE**

If your Company does not have sufficient minorities in its permanent workforce to meet the WORK HOURS, or you decide not to utilize the minorities in your permanent workforce to fulfill the skilled and unskilled minority work hours, as indicated above, explain in narrative form in the space below the steps that will be taken to meet the minority employment goals on the contract/project.

(Example: The Company has no skilled minorities in its permanent workforce. However, we will need additional carpenters to complete this project. We will make bona fide efforts to recruit a minority employee for this position by contacting the Carpenters Union, Local #851, and the construction sources listed in the attached Appendix A (Employment Recruitment Sources list), to recruit one minority to fulfill the skilled work hours indicated above for this project.)

Steps Company Will Take to Meet Minority Employment Goals:

**VII(B). PROJECT WORKFORCE UTILIZATION OF WOMEN**

1. If you can attain the female WORK HOURS by using your current permanent workforce, indicate this below, then skip Item VII(B)(2). If you cannot meet the goal for women with your current permanent workforce, complete number two (2) below.

2. PLANS TO MEET EMPLOYMENT GOALS FOR WOMEN ON THE PROJECT SITE

If your Company does not have sufficient women in its permanent workforce to meet the WORK HOURS or you decide not to utilize the women in your permanent workforce to fulfill the female work hours, as indicated above, explain in narrative form in the space below the steps that will be taken to meet the female employment goals on the project.

(Example: The Company has no female employees in its permanent workforce. However, we will need to hire roofers for this project. We will make bona fide efforts to meet the female goal on this project by contacting the Roofers Union, Local #96, and the construction sources listed on the attached Appendix A (Employment Recruitment Sources list), to recruit two (2) females to meet the work hours indicated above for this project.)

Steps Company Will Take to Meet Employment Goals for Women:



**VIII. RECRUITMENT OF EMPLOYEES**

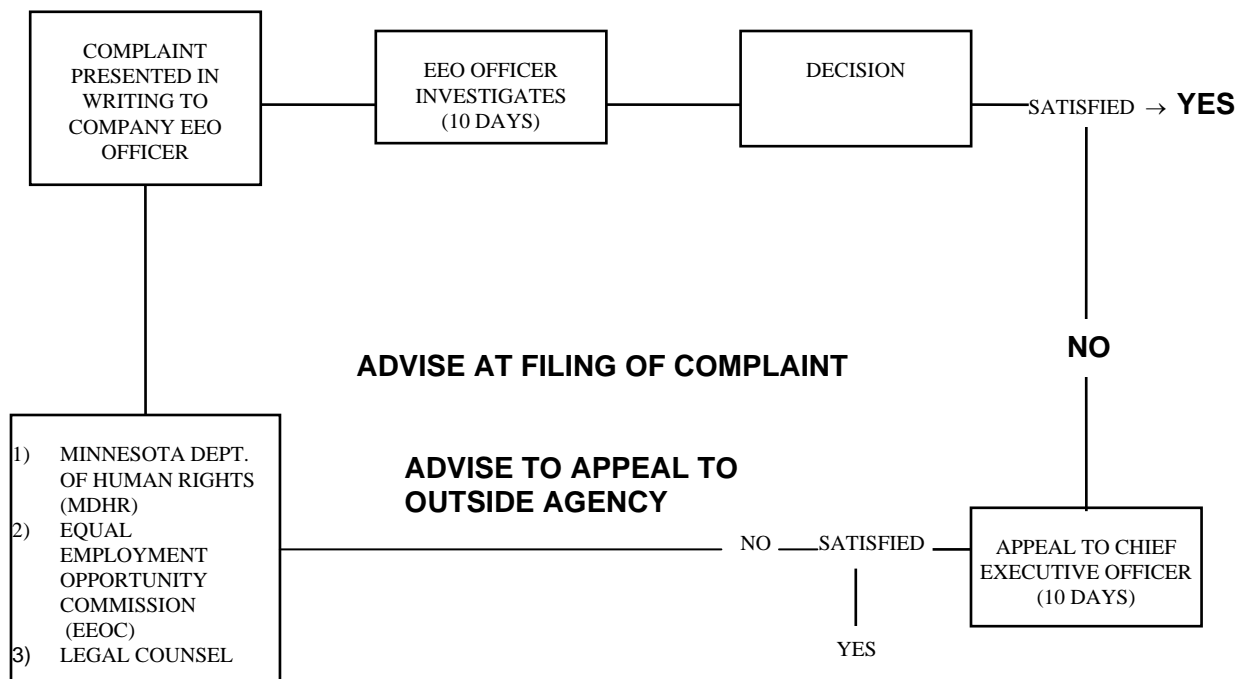
We will use and encourage our subcontractors to use agencies and organizations that refer for employment women, minorities and persons with disabilities.

- A. Organizations – The Company will use, and we will require our subcontractors to use Appendix A (Employment Recruitment Sources list) provided by Hennepin County. We will disseminate and encourage our subcontractors to use Appendix A. The Company will require each of its contractors to work closely with designated community agencies, such as LEAP, and to maintain records of those interactions including the name of the person contacted and dates and types of contacts.
- B. Advertisements - When the Company recruits employees, we will use media which serves/targets minorities, women and persons with disabilities to advertise the openings (see Appendix A). We will allow reasonable time after the publication of the advertisement to provide opportunities for minorities, women and persons with disabilities.

**IX. INTERNAL EQUAL EMPLOYMENT OPPORTUNITY COMPLAINT PROCEDURES**

The Company will follow the complaint procedures identified below when EEO complaints are received from employees or applicants.

**COMPLAINT / GRIEVANCE FLOW CHART**



## **X. DISSEMINATION OF AFFIRMATION ACTION POLICY AND PLAN**

The EEO/AA Policy will be disseminated as outlined below:

### **A. Internal Dissemination**

1. During the contract period, the EEO/AA Policy Statement will be permanently and conspicuously displayed in areas such as the construction site(s), employee bulletin boards and lunch areas, and will be printed in company newsletters and other publications.
2. All employees and contractors will be furnished a copy of the EEO/AA Policy Statement and they will be notified of the AA Plan's location and availability. This EEO/AA Policy will be made available to all employees, including part-time, temporary or seasonal employees.
3. We will conduct orientation/training sessions to thoroughly inform staff and management of the Company's EEO/AA commitment.

### **B. External Dissemination**

1. The Company will conduct pre-bid and pre-award conferences to discuss the Company's affirmative action commitment and the subcontractors' responsibilities regarding affirmative action, and to instruct our subcontractors on how to accurately complete the required report forms.
2. We will notify all subcontractors and vendors in writing of our affirmative action policy and require supportive action on their part. This notification will specify sanctions that will be imposed on them should they fail or refuse to comply with our Policy and goals.
3. We will notify employment recruitment sources and minority- and female-oriented media (see Appendix A) and the applicable unions (see Appendix B) of our Equal Opportunity Policy and encourage them to refer women and minorities to assist us in achieving our affirmative action objectives.
4. We will include the statement "Equal Opportunity Employer/Contractor" or "Affirmative Action Employer/Contractor" on company stationery, letterhead, and in advertisements recruiting employees and contractors, where reasonably possible.
5. We will include the Affirmative Action Clause in all bid specifications and contracts.

## **XI. REPORTING SYSTEM AND INTERNAL AUDIT**

The Company will prepare and submit all documents, information and reports (on the contractor and subcontractors) required by Hennepin County Purchasing/Contract Services for the purposes of monitoring and assessing the Company's compliance with its contractual agreement and Affirmative Action Plan. We are responsible for the accuracy of all data submitted to Hennepin County.

We will submit the following reports to **Hennepin County Purchasing/Contract Services, Targeted Contract Services, A-1730 Government Center, 300 South Sixth Street, Minneapolis, MN, 55487-0175**, as indicated below:

**Monthly Employment Utilization Reports (Form CC257)** - Must be submitted by the 10th calendar day of each month. (See Appendix C.) Reports submitted for construction contracts must cover the employment hours worked by the Company and its subcontractors at the project site. Reports submitted for service maintenance contracts must indicate the employment hours worked at all of the sites.

We will also evaluate our utilization of minority and women employees on a monthly basis. If our utilization of such employees falls below the goals established in our approved AA Plan, we will submit to Hennepin County Purchasing/Contract Services, along with the monthly reports listed above, a written **Narrative Report** that includes the following information:

- (a) An explanation of the reasons why the utilization has fallen below the goals; and
- (b) The affirmative action steps that our subcontractors and we took to achieve our goals during the reporting period.

In addition, we will provide assistance to Hennepin County Purchasing/Contract Services during on-site visits and desk audits.

The Company will notify subcontractors of their responsibilities for Equal Employment Opportunity and Affirmative Action under this Affirmative Action Plan and we will hold them accountable and impose sanctions where appropriate.

All Company employees shall be told of their rights and a notice of their rights shall be posted. The employees shall be told of their right to file a complaint with an enforcement agency and where to file such a complaint. All unions representing our employees shall be notified of our policy (see Appendix B).

As President of this Company, I shall monitor our Affirmative Action Program to ensure compliance with all policies.

The Company hereby agrees to carry out this Affirmative Action Plan and all Hennepin County Equal Employment Opportunity/Affirmative Action policies.

\_\_\_\_\_  
COMPANY

\_\_\_\_\_  
Date

By \_\_\_\_\_  
President's Signature / Or Company Official  
Authorized to sign AA Plan

\_\_\_\_\_  
Title

\_\_\_\_\_  
Type or Print Name

**APPENDIX A**  
**Employment Recruitment Sources**

**Community Agencies**  
**(General Employment)**

American Indian O.I.C.  
Don Clark  
1845 East Franklin  
Mpls., MN 55404 (612-341-3358)  
Fax (341-3766)

Anishinabe Council of Job Developers  
Wilma Mason  
3702 East Lake Street  
Mpls., MN 55406 (612-722-1866)  
Fax (722-2792)

(See also Construction Sources listing)

Catholic Charities  
Job Service Department  
1200 - 2<sup>nd</sup> Avenue  
Mpls., MN 55403 (612-664-8500)  
Fax (664-8555)

Catholic Charities – Exodus  
Division – Job Services  
1624 Chicago Avenue So.  
Mpls., MN 55404 (612- 278-1120)  
Fax (375-9105)

Catholic Charities – Seton Services  
Polly Shaw-Cassidy  
2104 Steven Avenue So.  
Mpls., MN 55404 (612-872-8777)  
Fax (872-9696)

Centre for Asians & Pacific Islanders  
Daniel Krotz  
3702 East Lake Street  
Mpls., MN 55406 (612-721-0122)  
Fax (721-7054)

Centro Cultural Chicano, Inc.  
Warren Herrera  
1915 Chicago Avenue So.  
Mpls., MN 55404 (612-874-1412)  
Fax (874-8149)

Chicanos Latinos Employment Opportunities  
Lu Lopez  
1575 Ames Avenue  
St. Paul, MN 55106 (651-774-2045)  
Fax (651-774-7401)

**Community Agencies**  
**(General Employment)**

Chicanos Latinos Unidos En Servicio (CLUES)  
Jerry Uribe (Minneapolis & St. Paul offices)  
\* 2110 Nicollet Avenue So.  
Mpls., MN 55404 (612-871-0200)  
Fax (871-1058)  
\* 220 So. Robert Street, Suite 103  
St. Paul, MN 55107 (651-292-0117)  
Fax (651-292-0347)

Eastside Neighborhood Services  
Angie Vocalino  
1929 – 2<sup>nd</sup> Street NE  
Mpls., MN 55418(612-781-6011)  
Fax (781-9257)

HIRED  
Lori Barnes (contact)/Joblink (notices)  
1200 Plymouth Avenue No.  
Mpls., MN 55411 (612-529-4373)  
Fax (529-7131)

Loring Nicollet Bethlehem Center  
Dixie Lehmann  
1925 Nicollet Avenue So.  
Mpls., MN 55403 (612-871-2031)  
Fax (872-3601)

Minneapolis American Indian Center  
Frances Fairbanks  
1530 East Franklin  
Mpls., MN 55404 (612-871-4555)  
Fax (879-1795)

Minneapolis Rehabilitation Center  
Al Hawkins, Employment Dept.  
1900 Chicago Avenue So.  
Mpls., MN 55404 (612-752-8138)  
Fax (752-8001)

Minneapolis Urban League  
Lee Tillman  
(For General Employment Referrals)  
2000 Plymouth Avenue No.  
Mpls., MN 55411 (612-302-3113)  
Fax (521-8513)

(See also Construction Sources listing)

**APPENDIX A**  
**Employment Recruitment Sources**  
**Page 2 of 4**

**Community Agencies:** - continued  
**(General Employment)**

Pillsbury United Neighborhood Services  
Rick Nevilles  
2507 Fremont Avenue No.  
Mpls., MN 55411 (612-529-9267)  
Fax (529-4743)

Summit Academy O.I.C.  
Annette Rodriguez  
935 Olson Memorial Highway  
Mpls., MN 55405 (612-377-0150)  
Fax (377-0156)

Upper Midwest American Indian Center  
Joyce Yellowhammer  
1035 West Broadway  
Mpls., MN 55411 (612-522-4436)  
Fax (522-8855)

Wings  
Julie Benthin  
3200 Penn Avenue No.  
Mpls., MN 55412 (612-521-8750)  
Fax (521-3818)

WomenVenture  
Beverly Gonzalez  
University Avenue  
St. Paul, MN 55114 (651-646-3808, ext. 148)  
Fax (651-641-7223)

(See also Construction Sources listing)

**Construction/Trades Sources**  
**(For Construction/Trades Positions)**

Anishinabe Council of Job Developers  
Wilma Mason  
3702 East Lake Street  
Mpls., MN 55406 (612-722-1866)  
Fax (722-2792)

Minneapolis Urban League – LEAP  
Jan Williams (Construction/Trades)  
2000 Plymouth Avenue No.  
Mpls., MN 55411 (612-302-3116)  
Fax (521-8513)

**Construction/Trades Sources**  
**(For Construction/Trades Positions)**

National Association of Minority Contractors  
(NAMC)  
P.O. Box 50118  
Mpls., MN 55406-0118 (612-374-5129)  
Fax (377-8381)

Women in the Trades  
Pat Wagner  
550 Rice Street  
St. Paul, MN 55103 (651-228-9955)  
Fax (651-292-9417)

WomenVenture  
Beverly Gonzalez  
2324 University Avenue  
St. Paul, MN 55114 (651-646-3808, ext. 148)  
Fax (651-641-7223)

**WORKFORCE CENTERS**

Anoka County WorkForce Center  
Anoka County Human Services Bldg.  
1201 - 89<sup>th</sup> Ave. NE, Suite 230  
Blaine, MN 55434 (763-785-4800)  
Fax (763-785-6499)

Dakota County-Western Area WorkForce Center  
14551 County Road 11  
Burnsville, MN 55337 (952-997-4850)  
Fax (952-895-7660)

Hennepin County South WorkForce Center  
4220 west Old Shakopee Road  
Bloomington, MN 55437 (952-346-4000)  
Fax (952-346-4042)

Hennepin North WorkForce Center  
7115 Northland Terrace, Suite 100  
Brooklyn Park, MN 55428 (763-536-6000)  
Fax (763-536-6001)

Minneapolis Casual Labor Office  
2727 Central Ave. NE  
Minneapolis, MN 55418 (612-790-6402)  
Fax (612-520-3522)

**APPENDIX A**  
**Employment Recruitment Sources**  
**p. 3 of 4**

**MEDIA**

**Periodicals/Newspapers**

Asian American Press  
Nghi Huynh  
417 University Avenue  
St. Paul, MN 55103 (651-224-6570)  
Fax (651-224-7032)

Insight News, Inc.  
Front Desk  
1815 Bryant Avenue No.  
Mpls., MN 55411 (612-588-1313)  
Fax (588-0048)

La Presna  
Mario Durate  
417 University Avenue  
St. Paul, MN 55103 (651-224-0404)  
Fax (651-224-0098)

Minneapolis Spokesman  
Wallace Jackman  
3744 – 4<sup>th</sup> Avenue So.  
Mpls., MN 55409 (612-827-4021)  
Fax (827-0577)

Minnesota Woman's Press  
Kathy Magnuson  
771 Raymond Avenue  
St. Paul, MN 55114 (651-646-3968)  
Fax (651-646-2186)

The Circle  
Missa Rostman  
3355 – 36<sup>th</sup> Avenue So.  
Mpls., MN 55406 (612-722-3686)  
Fax (612-722-3773)

**Radio Stations:**

KMOJ Radio  
Vusumuzi Zulu  
501 Bryant Avenue No.  
Mpls., MN 55405 (612-377-0594)  
Fax (377-6919)

KFAI  
Denise Mayote  
1808 Riverside Avenue  
Mpls., MN 55454 (612-341-3144)  
Fax (341-4281)

**SCHOOLS**

**Technical/Vocational Schools**

Minneapolis Community & Technical College  
Lucy Kennedy  
1501 Hennepin Avenue So.  
Mpls., MN 55403 (612-359-1410)  
Fax (359-1409)

St. Paul Technical College  
Curt Groth/Roberto Acosta  
235 Marshall Avenue  
St. Paul, MN 55102 (651-221-1384)  
Fax (651-221-1416)

Minnesota School of Business  
Sally Hively  
1401 West 76<sup>th</sup> Street #500  
Richfield, MN 55423 (612-798-3732)  
Fax (861-5548)

**SCHOOLS**

**Colleges/Universities**

Augsburg College  
Center for Service Work & Learning  
Lynda Olson  
2211 Riverside Avenue  
Mpls., MN 55454 (612-330-1167)  
Fax (330-1606)

Macalester College  
Multicultural Affairs  
1600 Grand Avenue  
St. Paul, MN 55105 (651-696-6258)  
Fax (651-696-6689)

African American LRC  
Rm. 315 Science Classroom Bldg.  
University of MN  
222 Pleasant Street SE  
Mpls., MN 55455 (612-625-1363)  
Fax (625-0821)

Asian/Pacific Islander LRC  
Rm. 306 Walter Library, University of MN  
117 Pleasant Street SE  
Mpls., MN 55455 (612-624-2317)  
Fax (625-0821)

**APPENDIX A**  
**Employment Recruitment Sources**  
**page 4 of 4**

**SCHOOLS** - continued  
**Colleges/Universities**

Chicano/Latino LRC  
Rm. 339 Walter Library, University of MN  
117 Pleasant Street SE  
Mpls., MN 55455 (612-625-6013)  
Fax (625-0821)

American Indian Center for Excellence  
125 Fraser Hall, University of MN  
106 Pleasant Street SE  
Mpls., MN 55455 (612-624-2555)  
Fax (626-7840)

GLBT Programs Office  
Student Diversity Institute  
340 Coffman Union, University of MN  
300 Washington Avenue SE  
Mpls., MN 55455 (612-626-2324)  
Fax (626-0909)

**Student/Career Development**

Inroads – Minneapolis/St. Paul  
Alberder Gillespie  
2550 University Avenue W., Suite 435 So.  
St. Paul, MN 55114 (651-644-4406)  
Fax (651-649-3032)

**Civic/Public Organizations:**

Asian American Chamber of Commerce  
Nghi Huynh, 417 University Avenue West  
St. Paul, MN 55102 (651-224-6570)  
Fax (651-224-7032)

Chicano Latino Affairs Council  
Margarita Zalamea, 555 Park Avenue, Suite 408  
St. Paul, MN 55103 (651-296-9587)  
Fax (651-297-1297)

Council of Black Minnesotans  
Lester Collins, Wright Bldg., Suite 426  
2233 University Avenue West  
St. Paul, MN 55103 (651-642-0811)  
Fax (651-643-3580)

Disability Council  
Clell Hemphill, Metro Square Bldg.  
121 East 7<sup>th</sup> Place, Suite 107  
St. Paul, MN 55101 (651-296-6785)  
Fax (651-296-5935)

**Civic/Public Organizations** - continued

Indian Affairs Council  
Joe Day  
1450 Energy Park Drive Suite 140  
St. Paul, MN 55108 (651-643-3032)  
Fax (651-643-3077)

Minnesota Indian Chamber of Commerce  
Will Antel  
Colonial Warehouse Bldg., Suite 567  
212 – 3<sup>rd</sup> Avenue No.  
Mpls., MN 55401 (612-333-0500)  
Fax (333-0330)

**Professional Organizations**

American Indian Business Development Corp.  
Theresa Carr, 1433 East Franklin Avenue  
Mpls., MN 55404 (612-870-7555)  
Fax (870-0327)

American Indian Science & Engineering Society  
University of Minnesota  
125 Fraser Hall, 106 Pleasant Street SE  
Mpls., MN 55455 (612-624-2555)  
Fax (626-7840)

Minnesota Hispanic Bar Association  
Juan Hoyos, P.O. Box 1788 Pioneer Station  
St. Paul, MN 55101 (651-953-6087)

Minnesota Nurses Association  
Vickie Besmer – or – Sue Noer  
1295 Bandana Blvd., Suite 140  
St. Paul, MN 55108 (651-646-4807)  
Fax (651-647-5301)

National Association of Blacks in Criminal  
Justice - Rex Marshall  
1807 Elliot, Apt 2A  
Mpls., MN 55404 (612-871-5915)  
Fax (871-5915)

National Assoc. of Women Business Owners  
(NAWBO), 4248 Park Glen Road  
St. Louis Park, MN 55416 (612-927-8781)  
Fax (929-1318)

**APPENDIX B**  
**Sample Letter to Unions**

**INSTRUCTIONS: RE-TYPE ON COMPANY LETTERHEAD FOR MAILING & SUBMIT TO PCS, WITH THE AA PLAN, COPIES OF THE LETTERS SENT TO ALL UNIONS REPRESENTING A COMPANY'S EMPLOYEES. IF THE COMPANY IS NON-UNION, INDICATE THIS AT THE TOP OF THIS PAGE, AND SIGN AND DATE APPENDIX B.**

**NOTE - THIS LETTER IS NOTIFICATION LETTER TO THE COMPANY'S UNIONS THAT THE COMPANY IS A HENNEPIN COUNTY CONTRACTOR. IT IS NOT INTENDED AS A LETTER TO RECRUIT EMPLOYEES FOR POSITIONS WITH THE COMPANY.**

Dear Union Representative:

In compliance with Hennepin County's Equal Employment Opportunity/Affirmative Action Policies, this Company, as a County contractor, has agreed to take affirmative action to ensure our employees and applicants for employment are not discriminated against in employment or application for employment because of race, color, creed, religion, national origin, sex, sexual orientation, disability, age, marital status, or status with regard to public assistance.

We have also agreed to:

1. Post nondiscrimination notices in conspicuous places available to employees and applicants for employment.
2. State that we are an Equal Employment Opportunity/Affirmative Action Employer in media advertising and on our stationery, where reasonably possible.
3. Provide a notice to each of our labor unions advising the labor union or worker's representative of our commitments to Hennepin County's Equal Employment Opportunity/Affirmative Action Policies.
4. Furnish all information and reports required by Hennepin County. Permit access to books, records and accounts by Hennepin County for purposes of investigation to determine compliance.
5. Assure Hennepin County that labor unions representing our employees will:
  - a. Conduct their business in a nondiscriminatory manner, by referring minorities and females for employment as requested by us.
  - b. Include a protected class nondiscrimination clause in each labor union agreement.
  - c. Ensure the union grievance process is adequately representing each of the classes protected by Hennepin County's Equal Employment Opportunity/Affirmative Action Policies.
  - d. Review collective bargaining agreements to eliminate barriers to Equal Employment Opportunity.
  - e. Review seniority clauses in union contracts to ensure that they are nondiscriminatory and do not have a discriminatory effect.

To meet the requirements set forth, we ask for your participation in helping us fulfill our commitment to Hennepin County's Equal Employment Opportunity/Affirmative Action Policies.

Yours truly,

Company President/CEO