

**REPORT AND RECOMMENDATIONS  
ON EQUAL EMPLOYMENT OPPORTUNITY  
AND AFFIRMATIVE ACTION  
IN MINNESOTA STATE GOVERNMENT  
STATEWIDE AFFIRMATIVE ACTION  
COMMITTEE**

**TO  
THE GOVERNOR'S AFFIRMATIVE ACTION  
COUNCIL**

**OCTOBER 5, 1993**

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**KEY TO BARRIERS:** Numbered "barriers" follow recommendations. These barriers are taken from the list of barriers found at Appendix A which are the barriers identified at the Governor's September 2, 1992 forum on EEO and AA in state government. The barriers are included at these points to give an indication that SWAAC believes that barrier *and a proposed solution* is addressed in that section. However, barriers may also appear in other sections of the report and recommendation but may not be noted.

## **HISTORY:**

The State of Minnesota has a history of commitment to equal employment opportunity and affirmative action in the management of its hiring policies. Notwithstanding the advent of the Civil Rights Act of 1964, Minnesota has demonstrated a continuing commitment to equal employment opportunity and affirmative action. Its Human Rights Statutes, Section(s) 363 were enacted in early 1961, and, subsequent thereto, a number of revisions have been made in Section 363.03 relating to non-discrimination in employment opportunity. In addition, the Equal Opportunity Division of the Department of Employee Relations formed the Statewide Affirmative Action Committee(SWAAC) to provide a forum for agency affirmative action concerns, and, to serve as an advisory group to the Equal Opportunity Director and Commissioner of Employee Relations. Its structure and purpose was formalized in April, 1978.

The Statewide Affirmative Action Committee(SWAAC) consists of 15 appointed members. The Manager of the Equal Opportunity Division, Equal Opportunity Staff, a representative from the Council on Black Minnesotans, Spanish Speaking Affairs Council, Minnesota Council on Disabilities, Council on Asian-Pacific Minnesotans, Indian Affairs Council, and Economic Status of Women serve as ex-officio members. Members are full-time affirmative action officers or they have affirmative action responsibility. Nine state agencies with 1,000 or more employees and full-time affirmative action officers have permanent positions on the council. All members are nominated to the committee by their commissioner or agency head. Members serve two year terms.

## STATEWIDE AFFIRMATIVE ACTION COMMITTEE MEMBERS

Lee Antell  
*Minnesota Community Colleges*

Janet Entzel  
*Department of Corrections*

Sue Gurrola  
*Department of Finance*

Rebecca Tholen  
*Department of Health*

DeLois Neal  
*Housing Finance Agency*

Tim Price(Chair- '93)  
*Minnesota State Universities*

Gloria Heinz  
*Minnesota Zoological Gardens*

Mary Jean Anderson  
*Department of Human Services*

Linda Sloan  
*Department of Jobs and Training*

Pat Herndon  
*Department of Labor & Industry*

Perry Pickens  
*Department of Natural Resources*

Dave Ellis  
*Department of Public Safety*

Thelma Andreasson-James  
(Vice Chair-'93)  
*Department of Revenue*

Linda Dahlen  
*Department of Transportation*

## Ex-Officio Members

Steven Zachary  
*Department of Employee Relations*

Gail Schiff  
*Department of Employee Relations*

DeLinda Hastie  
*Department of Employee Relations*

Bartolo Martinez  
*Department of Employee Relations*

Bill Johnson  
*Department of Employee Relations*

Albert de Leon  
*Council of Asian Pacific  
Minnesotans*

Aviva Breen  
*Commission on the Economic  
Status of Women*

Clell Hemphill  
*Council on Disability*

Roger Head  
*Indian Affairs Council*

Roy Garza  
*Spanish Speaking Affairs  
Council*



**THE ROLE OF SWAAC AND ITS PRESENT CHARGE:** National and state affirmative action policies and the practices that support their implementation have historically met with a great deal of criticism for varying reasons including allegations of reverse discrimination and a strong suggestion or preception that affirmative action promotes the hiring of an unqualified workforce. SWAAC, through its members and work, confronts these apprehensions and misperceptions through pro-active counsel and advice to the Governor's Affirmative Action Council, the Commissioner of the Department of Employee Relations, the Director of the Equal Opportunity Division of DOER and agency heads. Since its inception, SWAAC has continued to serve in an advisory capacity; oftentimes examining critical issues impacting the management and administration of equal employment opportunity and affirmative action policy within state employment. More/recently Governor Arnie Carlson and Lieutenant Governor Joanell Dyrstad convened a meeting of state agency heads in order to discuss the status and effectiveness of state policy relating to both equal employment opportunity and affirmative action. All state agencies represented at the September 2, 1993 meeting identified a number of barriers to the effective management of equal employment opportunity and affirmative action in state government as well as identifying a number of strategies to reduce those barriers. Subsequent to that meeting, Linda Barton, Commissioner of the Department of Employee Relations requested that the Statewide Affirmative Action Committee further review and refine those preliminary recommendations and make specific recommendations to the Governor's Affirmative Action Council. The charge to SWAAC was viewed as both urgent and timely considering the advent of two other initiatives within the State of Minnesota relating to possible changes in the way Minnesota manages its human resources, Commission on Reform and Efficiency(CORE) and the Racism and Equality Project managed through MN Planning. Both of these state initiatives address a broad range of issues affecting state government, but, also address issues relating to equal employment opportunity, affirmative action, and the increased participation of protected class persons within state government.

**THE PROCESS OF REVIEW:** SWAAC created three subcommittees for the purpose of addressing a host of issues contained in the preliminary list of barriers and responsive strategies. The SWAAC subcommittees were Adverse Impact of Exam and Selection; Retention and Promotional Opportunities; and Management Commitment and Bias. Each of these three subcommittees met to discuss the preliminary list of barriers and recommendations[Appendices A-C] with a view to developing specific recommendations that addressed barriers. These recommendations were to be submitted to the Governor's Affirmative Action Council for further action. Recommendations would also be distributed to other organizations concerned about equal employment opportunity and affirmative action in the State of Minnesota.

**TRENDS:** As part of the work of the SWAAC subcommittees a number of trends relating to state employment and the participation of persons of color were identified upon review of data produced by the Equal Opportunity Division[DOER]. That data further supported a generally held belief that the State of Minnesota was failing to hire persons of color into the workforce, to the degree to which they were available; and, for those persons of color hired, failing to retain them in the state's workforce statewide. While there has been a steady increase in the total number of persons of color hired, much of the hiring increase has been attributable to the executive branch, and, the education community in particular.

- o Minorities comprise 6.3% of the states population\*

- o Minorities comprise 5.48% of the state's workforce\*\*

- o While there has been continuing increases in the participation rates for minorities in state employment, minorities comprise a highly disproportionate percentage of staff turnover(14.9%) during FY'90 - FY'92, particularly for African Americans\*\*

- o There continues to be a gap in the average test scores between majority and minority employees; with the greatest variance occurring on the experience and training scoring\*\*

- o The disparity in pass rates for scored tests is alarming ranging from 10 - 30 percentage points; it bears mentioning that American Indians are performing at levels at or near majority persons\*\*

\* Source: 1990 Census Data

\*\* Source: Department of Employee Relations

**KEY THEMES:** The State of Minnesota has, in general, underscored its continuing commitment to affirmative action through both the Department of Employee Relations' Equal Opportunity Division and SWAAC, but, also through annual reports on the participation of protected class persons in the state's workforce. Compliance with legislatively mandated affirmative action planning is monitored by the Equal Opportunity Division. SWAAC recommendations relating to the reformation of state policy and practice is based on the fact that, notwithstanding these efforts, Minnesota continues to experience a revolving door syndrome for persons of color successfully hired into state government for both classified and excluded positions, and, fails to attract a sufficient number of persons of color into classified employment through existing testing processes. See Appendix D. Key themes emerging from SWAAC subcommittees:

- o Acknowledge the changing demographics within the State of Minnesota that will require nothing less than a transformation of how the state manages its equal employment opportunity policies and its affirmative action policies;
- o The need for the State of Minnesota to move toward a more comprehensive approach to managing diversity in state employment, while maintaining the integrity of affirmative action policy and practice;
- o The need to create alternative methods of identifying individuals with the skills and competencies necessary to be hired and succeed in state employment;
- o Ensure that a pro-active strategy is implemented relating to managing equal employment opportunity and affirmative action within the state; and,
- o Ensure management accountability at all levels as essential for the success of affirmative action, and, ultimately to ensuring a diverse workforce.

The specific recommendations made by SWAAC relating to changes in how the State of Minnesota manages equal employment opportunity are designed in a way that each broad recommendation is followed by a number of specific strategies that may be used to implement the recommendation(s). Recommendations should be viewed as part of what SWAAC believes to be a framework for sound management of affirmative action within state government *that supports equal employment opportunity, affirmative action, and diversity*. Each recommendation is an integral part of the entire approach for effective management of these issues. To the extent that the state or state agencies fail to understand the integral nature of this management approach, it risks further institutionalizing policies and procedures that will not serve Minnesota well.



## **EMPLOYMENT OPPORTUNITY ACTIVITIES - COORDINATED RECRUITMENT OF JOB APPLICANTS:**

The Civil Rights Act of 1964 serves as the primary framework for equal opportunity in employment both at the national and state levels. To the extent that Minnesota has worked diligently to open opportunities to protected class persons, it is to be congratulated. However, the State of Minnesota must acknowledge its responsibility to continually assess and remove barriers to equal opportunity whenever possible. Fostering an organizational climate that has, as its goals, full access to employment opportunities can be achieved by adopting hiring strategies based on diverse inclusion; fundamental to the state's competitive edge both in productivity and the delivery of services.

o SWAAC recommends that the state adopt a more unified approach to both the recruitment process for state employment as well as the approach to hiring. It is proposed that recruitment be managed out of a central location with additional site-based/outreach recruitment strategies to support and market employment opportunities with the state;

o Staff Recruiters;

o Site-based recruitment and testing throughout State of Minnesota; and

o Unified advertising of vacancies in diverse newspapers

o Maximize State Commitment to Equal Employment Opportunity and Affirmative Action through public relations campaign with the attendant financial resources to engage in an aggressive marketing campaign. For example: Ensure that there a reasonable amount of agency allocation is tied to spending on advertisement and recruitment as is done by City of St. Paul, Hennepin County, and the University of Minnesota.

*BARRIER#1*

*BARRIER#6*

**TESTING AND A DIVERSE WORKFORCE:** The State of Minnesota has relied heavily on classified service to build its workforce. Data from the Department of Employee Relations continues to indicate that the state is not successfully recruiting diverse peoples, nor, once recruited, succeeding in getting them hired. Although there may be a number of variables impacting whether an affirmative hire is made, SWAAC believes it is important that the state adopt a policy that focuses on skills and competencies necessary to conduct the business of the state and less reliance on test scores as a measure of placement on hiring lists for classified service. Diversity within the workforce is critical in order for Minnesota to meet the needs of its increasingly diverse citizens.

o Disparate impact and testing: SWAAC recommends that the state acknowledge that the participation rates of racial/ethnic minorities are not statistically sufficient to serve as a basis to support broad-based disparate impact analysis. Nor should the state wait for representation to increase to a point where it would be statically relevant in order for the state to take a pro-active policy stance on ensuring full access. The state should continue to carry out its legal responsibilities to conduct disparate impact analysis when appropriate, but, in times of limited budget focusing on strategies that will provide greater return to increasing participation rates for protected class persons is preferred.

o Focus on statewide diverse representation and participation;

o Review present classified positions to move from a "scored" testing procedure to a pass/fail system whenever possible;

o Encourage disparate impact analysis by individual state agencies as part of Agency Planning re: diverse hiring; and

o Require hiring pools of diverse applicants and demonstrated affirmative action hiring steps prior to hiring decision reviewed by agency affirmative action officer.

*BARRIER#2*

*BARRIER#5*

*BARRIER#6*

**RETENTION - DIVERSITY AND WORKFORCE SUCCESS FOR ALL EMPLOYEES:** The State of Minnesota must work to ensure that the "revolving door syndrome" is not the norm for state government employment. All employees have the right to expect that they will be supported in their work. More importantly, the state has a specific responsibility to our diverse racial, gender, and disabled populations to support them in the face of the possibility for discriminatory treatment. Therefore, SWAAC recommends that the state create promotional opportunities and professional staff development opportunities. The state's workforce will be increasingly more diverse and all persons, regardless of race, gender, or physical ability should be allowed to succeed. SWAAC recommends that all employees have professional development plans focused on success in present employment with a view to improving skills and competencies that may support present and future job opportunities within state government.

- o communication through development opportunities of organizational goals relating to affirmative action and the role of staff in goal achievement;
- o required professional development plans for all staff members; plans driven by creating actual development opportunities;
- o Use of mobility assignments within state government;
- o creation of internship opportunities for staff; targeted internships for specific agencies or divisions where historical under-representation occurs; and
- o demonstrated commitment to promotional opportunities which would require an assessment of current policies and practices relating to promotion.

*BARRIER#2*

*BARRIER#3*

*BARRIER#9*

*BARRIER#10*

**MANAGING AFFIRMATIVE ACTION THAT SUPPORTS SUCCESS IN DIVERSITY THROUGH MANAGEMENT COMMITMENT AND ACCOUNTABILITY:** The State of Minnesota's long-standing commitment to support equal employment opportunity and affirmative action should not go unacknowledged. It is also important to recognize that there has been increased participation by protected class persons within state government particularly the participation for women. Changing demographic trends requires the state to meet head on the responsibility to not only hire and retain protected class persons in state government, but also to serve more diverse populations. SWAAC strongly believes that if there has been a failing in the management of affirmative action policies for the state, it has been due in large measure to a lack of accountability for managers to meet hiring targets and program goals mandated by the state or the individual state agency. There is a critical difference between maintaining state policies and effectuating state policies. Managers and supervisors may not be receiving adequate training or *may be resistant* to aggressive or even modest pro-active management initiatives that support affirmative action policies. SWAAC acknowledges that affirmative action may have inherited a number of negative myths and/or stereotypes which may be fueled by personal biases. Effective communication of organizational commitment, goals and accountability as part of staff development will help. Increasingly, there will be a need to account for both our successes and our failures. Managers, at all levels, must be prepared to manage these issues effectively; taking the bows and the criticisms when warranted. SWAAC recommendations relating to management accountability are broad and touch all facets of effective management of equal employment opportunity and affirmative action within state government. **Commitment begins at the top, is demonstrated by key government leaders, and agency heads. The Governor and Lieutenant Governor must lead the initiative by demonstrating that commitment through personal action.** There are many SWAAC recommendations that can aggressively support the state's commitment:

- o Annual Meeting of Governor and Commissioners relating to Equal Employment Opportunity and Affirmative Action
- o Required annual performance reviews for all managers relating to job performance which would include review of staff development opportunities (rates of participation in such opportunities) as well as achievement of affirmative action *program goals and success in reaching hiring targets.*
- o Set budget implications either through incentives or budget reductions that support management performance standards in these areas.
- o Training of Managers and Supervisors on affirmative hiring policy and practices that support diversity in the workplace; including organizational goals, strategies that support achievement of goals - required and beneficial to career development
- o Ensure accountability in annual review process

**BARRIER#3**

**BARRIER#4**

**BARRIER#9**

**STANDARDS FOR MEASURING ACCOUNTABILITY:** Oftentimes state government appears to be at a loss regarding *how to ensure continuing accountability of agency heads, managers, and supervisors*. Accountability of the state is mirrored through the accountability of state agencies. SWAAC recommends the following as concrete ways in which accountability is maintained.

- o Required Annual Reports of Each Commissioner relating to qualitative and quantitative program and hiring achievements

- o Require that each agency use 2% of its operating budget to support equal employment opportunity, diversity, and affirmative action within the agency

- o Ensure compliance with existing MN 43A and provide adequate staffing levels on a ratio of one full-time position affirmative action professional per 1,000 employees

- o quantitative measure of resources actually used to support these efforts

- o Retain and revise the current legislative 25% relating to missed opportunities.

- o Ensure additional quantitative and qualitative standards for measuring compliance.

- participation rates for protected class persons in the pools of qualified applicants; tied to qualified available pools of potential applicants

- similar participation rate of protected class persons in the diverse workforce

- rates of retention for protected class persons

- number of complaints of discrimination

- training opportunities(breadth and scope)

- o Recognition and achievement Awards

- annual salary increases tied to achievement

- merit awards for all employees who demonstrate success in diversity planning, programming, and hiring.

**BARRIER#4**

**BARRIER#7**

**BARRIER#8**

**COMMISSION ON REFORM AND EFFICIENCY(CORE):** The recently completed report issued by the Commission on Reform and Efficiency in Minnesota State Government references issues of equity and fair employment and makes a number of recommendations that either mirror recommendations of SWAAC or which may be part of larger issues relating to effective management of equal opportunity. Central among the committee's recommendations, viewed by SWAAC as key to managing affirmative action issues, are: performance management that values employment development at all levels and ensures management and employee accountability for achieving agency and/or statewide goals. CORE recommendations have been forwarded to the human resource innovations committee for further consideration and the development of implementation strategies. A few of the many committee recommendations and/or strategies that are viewed by SWAAC as integral to effective management of equal employment opportunity and affirmative action, in summary:

- o Ensuring the organizational values[relating to equal opportunity and affirmative action] are communicated and understood;
- o Recognition that there is a need for flexible recruiting strategies that may include centralized recruiting in state employment which fosters inclusion of protected-class persons; *enriched pools of applicants*;
- o Working to ensure that knowledge, skills, abilities, and experience are related to actual jobs *with broad classification strategies* that support quality and diversity;
- o Discretion in agency hiring strategies that promotes inclusion and diversity; and
- o Training and employee development tied to organizational goals, objectives, and performance with performance-based budgeting, performance management, and compensation.

*BARRIER#1*

*BARRIER#5*

*BARRIER#6*

*BARRIER#7*



**GOVERNMENT INCLUSIVENESS AND JOBS AND COMMUNITY REPRESENTATION - RACISM AND EQUALITY PROJECT:** The Governor's taskforce relating to **inclusiveness** in government plans to make its final recommendations within the next several months. Preliminary and draft recommendations touch on a number of overriding issues also identified by SWAAC as central to effective management in government in general *and* effective management of equal employment opportunity and affirmative action in particular. Recognizing that this report remains in draft form, SWAAC alludes to these in their *preliminary form*:

- o state commitment demonstrated through its leadership and held accountable to building and serving diverse communities;
- o dedication of sufficient resources to carry out the state's commitment to reaching goals; and
- o need to adopt a pro-active strategy and approach to managing equal employment opportunity and affirmative action in hiring in state government.

*BARRIER#1*

*BARRIER#4*

*BARRIER#8*

## CONCLUSION

There has been a great deal of discussion over the years relating to the wisdom and effectiveness of affirmative action in hiring both in the public and private sectors. More importantly, the courts and state legislatures have taken every opportunity to clarify the legal boundaries that set the parameters for the practical implementation to establish public policy to rectify the vestiges of historical patterns of discrimination and exclusion from equal opportunity. Affirmative action, of necessity, has been refined to the point that the policy itself is clear; it's lack of clarity in execution continues. The State of Minnesota is poised through several initiatives to also lend clarity, vision, and leadership in its commitment to equal opportunity and affirmative action. The Commission on Reform and Efficiency relating to Human Resource Management in Minnesota State Government, The Governor's Racism and Equality Project and Subcommittee Report on Government Inclusiveness and Jobs; and The SWAAC Report and Recommendations on Equal Employment Opportunity and Affirmative Action each recommend strategies that will help in these efforts. SWAAC specifically believes that as recommendations are refined, discussed, and integrated into other policy recommendations and state practice, the resulting management and policy model will move the State of Minnesota toward a strong and diverse workforce.

An important **next step** for these recommendations is that the Governor's Affirmative Action Council take pro-active action to further implement these recommendations. The Statewide Affirmative Action Committee looks forward to working with the Governor's Affirmative Action Council, the Department of Employee Relations, Minnesota Planning, and the Human Resource Innovations Committee to implement effective change.

## APPENDIX A:

### Barriers to, Possible Solutions for, and Programs Already in Place for Implementing Affirmative Action

- |   |  |   |
|---|--|---|
| 1. Lack of commitment to deal with affirmative action concept/hiring. | 1. Continue to be creative in developing opportunities to train/educate managers to eliminate fears [of Affirmative Action]. | 1. Supervisory/ Manager Core Program.   |
| 2. Non-competitive salaries in specialized areas.                     | 2. Lowering standards slightly (more experience and training with less emphasis on education)                                | 2. With new ADA testing process may be revamped possibly more E&T exams fewer written exams                   |
| 3. Some managers pre-select.  | 3. Early training of managers, communication with personnel office, top level.   | 3. Manager/ Supervisory Core programs have sessions on affirmative action, discrimination, selection process. |

APPENDIX A: (continued)

4 Managerial  
accountability

4. Action written into position descriptions, provide descriptions, provide positive incentives, performance evaluation, rotation of managers through affirmative action office.

4. Some agencies have already written this responsibility into the position description. Public service rotates the responsibility of the affirmative action designee every two years.

5. Bargaining . . .  
agreements in the  
way, particularly  
during budget  
problem time.

5. Use rule 10 more meet and confer in negotiation process, strengthen language for protected classes, analyze lay off data to measure impact, make better use of exit interviews.

5. Have EOD/MIS combine efforts and analyze employment (hires, lay-offs) data. The results could indicate possible ways to address barriers.

APPENDIX A: (continued)

- |  |   |  |
|--|---|--|
| 6. Recruitment and selection.  | 6. Recruit using technical assistance, early recruitment (high schools, etc.), have options for selection such as use of a panel's in addition to supervisor input. | 6.   |
| 7. Small agencies often given low percent for goals                    | 7. Combine goal units to make measurable  | 7. AAO's can work with EOD and combine some of smaller bargaining units within their workforce to see what outcome would be. |
| 8. Entire system of financial support discourages minority employment. | 8. Provide a sliding scale to provide incentive to make money to get up in the morning to go to work.   | 8.   |
| 9. Conflict avoidance on part of manager.                              | 9. Promptly investigate complaints.   | 9. "Performance Management," "Investigating Employee Misconduct" - Courses through DOER.                                     |

**APPENDIX A: (continued)**

Limited skill/  
geographic population.

10. Educate front line      10.  
managers/supervisors.

NOTE: These are only a few of known programs, mechanisms already in place. By identifying these programs, mechanisms, etc. it could be possible to identify tools for use in implementing possible solutions.



## **APPENDIX B:**

### **GOVERNOR'S AFFIRMATIVE ACTION COMMITTEE BARRIERS TO IMPLEMENTING AFFIRMATIVE ACTION**

#### **Barriers (In and Outside of Agencies)**

1. Lack of commitment to deal with affirmative action concept/hiring.
2. Non-competitive salaries in specialized areas.
3. Some manager pre-select.
4. Managerial accountability.
5. Bargaining agreements in the way, particularly during budget problem time.
6. Recruitment and selection
7. Small agencies often given low percent for goals.
8. Entire system of financial support discourages minority employment.
9. Conflict avoidance on part of manager.
10. Limited skill/geographic population.
11. Few people on list from certain groups.
12. Money.
13. Unrealistic job description.

NOTE: These barriers (in and outside of agencies) are written in brief statement form resulting from cluster group input. They may not match up directly to suggested possible solutions.

## **APPENDIX C:**

### **GOVERNOR'S AFFIRMATIVE ACTION COMMITTEE**

#### **POSSIBLE SOLUTIONS TO ELIMINATE BARRIERS IMPLEMENTING AFFIRMATIVE ACTION**

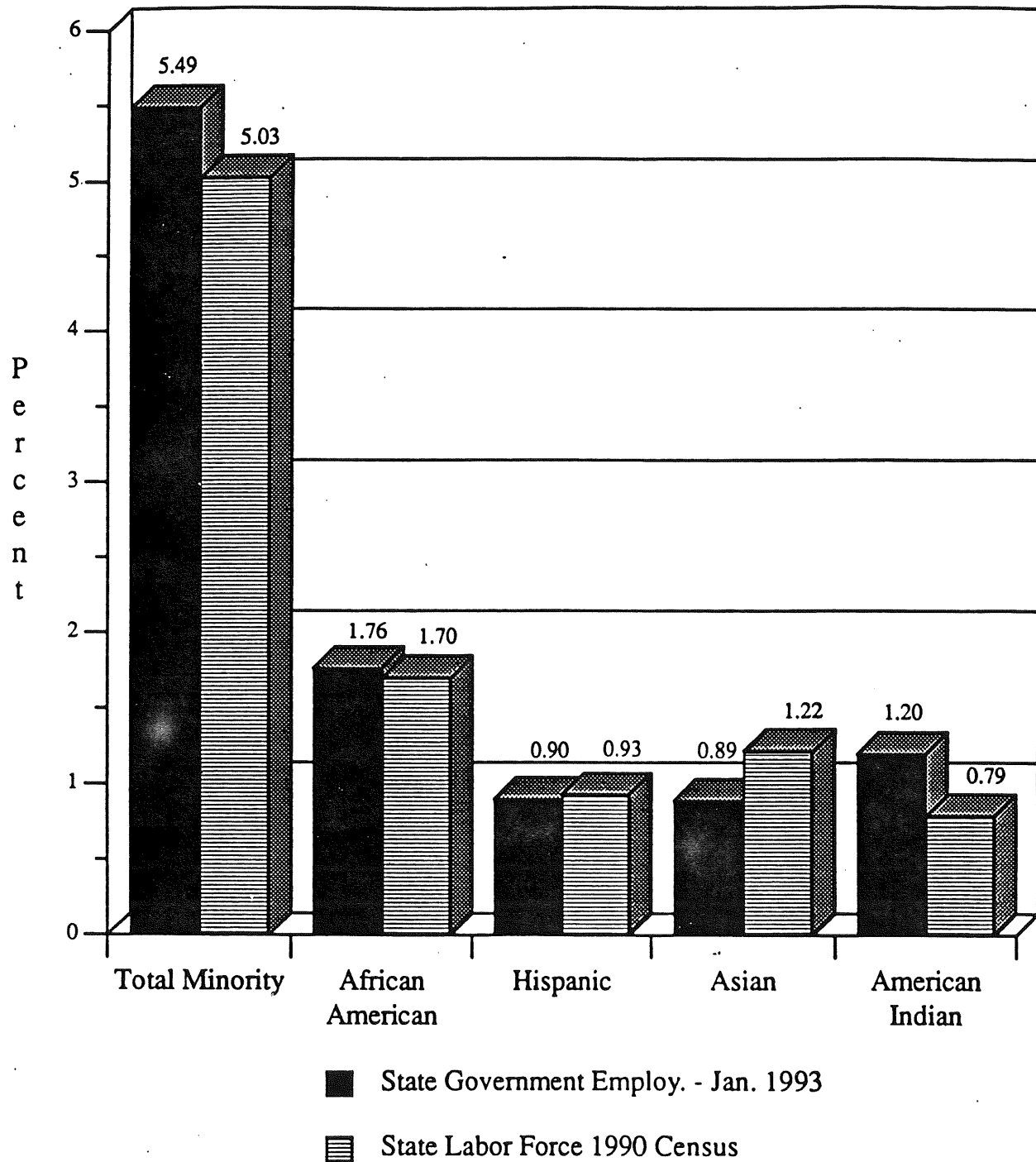
##### **Solutions**

1. Continue to be creative in developing opportunities to train/educate managers to eliminate fears [of Affirmative Action].
2. Lowering standards slightly (more experience and training with less emphasis on education).
3. Early training of managers, communication with personnel office, top level.
4. Action written into position descriptions, provide positive incentives, performance evaluation, rotation of managers through Affirmative Action Office.
5. Use Rule 10 more, meet and confer in negotiation process, strengthen language for protected classes, analyze lay-off data to measure impact, make better use of exit interviews.
6. Recruit using technical assistance, early recruitment (high schools, etc.), have options for selection such as use of a panel's in addition to supervisor input.
7. Combine goal units to make them measurable.
8. Provide a sliding scale to provide incentive to make money to get up in the morning to go to work.
9. Promptly investigate complaints.
10. Educate front line managers/supervisors.
11. Employees need to feel confident that some action will be taken.
12. Actively pursue development of new personnel system.

**APPENDIX C: (continued)**

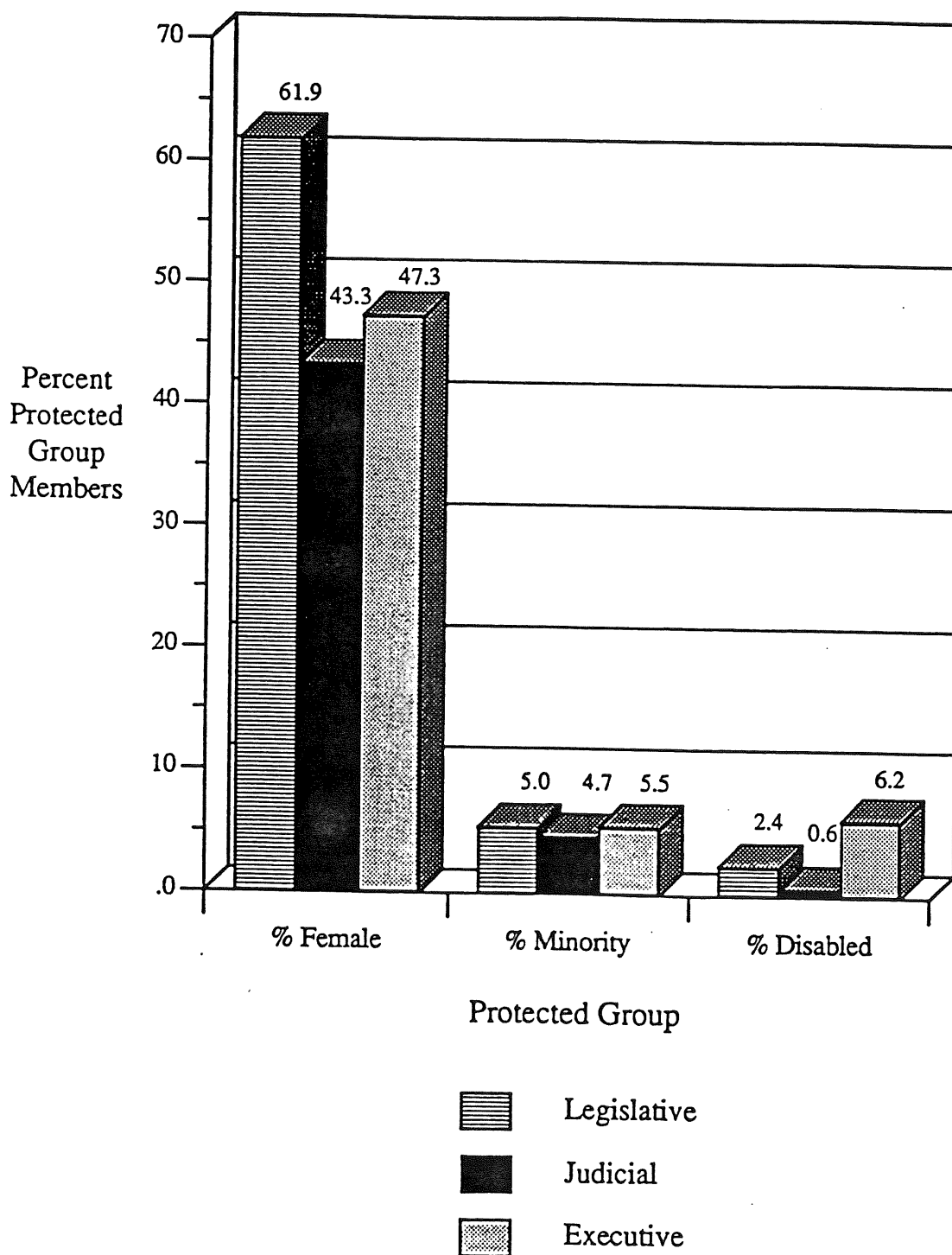
13. Sharing information.
14. Co-locate and consolidate agencies to save money and apply to personnel.
15. Improve communications between agencies.
16. Rewards for creativity in salary/budget process.
17. Collaboration between state/educational institutions.
18. Career duplicate of existing employees.
19. Create MN Affirmative Action Bank:
  - o Use expertise of education systems;
  - o duplicate their project for Affirmative Action;
  - o collaboration between education system/private sector/state
20. More cross cultural translation and communicating.
21. Recognize experience, not just education degree.

# Minority Percentage of MN State Employment Compared to Percentage of MN Labor Force



SOURCE: Equal Opportunity Division for the Department of Employee Relations

# Percent Protected Group Members Minnesota State Government Branches



SOURCE: Equal Opportunity Division for the  
Department of Employee Relations

# Employment Minnesota State Government Branches

## Legislature

<u>SENATE - January 1993</u>	Total	Females	%Female	Minorities	%Minority	Disabled	%Disabled
Office/Administrators	21	8	38.1	0	0.0	Information is not kept.	
Professional	35	14	40.0	2	5.7		
Technical	2	0	0.0	0	0.0		
Para-Professional	57	24	42.1	3	5.3		
Administrative Support	161	118	73.3	4	2.5		
Service	15	2	13.3	5	33.3		
<b>Total Senate</b>	<b>291</b>	<b>166</b>	<b>57.0</b>	<b>14</b>	<b>4.8</b>		

<u>House - September 1992</u>	Total	Females	%Female	Minorities	%Minority	Disabled	%Disabled
Administrative Support	173	140	80.9	15	8.7	9	5.2
Supervisor/Research/Tech	163	82	50.3	5	3.1	6	3.7
<b>Total House</b>	<b>336</b>	<b>222</b>	<b>66.1</b>	<b>20</b>	<b>6.0</b>	<b>15</b>	<b>4.5</b>

<b>Combined House &amp; Senate</b>	<b>627</b>	<b>388</b>	<b>61.9</b>	<b>34</b>	<b>5.4</b>	<b>15</b>	<b>2.4</b>
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## Judicial - January 1993

	Total	Females	%Female	Minorities	%Minority	Disabled	%Disabled
Courts-CT of Appeals	94	53	56.4	4	4.3	0	0.0
District - CRT Judicial *	674	288	42.7	23	4.0	3	0.4
Public Defender *	283	73	25.8	6	7.1	1	0.4
Supreme Court	188	123	65.4	11	5.9	4	2.1
<b>Total</b>	<b>1239</b>	<b>537</b>	<b>43.3</b>	<b>44</b>	<b>4.7</b>	<b>8</b>	<b>0.6</b>

\* These two groups failed to record race on a significant number of persons and the divider for percent minorities has been adjusted to reflect this.

## Executive - January 1993

	Total	Females	%Female	Minorities	%Minority	Disabled	%Disabled
<b>Non Academic</b>							
Managers	1296	408	31.5	69	5.3	91	7.0
Supervisors	3384	1033	30.5	109	3.2	273	8.1
Professionals	10002	4282	42.8	547	5.5	659	6.6
Others	19553	10809	55.3	927	4.7	1425	7.3
<b>Total Non Academic</b>	<b>34235</b>	<b>16532</b>	<b>48.3</b>	<b>1652</b>	<b>4.8</b>	<b>2448</b>	<b>7.2</b>
<b>Academic</b>							
Managers	127	48	37.8	11	8.7	1	0.8
Supervisors							
Professionals	6238	2623	42.0	567	9.1	77	1.2
Others							
<b>Total Academic</b>	<b>6365</b>	<b>2671</b>	<b>42.0</b>	<b>578</b>	<b>9.1</b>	<b>78</b>	<b>1.2</b>
<b>Total -Acad. &amp; Non</b>							
Managers	1423	456	32.0	80	5.6	92	6.5
Supervisors	3384	1033	30.5	109	3.2	273	8.1
Professionals	16240	6905	42.5	1114	6.9	736	4.5
Others	19553	10809	55.3	927	4.7	1425	7.3
<b>Total All</b>	<b>40600</b>	<b>19203</b>	<b>47.3</b>	<b>2230</b>	<b>5.5</b>	<b>2526</b>	<b>6.2</b>

Data includes full time, part time and temporary employees.

Source: DOER



# MINORITY EMPLOYMENT SHARE

## STATE OF MINNESOTA

### 6 Largest Executive Branch Agencies

December 1992

<u>AGENCY</u>	<u>JOBS</u>	<u>PERCENT MINORITY EMPLOYEES</u>
State Universities	10,810	7.2%
Human Services	6,919	2.9
Community Colleges	5,590	6.6
Transportation	5,110	4.2
Corrections	2,582	6.5
Natural Resources	2,340	3.0

- These 6 agencies have 71% of all state executive branch jobs.

Compiled by MN Planning

Source: MN Dept. of Employee Relations

# **Minority Turnover Rate** **Non-Academic Bargaining Units Executive Branch** **Unlimited Classified and Unclassified Employees**

## **Fiscal Year 1990 (July 1989 - June 1990)**

Type Separation	American Indian		African American		Asian Pacific Islan.		Hispanic		Total Minorities		Non-Minorities		Total All
	Number	Turnover	Number	Turnover	Number	Turnover	Number	Turnover	Number	Turnover	Number	Turnover	
Death	1	0.29%	1	0.21%	0	0.00%	0	0.00%	2	0.15%	49	0.17%	51
Retirement	4	1.17%	9	1.87%	0	0.00%	1	0.40%	14	1.07%	815	2.78%	829
Resignations	16	4.69%	51	10.60%	21	9.13%	14	5.53%	102	7.82%	937	3.19%	1039
Terminations	1	0.29%	1	0.21%	0	0.00%	1	0.40%	3	0.23%	55	0.19%	58
Dismissals	11	3.23%	21	4.37%	1	0.43%	3	1.19%	36	2.76%	160	0.54%	196
Total	33	9.88%	83	17.26%	22	9.57%	19	7.51%	167	12.03%	2016	6.86%	2173
Number EES 1/90	341		481		230		253		1305		29368		30673

## **Fiscal Year 1991 (July 1990 - June 1991)**

Type Separation	American Indian		African American		Asian Pacific Islan.		Hispanic		Total Minorities		Non-Minorities		Total All
	Number	Turnover	Number	Turnover	Number	Turnover	Number	Turnover	Number	Turnover	Number	Turnover	
Death	1	0.28%	1	0.20%	0	0.00%	0	0.00%	2	0.15%	63	0.21%	65
Retirement	8	1.69%	2	0.39%	3	1.25%	1	0.39%	12	0.88%	390	1.30%	402
Resignations	14	3.95%	29	5.69%	17	7.08%	15	5.84%	75	5.51%	847	2.82%	922
Terminations	1	0.28%	3	0.59%	2	0.83%	2	0.78%	8	0.59%	156	0.52%	164
Dismissals	2	0.56%	14	2.75%	2	0.83%	1	0.39%	19	1.40%	143	0.48%	162
Total	24	6.78%	49	9.61%	24	10.00%	19	7.39%	116	8.52%	1599	5.33%	1715
Number EES 1/91	354		510		240		257		1361		30001		31362

## **Fiscal Year 1992 (July 1991 - June 1992)**

Type Separation	American Indian		African American		Asian Pacific Islan.		Hispanic		Total Minorities		Non-Minorities		Total All
	Number	Turnover	Number	Turnover	Number	Turnover	Number	Turnover	Number	Turnover	Number	Turnover	
Death	2	0.56%	0	0.00%	0	0.00%	1	0.38%	3	0.22%	58	0.20%	61
Retirement	2	0.56%	8	1.20%	2	0.85%	2	0.77%	12	0.89%	633	2.14%	645
Resignations	13	3.63%	21	4.20%	8	2.55%	7	2.68%	47	3.47%	775	2.62%	822
Terminations	2	0.56%	8	1.60%	1	0.43%	1	0.38%	12	0.89%	84	0.28%	96
Dismissals	6	1.68%	9	1.80%	1	0.43%	2	0.77%	18	1.33%	110	0.37%	128
Total	25	6.98%	44	8.80%	10	4.26%	13	4.98%	92	6.79%	1660	5.62%	1752
Number EES 1/92	358		500		235		261		1354		29553		30907

## **Partial Fiscal Year 1993 (July 1992 - March 24, 1993)**

Type Separation	American Indian		African American		Asian Pacific Islan.		Hispanic		Total Minorities		Non-Minorities		Total All
	Number	Turnover	Number	Turnover	Number	Turnover	Number	Turnover	Number	Turnover	Number	Turnover	
Death	0	0.00%	1	0.19%	0	0.00%	3	1.08%	4	0.28%	59	0.20%	63
Retirement	3	0.82%	0	0.00%	1	0.38%	0	0.00%	4	0.28%	562	1.90%	566
Resignations	14	3.84%	27	5.20%	4	1.53%	4	1.44%	49	3.44%	676	2.28%	725
Terminations	1	0.27%	8	1.16%	1	0.38%	3	1.08%	11	0.77%	89	0.30%	100
Dismissals	7	1.92%	14	2.70%	1	0.38%	3	1.08%	25	1.76%	103	0.35%	128
Total	25	6.85%	48	9.25%	7	2.68%	13	4.68%	93	6.54%	1489	5.02%	1582
Number EES 1/93	365		519		281		278		1423		29636		31059

## **Fiscal Years 1990 - 1993 (July 1989 - March 24, 1993)**

Type Separation	American Indian		African American		Asian Pacific Islan.		Hispanic		Total Minorities		Non-Minorities		Total All
	Number	Turnover	Number	Turnover	Number	Turnover	Number	Turnover	Number	Turnover	Number	Turnover	
Death	1	0.28%	0.75	0.15%	0	0.00%	1	0.38%	2.75	0.20%	57.25	0.19%	60
Retirement	3.75	1.08%	4.25	0.85%	1.5	0.62%	1	0.38%	10.5	0.77%	600	2.02%	610.5
Resignations	14.25	4.02%	32	6.37%	12	4.97%	10	3.81%	68.25	5.02%	808.75	2.73%	877
Terminations	1.25	0.35%	4.5	0.90%	1	0.41%	1.75	0.67%	8.5	0.62%	96	0.32%	104.5
Dismissals	6.5	1.83%	14.5	2.89%	1.25	0.52%	2.25	0.86%	24.5	1.80%	129	0.44%	153.5
Total	26.75	7.66%	58	11.14%	16.75	6.82%	16	6.10%	114.5	8.41%	1691	6.71%	1806.5
Ave EES 1/90 - 1/93	354.5		502.5		241.5		262.25		1360.75		29639.5		31000.25

SOURCE: Equal Opportunity Division for the  
Department of Employee Relations