m1 MANAGEMENT AND BUDGET

January 22, 2018

Senator Julie Rosen, Chair
Senate Finance Committee
3235 Senate Office Building

Representative Jim Knoblach, Chair
House Ways and Means Committee
453 State Office Building

Senator Dan Hall, Chair
Senate Local Government Committee
3111 Senate Office Building

Representative Tim O'Driscoll, Chair
House Government Operations Committee
559 State Office Building

Dear Governor Dayton, Senators and Representatives:

In accordance with M.S. 43A.191 Sub 3, please find attached a report on agency affirmative action programs.

Questions regarding this report may be directed to John Pollard at (651) 201-8039, john.pollard@state.mn.us

Sincerely,

Myron Frans, Commissioner

Cc: Edwin Hudson, Deputy Commissioner Minnesota Management and Budget

Greg Hubinger, Legislative Coordinating Commission

State of Minnesota
Executive Branch
Affirmative Action Report

Submitted to the Minnesota Legislature

By Minnesota Management and Budget

January 2018

Questions regarding this report may be directed to Heather Stein at 651-259-3784.

Upon request, this document can be made available in alternate formats to individuals with disabilities by contacting 651-259-3784.

Table of Contents

Introduction

Minnesota communities throughout the state become more diverse every year. The United States Census Bureau reported in 2016 that the metro region of Minnesota gained 184,000 people since 2010 and 70% of this growth is made up by people of color. The executive branch of Minnesota state government is building a diverse workforce to mirror the state's population. This requires workforce plans of state agencies to both value and integrate the diversity   and inclusion of state employees.

The mark of a successful diversity program is one that becomes ingrained in the culture and business process so that it is sustained and measured to indicate changes over time. Minnesota state agencies in the executive branch have developed Affirmative Action Plans for the 2016-2018   biennium that include strategies for increasing the diversity of their workforce which encompasses   equal employment opportunities and a focus on protected class individuals. Protected classes include females, people of color, people with disabilities, and Veterans (at Minnesota State). The State of Minnesota Executive Branch Affirmative Action Report incorporates diversity and inclusion   practices that have been woven into various recruitment and retention strategies throughout state government. Affirmative Action plans should be used as workforce planning guides to eliminate underutilizations of protected class individuals and to ultimately guide the unique recruitment and retention efforts at each agency.

State departments, commissions, boards and institutions are required to develop innovative ways to promote awareness,   acceptance, and appreciation for diversity and affirmative action per [Minnesota Statute 43A.191](#) [Subdivision 3 (e)](#).

The success of affirmative action relies on the commitment of all state agencies and their partnerships between Minnesota Management and Budget (MMB) and the agencies' leadership teams, Affirmative Action Officers, and Human Resource practitioners. In each affirmative   action plan, these partners commit their support to ensure the organization's affirmative action plan   and the state's non-discriminatory hiring process is upheld and the organization will continue to make   positive efforts to increase the diversity of the state's workforce.

Statewide Focus on Diversity and Inclusion

The State of Minnesota's leadership has focused on diversity and inclusion over the past biennium. The improved recruitment of protected class individuals demonstrates the positive momentum these efforts have influenced statewide. As we continue to improve statewide recruitment strategies, creating inclusive environments is crucial for the State of Minnesota to maintain and grow a diverse workforce that is representative of those we serve.

Statewide Support from Governor Dayton's Office

- In 2014, Governor Dayton issued Executive Order 14-14, which set a goal for the executive branch to reach a seven percent workforce representation of individuals with disabilities.

- The 2015 Legislature created an accommodation reimbursement fund to be administered by the Commissioner of Administration.

- In April 2016, Governor Dayton created the first Chief Inclusion Officer position in state government. James Burroughs was hired to lead efforts around diversity and inclusion and advise Governor Dayton to consider all policy changes with an equity lens. Mr. Burroughs works with all state agencies to eliminate disparities, increase community engagement, and track the progress of agencies hiring, contracting, and working with communities of color.

- In April 2016, as a result of engagement and discussion with the Minnesota chapter of the National Association for the Advancement of Colored People (NAACP); Governor Dayton ordered an independent equity audit of various sections of the State's equal opportunity practices and affirmative action process with the ultimate goal of boosting diversity in its workforce and maximizing inclusion. One recommendation from the audit was to create a consistent auditing process of affirmative action plans. All 2016-2018 Affirmative Action Plans submitted to MMB have been reviewed for compliance standards. MMB will commence agency Affirmative Action audits in 2018 to monitor progress. The audit also recommended the State begin capturing more racial/ethnic minority group data. MMB is currently researching options to collect this data.

- In October 2016, Governor Dayton relaunched Connect 700 and the Supported Worker programs, two state hiring initiatives aimed at removing barriers and creating opportunities for Minnesotans with disabilities. This effort supports Governor Dayton's 2014 executive order 14-14 in directing state agencies to increase employment for people with disabilities to at least seven percent by August 2018.

- In December 2016, Carlson Consulting Enterprise published a report on Increasing Inclusion and Diversity in the Hiring and Retention of State of Minnesota Employees. The report produced several recommendations for the State of Minnesota to achieve inclusion and diversity goals. A number of key insights from the Carlson report will help frame centralized recruitment and retention strategies. These strategies will be used to attract and engage protected class employees, ultimately lessening underutilizations throughout the Executive Branch.

- In January 2017, MNPathways was established to support Governor Mark Dayton and Lt. Governor Tina Smith's important goal of hiring a diverse workforce that reflects the changing demographics of the communities Minnesota state government serves. The goal of MNPathways is to hire and create pathways for individuals from underrepresented communities to grow long-term careers in state government. It highlights state agencies as employers of choice that strive to offer inclusive work cultures and a variety of career oriented job opportunities across the state.

Statewide Support from Minnesota Management and Budget

- The Enterprise Human Capital, a division within MMB, manages the human resources of the state workforce. Since the creation of State Office of Executive Recruiting in MMB, the state has hired about 170 executives. Of those new hires, 51% are female, 8.2% report having a disability, and 23.4% identify as racial/ethnic minorities.

- MMB restructured the executive recruitment unit to better serve agencies and build stronger relationships with community organizations to support diversity and inclusion statewide. The unit consists of a Director of Recruitment, Retention and Affirmative Action; a Director of Equal Opportunity, Diversity, Inclusion and Americans with Disabilities; an Affirmative Action Compliance Officer, a Special Programs Coordinator, a Recruitment and Retention Manager and two Recruitment and Retention Coordinators. Dedicated staff to the above areas has positioned   MMB to better support state agencies through the alignment of recruitment, retention and   affirmative action practices.

- In December 2016, MMB received the Equity Audit report that was ordered by Governor Dayton to evaluate various sections of the State's equal opportunity practices and affirmative action process. The audit included recommendations to increase diversity in the state's workforce. One recommendation from the audit was to create a consistent auditing process of affirmative action plans. All 2016-2018 Affirmative Action Plans submitted to MMB have been thoroughly reviewed for compliance standards. MMB will commence agency Affirmative Action audits in 2018 to monitor progress. The audit also recommended the State begin capturing more racial/ethnic minority group data. MMB is currently researching options to collect this data.

Executive Summary

Over the past two years, Minnesota's executive branch agencies increased the diversity of their workforces by improving the   representation of protected classes. Intentional efforts have focused on diversity recruitment over the   past biennium, and must now be leveraged to achieve greater success in the future. For state   government to achieve a workforce that demographically represents the rich diversity of Minnesotans   throughout the state, it is essential that we build on our recruitment efforts and focus on retaining,   supporting, and developing the talent we attract. We must continue to transform our agencies into inclusive environments where all employees feel welcome. This transformation   begins with affirmative action planning.

Affirmative Action Key Insights from 2015-2016

Cabinet level agencies in the executive branch have improved the rate at which they are hiring protected class individuals. Efforts to recruit more diverse candidates have proven successful and underscore the need to continue this work.

Table 1. Representation of Protected Classes

Total Staffing of Cabinet Agencies	FY 2015	2017 To Date
Females	48.4%	50.0%
Employees with Disabilities	5.7%	6.4%
Racial/Ethnic Minorities	9.1%	11.6%

- The overall representation for protected classes has increased from the end of the last Affirmative Action Plan period.

- The hiring rate of individuals with disabilities was 4% from 2014-2016; the rate increased to 5.3% after the relaunch of Connect 700 in Oct. 2016.

- Cabinet level agencies have been hiring racial/ethnic minorities at a higher rate than overall representation for the past 3 years. In 2014, the overall representation was at 9% and cabinet level agencies hired minority employees at a rate of 14%; in 2015, the representation was at 9% and the hiring rate of minority employees was 13%; and in 2016, with an increased representation of 11% the cabinet level agencies hired minority employees at a rate of 16%.

- 29% of all hires were affirmative, meaning the individuals hired represent protected classes   that are underutilized in respective job categories.

- 99% of non-affirmative hires were justified, meaning the individuals hired do not represent   protected classes where an underutilization exists, however, the individual hired is more   qualified than the protected class candidates that applied for the position.

- 1% of non-affirmative hires were not justified and were ultimately missed opportunities to hire an underrepresented protected class candidate.

Movement of Protected Class Employees in 2016

The following three graphics indicate the movement of protected class employees, the overall representation of each protected group, and the total number of employees in each job category for the cabinet level agencies in the Executive Branch. Movement is defined as the hiring and separation of employees and does not include promotions or transfers to other agencies. Key insights follow each graphic.

Hiring & Separation Movement of Racial/Ethnic Minority Employees: Cabinet Level Agencies FY 2016

Minority Hires	Job Categories	Overall Representation of Minority Employees	Total Population of Cabinet Agency Employees	Minority Separations
13	Officials/ Administrators	97 (7%)	1,343	<10
268	Professionals	1,741 (11%)	15,280	122
213	Paraprofessionals	497 (21%)	2,389	86
42	Protected Services	354 (9%)	3,940	15
107	Office/Clerical	344 (13%)	2,628	23
58	Technicians	285 (9%)	3,065	36
<10	Skilled Craft	22 (4%)	617	0
108	Maintenance Services	314 (9%)	3,389	15
812	TOTAL	3,654 (11%)	32,651	304

*Resignations and Dismissals/Non-Certifications were factored into this data. Retirements, Layoffs and Terminations without Rights have not been included.
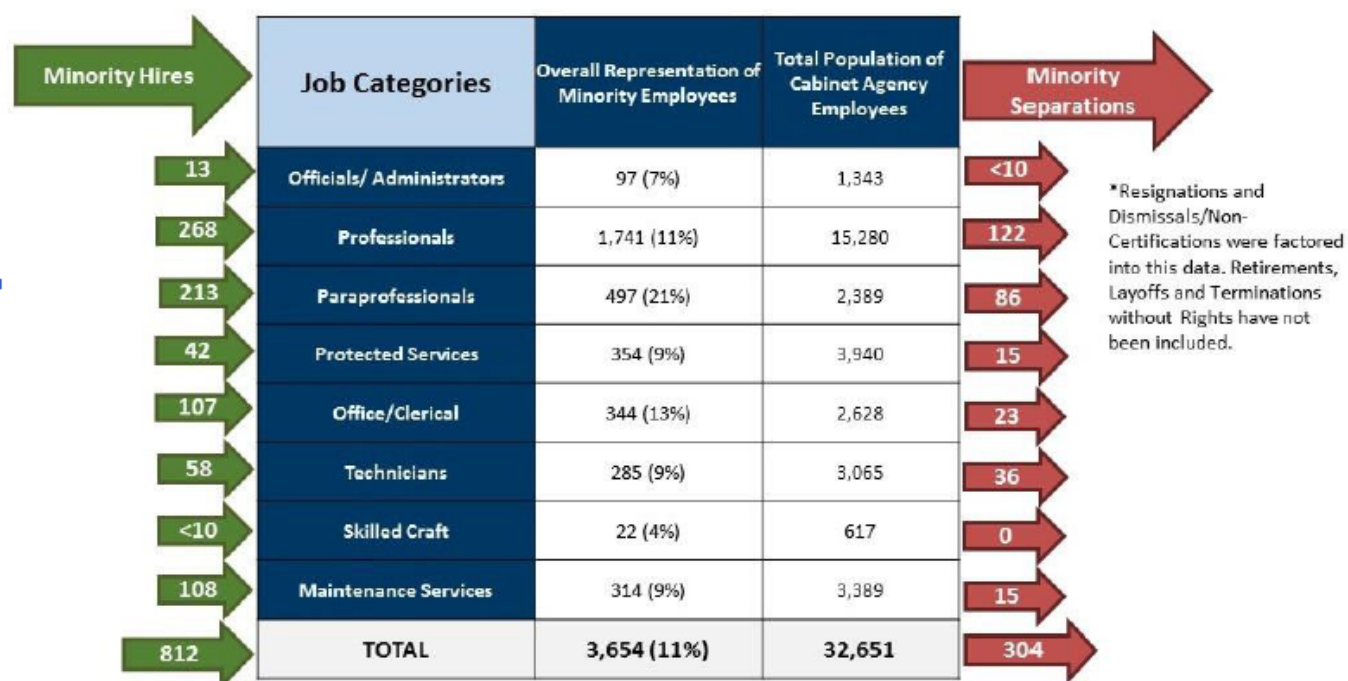
Figure 1. Movement of Minority Employees: Cabinet Level Agencies in FY 2016. (See Appendix Tables 1.1 and 1.2)

Key Insights

- The return on investment for recruiting minority employees is approximately 63%, as 508 employees of the 812 hired remain in state service.

- The State lost nearly half (or more) of the minority employees that were hired in 2016 in the following job categories: Technicians (62%), Officials/Administrators (54%), and Professionals (46%).

- At the current hiring rate, if retention does not improve, an additional 485 new people of color need to be hired every year to maintain the current workforce representation of racial/ethnic minorities in the cabinet level agencies.

- To increase the representation of racial/ethnic minority employees from 11% (July 2016), we must continue to actively recruit people of color as well as increase retention. Building a more inclusive culture, including statewide diversity and inclusion training, creating business resource

groups, developing clear career pathways, and providing paid parental leave will lead to improved results.

Hiring & Separation Movement of Female Employees:
Cabinet Level Agencies FY 2016

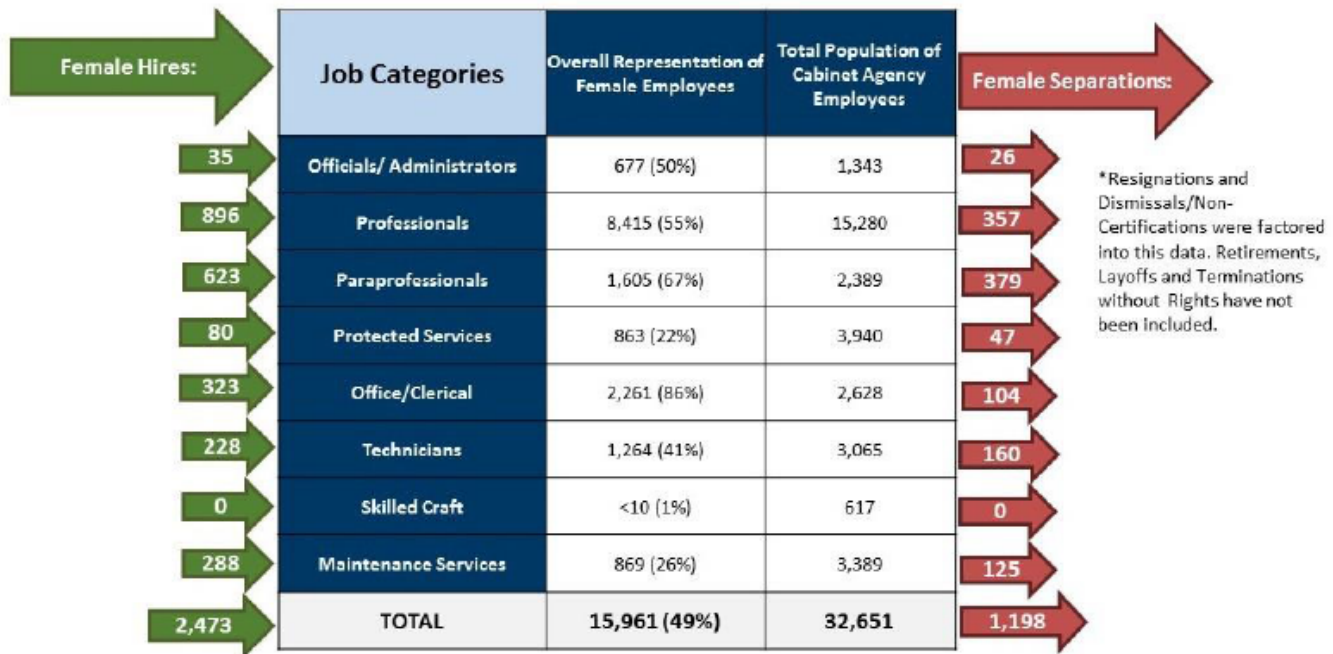| Female Hires:	Job Categories	Overall Representation of Female Employees	Total Population of Cabinet Agency Employees	Female Separations:	
35	Officials/ Administrators	677 (50%)	1,343	26	*Resignations and Dismissals/Non-Certifications were factored into this data. Retirements, Layoffs and Terminations without Rights have not been included.
896	Professionals	8,415 (55%)	15,280	357	
623	Paraprofessionals	1,605 (67%)	2,389	379	
80	Protected Services	863 (22%)	3,940	47	
323	Office/Clerical	2,261 (86%)	2,628	104	
228	Technicians	1,264 (41%)	3,065	160	
0	Skilled Craft	<10 (1%)	617	0	
288	Maintenance Services	869 (26%)	3,389	125	
2,473	TOTAL	15,961 (49%)	32,651	1,198	

Figure 2. Movement of Female Employees: Cabinet Level Agencies in FY 2016 (See Appendix Tables 2.1 and 2.2).

Key Insights

- The return on investment for recruiting female employees is approximately 52%, as 1,275 employees of the 2,473 hired remain in state service.

- The State lost more than half the female employees that were hired in 2016 in the following job categories: Officials/Administrators (74%), Technicians (70%), Paraprofessionals (61%) and Protected Service (59%).

- At the current hiring rate, if retention does not improve, an additional 2,324 new female employees need to be hired every year to maintain the current workforce representation of females in the cabinet level agencies.

- To increase the representation of female employees from 49% (July 2016), we must continue to actively recruit female employees as well as increase retention. Building a more inclusive culture, including statewide diversity and inclusion training, creating business resource groups, developing clear career pathways, and providing paid parental leave will lead to improved results.

Hiring & Separation Movement of Employees with Disabilities:
Cabinet Level Agencies FY 2016

Hires: Employees with Disabilities	Job Categories	Overall Representation of Employees with Disabilities	Total Population of Cabinet Agency Employees	Separations: Employees with Disabilities
<10	Officials/ Administrators	130 (10%)	1,343	<10
78	Professionals	1,052 (7%)	15,280	43
45	Paraprofessionals	85 (4%)	2,389	24
13	Protected Services	190 (5%)	3,940	<10
107	Office/Clerical	233 (9%)	2,628	<10
16	Technicians	146 (5%)	3,065	<10
<10	Skilled Craft	28 (5%)	617	<10
21	Maintenance Services	119 (4%)	3,389	<10
215	TOTAL	1,983 (6%)	32,651	98

*Resignations and Dismissals/Non-Certifications were factored into this data. Retirements, Layoffs and Terminations without Rights have not been included.
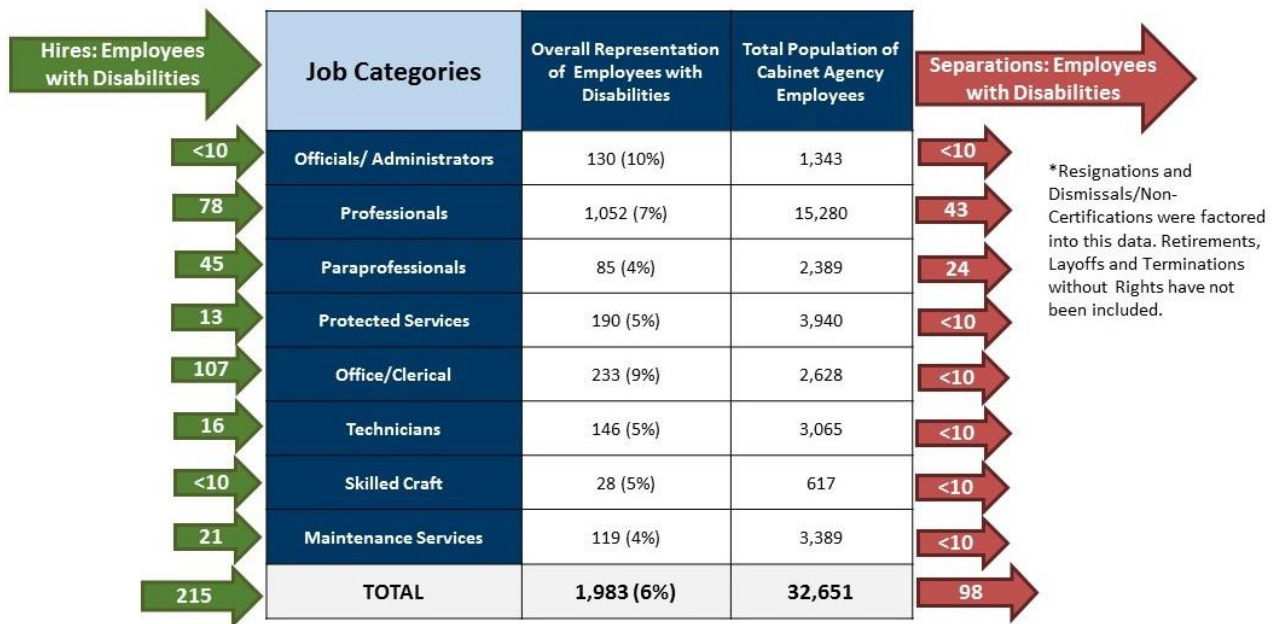
Figure 3. Movement of Employees with Disabilities: Cabinet Level Agencies in FY 2016 (See Appendix Tables 3.1 and 3.2).

Key Insights

- The return on investment for recruiting employees with disabilities is approximately 54%, as 117 employees of the 215 hired remain in state service.

- The State lost more than half of the employees with disabilities that were hired in 2016 in the following job categories: Officials/Administrators (56%), Professionals (55%) Paraprofessionals (53%) and Skilled Craft (50%).

- At the current hiring rate, if retention does not improve, an additional 180 new employees with disabilities need to be hired every year to maintain the current workforce representation of individuals with disabilities in the cabinet level agencies.

- To increase the representation of employees with disabilities from 6% (July 2016), we must continue to actively recruit individuals with disabilities as well as increase retention. Building a more inclusive culture, including statewide diversity and inclusion training, creating business resource groups, developing clear career pathways, providing paid parental leave and ADA accommodation training will lead to improved results.

Compliance Standards

The 2017 State of Minnesota Executive Branch Affirmative Action Report describes agency requirements   and their efforts in affirmative action and equal employment opportunity, recruitment, retention, and   diversity initiatives during the past two fiscal years. This report fulfills Minnesota Statute 43A.191 Subdivision 3 (b) which requires the commissioner to submit a report on affirmative action progress to the Legislature on odd-number years.

The programs addressed in the report include:

- Affirmative Action and Equal Employment Opportunity

- Recruitment and Retention for a Diverse Workforce

- Americans with Disabilities Act (ADA) and Reasonable Accommodation

- Internal Complaint Report

These programs are administered by state agency and Minnesota State Affirmative Action Officers and designees, ADA Coordinators and designees, recruiters, human resource staff, and Minnesota Management and Budget (MMB).

State Agency and Minnesota State Programs Operate Under Authority:

Statutes:

43A.19 Affirmative Action

43A.191 Agency Affirmative Action Programs

Rules:

Chapter 3905, State Agencies Affirmative Action

Administrative Procedures:

19.1Affirmative Action Plan Requirements (pdf)

Role of Minnesota Management and Budget

Minnesota Management and Budget (MMB) serves the people of Minnesota by providing the state with leadership and guidance to support efficient and effective government, a world class workforce, and responsible financial management. MMB ensures state agencies are in compliance with all applicable state and federal laws, rules, and   regulations for Affirmative Action, Equal Opportunity, and ADA programs.

MMB is responsible for enterprise-wide recruitment strategies, technology, policy, and communication oversight related to the above programs. In addition, MMB staff provide coordination and dissemination of information, technical assistance, training, development and maintenance of online resources and reporting tools, review and approval of state agency Affirmative Action   Plans and ADA reports, interpretation and communication of applicable federal and state laws, and   preparation of reports to the Minnesota Legislature and the federal government.

Affirmative Action and Equal Employment Opportunity

Minnesota Statute 43A.19 Subdivision 1 states: "To assure that positions in the executive branch of the civil service are equally accessible to all qualified persons, and to eliminate the underutilization of qualified members of protected groups, the commissioner shall adopt and periodically revise, if necessary, a statewide affirmative action program."

What is Affirmative Action?

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

What is Equal Employment Opportunity?

Equal Employment Opportunity is a term used by the federal and state government to refer to employment practices that are fair and free from discrimination on the basis of the following protected characteristics. These protected characteristics are: Sex (Gender), National Origin, Color, Race, Age, Marital Status, Disability, Religion, Sexual Orientation, Familial Status, Membership Human Rights Commission, Status with Regard to Public Assistance, and Creed.

Availability and Underutilization

Agency Affirmative Action Officers and designees are particularly interested in   the recruitment and selection process for job groups where an underutilization for a protected group   has been identified. When a vacancy exists in a job group where there is an underutilization, the   Affirmative Action Officers and designees work with human resources staff to recruit members of the   protected group for which the agency or campus is underutilized.

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

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

Affirmative Action Plan Requirements

Agencies with 25 or fewer employees are required to submit an affirmative action plan to MMB that has five sections:

- Statement of commitment

- List of persons responsible for directing and implementing the agency's plan

- Policy prohibiting discrimination and harassment

- Internal complaint procedure for processing complaints of alleged discrimination or harassment

- Reasonable accommodation policy and procedure

Agencies and Minnesota State locations with more than 25 employees are required to submit an affirmative action plan to MMB that includes the same five sections plus the following:

- Executive summary

- Communication methods for promoting the Affirmative Action Plan

- Evacuation procedures for individuals with disabilities

- Utilization analysis of the agency's workforce with goals and timetables

- Affirmative action program objectives

- Methods for auditing, evaluating, and reporting program success

- Recruitment plan

- Retention plan

Affirmative Action Training and Resources

MMB provides the following trainings and resources to state agencies:

- Affirmative action and other program tools and resources are provided online and through webinars, classroom training, town halls, one-on-one agency meetings, monthly ACCESS Partnership meetings, Statewide Recruiters meetings, and consultation services.

- Affirmative action resources include, but are not limited to, Affirmative Action Plan checklists, templates, goal and timetable instructions, worksheets with automated calculations, two-factor analysis guide and worksheet, PowerPoint presentations, and guidebooks.

- ADA resources include, but are not limited to, accessibility checklists, ADA annual report summary, auxiliary aids and services, Executive Order 14-14 website, and reasonable accommodation policy, procedures, and forms.

Best Practices in Affirmative Action and Equal Employment Opportunity

Some of the best practices in affirmative action and equal employment throughout state agencies are listed below:

- Use of the Affirmative Action Plan as a workforce planning guide to measure progress towards eliminating underutilizations, improving diversity within the organization and improving the retention of underrepresented employees.

- Incorporating the agency's executive level leadership in the Monitoring the Hiring Process. Currently a few agencies require Deputy Commissioners or Executive Directors to approve of agencies taking missed opportunities (non-justified, non-affirmative hires.)

- A few agencies require every hire to monitored, not only the vacancies where underutilizations exist. Agencies are only required to complete the Monitoring the Hiring Process Forms when filing a vacancy with an underutilization.

- New strategies were implemented within the hiring process to ensure consistent representation of protected class candidates. For example, the percentage of protected class candidates in the interview pool should at least be equal to the percentage of protected class applicants that met minimum qualifications.

- Maintain a respectful and inclusive workplace by providing training for employees, managers, and supervisors focused on diversity and inclusion in the workplace, unconscious bias, cultural awareness, respectful communication, managing a diverse and multi-generational workforce, conflict resolution, and preventing discrimination and harassment.

- Analyze hiring and separation data for protected class individuals in the agency and compare to the agency hiring goals listed in the Affirmative Action plan on quarterly basis. Affirmative Action Officers then provide quarterly progress reports to agency leadership and business units.

- Monitor retirement rates and provide projections to leadership.

- Provide training to managers and supervisors regarding the benefits of utilizing alternative dispute resolution techniques to resolve workplace disputes and eliminate hostile work environments.

- Provide Affirmative Action, Equal Opportunity, Diversity, Inclusion and ADA training during new hire orientation for all employees.

Common Affirmative Action and Equal Employment Opportunity Activities

Typical affirmative action and equal employment activities throughout state agencies are listed below:

- Affirmative Action Officers approve Monitoring the Hiring Process Forms prior to the agency making an offer of employment.

- The roles and responsibilities of affirmative action, diversity, inclusion, equal employment opportunity, equity, and ensuring a hostile-free work environment are communicated to managers and supervisors regularly.

- Ensure new supervisors attend Affirmative Action and Equal Employment Opportunity, Preventing Sexual Harassment in the Workplace, Integrating ADA and Employment Practices, Discipline and Grievances, and Hiring and Interviewing in a Merit System training modules through Supervisory Core.

- Review employment interview questions and methods to ensure that all selection criteria are fair, objective, and job-related.

- Conduct pre-review and analysis of lay-off decisions to determine any adverse impact on protected class employees.

- Disseminate the agency Affirmative Action Plan to all agency employees to ensure awareness of the plan, the contents, and their responsibilities. Agency Affirmative   Action Plans are public documents and are posted on agency websites.

- Participate in the ACCESS Partnership. The ACCESS Partnership supports cross-agency collaboration in an effort to maintain an employment process which ensures diversity and equal opportunity for all employees and applicants and to attract and retain a workforce that is representative of Minnesota.

- Participate in the Statewide Recruiters meeting. This group provides a platform for staff to communicate, cooperate, and collaborate on best practices in recruitment. Topics such as affirmative action and equal opportunity are regularly covered.

- Many state agency HR and affirmative action staff members participate in workgroups co-led by MMB to improve the hiring process. The workgroups focus on ways to remove barriers from the hiring process, align diversity hiring best practices with the new hiring process, determine best practices for the State, and improve reporting and analysis of the hiring process. Workgroups collaborated to improve how agencies monitor the hiring process, onboard new hires and recruit individuals with disabilities in the relaunch of the Connect 700 program.

- Human resource staff attend conferences and community meetings that address relevant equal employment opportunity issues such as the Minnesota Human Rights Symposium, Diversity and Inclusion Summit, Forum on Workplace Inclusion Conference, Minnesota Employment Law Conference, Overcoming Racism Conference, Twin Cities Diversity Roundtable Meetings, and the Cultural and Ethnic Communities Leadership Council.

Summary of Affirmative Action in 2015-2016

Agencies in the executive branch have submitted Affirmative Action   Plans in compliance with the requirements as outlined by Minnesota Statute, Rules, and Administrative   Procedures.

Calendar Year 2015

According to the calendar year (CY) 2015 hiring data that was submitted by cabinet level agencies for job groups in which there were disparities, the percentage of affirmative hires was 27% for unlimited, classified multi-source appointments and 24% for non-competitive, qualifying appointments.

The percentage of non-affirmative, non-justified (missed opportunities) hires in CY 2015 for unlimited, classified multi-source appointments was 1%, and 0% for non-competitive, qualifying appointments.

- In CY 2015, there were approximately 3,197 competitive appointments in job groups for which there was an underutilization. Of these, 863 were affirmative appointments and 2,334 were non-affirmative appointments. Of the non-affirmative competitive appointments, there were 2,280 appointments that were justified and 23 missed opportunities.

- In CY 2015, there were approximately 1,284 non-competitive appointments in job groups in which there was an underutilization. Of these non-competitive appointments, there were 309 affirmative appointments and 975 non-affirmative appointments. Of the non-affirmative appointments, 974 were justified and 1 was a missed opportunity.

Calendar Year 2016

According to the CY 2016 hiring data that was submitted by cabinet level agencies for job groups in which there were disparities, the percentage of affirmative hires was 30% for unlimited, classified, multi-source appointments and 33% for noncompetitive, qualifying appointments.

The percentage of non-affirmative, non-justified (missed opportunities) hires in CY 2016 for unlimited, classified multi-source appointments was 1% and it was 0% for non-competitive, qualifying appointments.

- In CY 2016, there were approximately 3,560 competitive appointments for job groups in which there was an underutilization. Of these, 1,090 appointments were reported affirmative and 2,470 were non-affirmative. Of the non-affirmative competitive appointments, 2,450 were justified and 20 were missed opportunities.

- In CY 2016, there were 1,040 non-competitive appointments reported for job groups in which there was an underutilization and of these 348 were affirmative and 692 were non-affirmative. Of the non-affirmative hires, 689 were justified and 3 were missed opportunities.

Recruitment and Retention of a Diverse Workforce

The purpose of effective recruiting is to attract qualified diverse candidates who are prepared to meet the state agency's business needs. Achieving a diverse, high-quality workforce by successfully attracting and hiring the desired employees is only the first step. The next objective is to ensure that these valuable employees stay with the state. An essential element of successful retention is for an organization to demonstrate they place a high value on diversity and inclusion. State agencies have started to improve the diversity of their workforce through recruitment efforts,   yet, more work needs to be done to create inclusive environments to improve retention.

During the past two years, MMB has supported the recruitment efforts of state agencies by providing and maintaining the following events, programs and resources:

Events

MMB partnered with the Governor's office and state agency staff to organize and host several events in 2016 that were designed to promote the state employment:

- The first State of Minnesota Career Fair was held in October of 2016. About 1,200 Minnesotans were expected and over 4,000 attended. The multi-agency collaboration led by MMB earned the agency the Governor's Better Government Award in the "Creating a Great Place to Work" category.

- The State of Minnesota was well represented at Minnesota State Fair career booth.

- The People of Color Career Fair had 1,200 attendees of which 5 have since been hired into Director level roles.

- "Lead-In" events were established to connect with different community organizations throughout the state. These events will take place during community meetings, offering information about working for the State of Minnesota speed networking opportunities to connect with Commissioners and executive level leaders from various agencies, boards and commissions.

Programs

MMB provides strategic leadership and coordination of a number of statewide initiatives including, but not limited to, the following youth and future leadership development programs:

Right Track (St. Paul)

The Right Track Program's mission is to bring together the City of Saint Paul, Saint Paul Public Schools, state government agencies, local businesses, and community-based organizations to provide employment opportunities and professional skills training for diverse youth. These opportunities help our local youth explore diverse career interests, gain valuable skills, make professional connections, and prepare them for meaningful careers. Since its inception, the State of Minnesota and it's agencies have been featured as a model employer on Right Track's marketing materials and promotional items. In 2015,

the State of Minnesota hosted 16 participants and in 2016, 37 participants gained experience throughout State agencies.

STEP-UP Achieve (Minneapolis)

STEP-UP Achieve recruits, trains, and places over 800 talented, low-income youth (ages 16-21) each year with top local companies and public agencies. These opportunities help our local youth explore diverse career interests, gain valuable skills, make professional connections, and prepare them for meaningful careers. In 2015, the State of Minnesota hosted 16 participants and in 2016, 22 participants gained experience throughout State agencies. In 2016, the State of Minnesota was awarded the STEP-UP Employer Ally award for strongly supporting the program.

Urban Scholars

Urban Scholars is a leadership development summer program for college students from diverse racial and ethnic backgrounds. The program introduces undergraduate and graduate students to local government and public service. In 2015, the State of MN hosted 6 interns and in 2016, 16 interns gained experience throughout State agencies.

Star of the North Fellowship

Star of the North is a fellowship program offered by the State of Minnesota. It is open to applicants who have earned or will soon earn advanced degrees, and who demonstrate an interest in a career in public service. In 2015, the state hosted 16 fellows and in 2016, 14 fellows gained experience throughout state agencies.

Tools and Resources

- Unified brand established in 2016 to promote employment by agencies of the State of Minnesota.

- New State of Minnesota application system launched December 2015. This application system provides recruiters and human resource staff with one system to post positions, use screening questions to identify candidates that meet minimum qualifications, run applicant demographic reports to assess the diversity of the candidate pools and route applicant resumes to hiring managers for review.

- The redesigned State of Minnesota Careers website includes comprehensive sections on employee benefits, special programs, application and interview tips, information about the state's diverse workforce and more. The website contains contact information to MMB's career help line to assist human resource staff and applicants with the application process.

- The Minnesota State Government Executive Jobs newsletter is distributed biweekly to approximately 5,000 statewide community organizations and representatives, professional diversity groups, and disability organizations. The diversity newsletter features a spotlight on a state leader, which is a new hire or a rehire in a senior level position. The newsletter highlights open positions within the state as well as newsworthy articles.

- Robust online recruitment directory which provides agencies with contact information and descriptions for various youth employment programs, colleges and universities, diversity organizations, community organizations, and recruitment websites.

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

- MMB serves as the co-chair for the Minnesota Community Advisors on Recruitment and Retention Solutions (MnCARRS) Partnership. MnCARRS is comprised of approximately 50 community organizations and state agencies. Partner organizations serve as recruiters and credible voices within their communities to promote employment with the State of Minnesota. In return, the state provides advanced notice of job openings so partners can better prepare clients to compete through training programs and job coaching, improved communications about the state's employment processes, and assistance with mock interviews to improve candidate's performance in the hiring process.

- MMB serves as the chair of the Statewide Recruiters meeting. This group provides a platform for agency staff to communicate, cooperate, and collaborate on best practices in recruitment, affirmative action, and equal opportunity.

- Advertising contracts with McFarlane Media and Graystone Group Advertising which provide agencies with media consultation for hard-to-fill job vacancies, targeted marketing sources for reaching diverse job seekers, enhancements to improved job vacancy viewership, and branding support for job advertisements. New, standard recruiting brochures and materials available for agencies to print and bring to job fairs and to distribute to potential candidates.

- Workforce planning resources including a full-time staff member dedicated to supporting state agency workforce planning needs and a new website with tools, best practices, and step-by-step guides on workforce planning, succession planning, knowledge transfer, and more.

- MMB staff attend employment law seminars, training sessions, and conferences to keep up-to-date on emerging issues pertaining to state and federal employment laws, affirmative action, recruitment, ADA, diversity and inclusion, and equity.

- MMB is responsible for the development, implementation and ongoing maintenance of essential enterprise human resources-related systems, including payroll, benefits, and human resources functionality required to hire and maintain the state's workforce. After launching the statewide use of Recruiting Solutions, MMB chaired the Recruiting Solutions User Group to gather feedback and support users during the implementation process. We continue to use feedback to enhance the system.

- MMB initiated a project to reengineer the hiring process. Affirmative action and equal opportunity were key areas of focus for the project, which was a collaborative effort between MMB and state agencies to redesign and improve the business process related to recruitment, hiring, and retention, and applying affirmative action and equal opportunity throughout the hiring process. Project work in the areas of affirmative action, equal opportunity, and diversity and inclusion will continue into 2017-18.

- Enterprise Learning and Development offers leadership and supervisory development sessions which in include the following modules: Diversity and Cultural Inclusion for Leaders, Collaboration and Teamwork, Demographic Trends and Implications for State Leaders, Dynamic Leadership, Effective Communication and Difficult Conversations, Preventing Sexual Harassment in the Workplace, Integrating ADA and Employment Practices, and Discipline and Grievances.

Best Practices in Recruitment

Some of the best agency recruitment practices used to increase the diversity of talent pipelines are listed below:

- Affirmative Action and Human Resources staff partner to evaluate existing hiring processes and identify potential barriers to attracting and hiring diverse applicants/employees.

- Affirmative Action Officers and recruiters meet with hiring manages to for pre-hire consultation to discuss inclusive recruitment strategies and ways to increase applicant pool diversity.

- Edit position titles on job postings to include a working title as well as the classification. The working title should clearly convey the work to external applicants that are unfamiliar with the State's classification system.

- Add diversity competency or statement to job descriptions. For example, Minnesota State includes the following statement in their job descriptions, "The applicant (the employee) should demonstrate a knowledge of and interest in diverse cultures and populations."

- Updated marketing materials to feature photos of actual state employees, showcasing real diversity that exists within the agencies.

- Develop and maintain relationships and conduct outreach activities with community organizations, minority councils, disability councils, professional associations, and educational institutes focused on women, minorities, individuals with a disability, and veterans. Actively recruit members of those communities for state employment.

- Participate in education programs which target inner city youth and underrepresented group members in an effort to create interest in STEM (scientific, technology, electronic, and mathematical) careers which are traditionally underrepresented by women and minorities.

Common Recruitment Activities

Many state agencies utilize the following recruitment programs to increase the diversity of their talent pipelines:

- Post vacancies on various job boards, college websites and diverse publications

- Participate in career days at high schools, trade schools, colleges, and universities to promote state employment and attract diverse applicants.

- Offer paid and unpaid internships, as well as job shadowing experiences for students in a variety of fields.

- Hire bilingual employees to better serve diverse communities of color across the state, which include Hispanic, Somali, and Hmong.

- Interview and survey new employees and obtain feedback to help identify factors that attracted the individual to state employment.

- Recruit individuals with disabilities by building partnerships with state agency and community partners including, but not limited to, the State's Connect 700 program, the Minnesota Council on Disability, State Services for the Blind, Commission of Deaf, Deaf Blind, and Hard of Hearing Minnesotans, Minnesota Governor's Council on Developmental Disabilities, Courage Center, Minneapolis Rehabilitation Center, University of Minnesota Disability Support Services, Lifetrack Resources, Goodwill-Easter Seals Minnesota, Metropolitan Center for Independent Living, ACCESS Press, and Vocational Rehabilitation Services at the Minnesota Department of Employment and Economic Development.

- Recruit veterans by building partnerships with state agency and community partners including, but not limited to, Veterans Employment Services and Disabled Veterans Outreach Representatives at the Minnesota Department of Employment and Economic Development, Minnesota Army and Air National Guard, U.S. Department of Veteran Affairs, American Legion, Beyond the Yellow Ribbon, Country Services Veteran Officers, Goodwill-Easter Seals Minnesota, Higher Education Veterans Program Campus Coordinators, and MN Department of Military Affairs.

Agency Specific Recruitment Programs and Partnerships

State agencies utilize the following recruitment programs to increase the diversity of their talent pipelines:

Executive Pathways Internship Program

The Department of Human Services (DHS) developed this program to increase the diversity of the agency's workforce in supervisor and managerial levels. The internships are designed to focus on the professional development of students majoring in the areas of public policy, social work, law, and

related fields. The goal is for students to have the opportunity to work in a large government management system and be part of decisions that impact the lives of Minnesotans.

Graduate Engineer and Land Surveyor Programs

This Minnesota Department of Transportation (MnDOT) program is designed to recruit and retain civil engineers and land surveyors. The Graduate Engineer and Land Surveyor Programs are two-year rotation programs that allow the participant to gain firsthand knowledge of the various transportation fields and to grow as an engineer or land surveyor.

Seeds Program

Seeds is a MnDOT program that provides job opportunities for minority and economically disadvantaged students, as well as students with disabilities and focuses on permanent placement upon graduation. The purpose of Seeds is to prepare students for possible full-time, permanent employment at the agency.

Summer Seeds Program

A collaborative youth education and employment effort between MnDOT Seeds, City of Minneapolis, the Minnesota Internship Center, and Emerge Street Works program.

Phoenix Program

A partnership with area Project Lead the Way schools provides internship opportunities for high school seniors enrolled in pre-engineering classes. Phoenix serves as a feeder program for the Seeds Program.

Law Enforcement Training Opportunity (LETO)

To recruit a more diverse workforce of troopers, the Minnesota Department of Public Safety has created a training opportunity focused on law enforcement. LETO is a specialized recruitment effort that provides a pathway for those without a law enforcement background to become a state trooper. Anyone with a two- or four-year degree in any discipline can apply.

Pathways to Employment

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

Department of Natural Resources (DNR) Community Programs

The DNR participates in numerous events to expand the Agency's outreach to diverse communities throughout the state and educate people about natural resource careers:

- The DNR's Park and Trails Division is implementing a new concept to make Fort Snelling State Park an "Ambassador" park that will focus on outreach to the diverse populations of Minneapolis, St. Paul, and other communities by making the park a more diverse and inclusive recreational experience.

- The DNR's Fish and Wildlife Division mentors female and minority students in the Hutton Junior Fisheries Biologist Program. This program is designed to stimulate interest in pursuing careers in fisheries science and aquatic resource management among high school students from underrepresented groups in the fisheries professions.

- The DNR's Forestry Division participates in BestPrep's eMentors program to provide mentoring and career planning for high school students including female and racial and ethnic minority students from the Nashwauk-Keewatin-Greenway alternative learning program.

Best Practices in Retention

Some of the best retention practices being used throughout the state are listed below:

- Develop diversity and inclusion committees open to employees at different levels, including executive leadership participation. Empower diversity champions throughout the agency to promote events and lead discussions.

- Establish agency supported Employee Resource Groups (ERGs) and affinity groups to provide a forum for underrepresented employees, preventing employee isolation and creating an inclusive space. Employee Resource Groups (ERGs) are groups of employees, often from traditionally underrepresented groups or allies, who meet to support each other in the workplace and to aid the organization on four focus areas: Professional Development, Recruitment, Retention, and Community Outreach.

- Conduct engagements surveys and focus groups to gather feedback on how to improve workplace culture. Provide general findings and recommendations for changes in policy and practices to leadership.

- Establish mentorship programs to promote retention of employees belonging to a protected class by providing coaching opportunities and fostering an internal network of support.

- Host accessibility workshops for employees and reasonable accommodation workshops for managers and supervisors.

- Provide resources for employees to map out career paths and plan for movement into leadership positions, ultimately diversifying positions in all job categories.

- Encourage all employees to take advantage of the Emerging Leaders Institute (ELI) and Senior Leaders Institute (SLI) Programs and encourage diverse employees to apply in communications about these opportunities.

- When possible, provide flexible working environments by offering options such as telecommuting, job sharing, and alternative work schedules.

- Provide comprehensive reintegration programs for veterans returning to work or for those that are currently deployed. This includes pre-deployment, during deployment, and post-deployment activities and sessions. Provide training sessions for managers, supervisors, and employees regarding the reintegration of deployed employees.

Common Retention Activities

Many state agencies utilize the following retention practices to retain and grow their employees:

- Participate in workforce planning activities including the creation, implementation, and evaluation of workforce and succession plans.

- Conduct exit surveys of employees leaving the agency or Minnesota State institution. Conduct face-to-face interviews when requested by the employee. Analyze data for trends or common reasons for leaving, share this information with leadership, and develop opportunities to make positive changes.

- Place emphasis on learning and development by providing training, offering varying job assignments, participation on projects teams, internal mobility, and individual development plans.

- Ensure all employees are aware of the Employee Assistance Program (EAP) available to them. The program offers employees professional assistance in assessing their problems and needs to restore and strengthen the health and productivity of employees and the workplace. It also provides supervisors an opportunity to discuss difficult employee situations, get support for intervention, and acquire tools to resolve conflicts in the workplace.

- Conduct annual recognition programs and employee appreciation events. Research suggests employees who are recognized for their efforts are less likely to leave the agency or Minnesota State institution.

- Conduct periodic reviews of compensation system(s) to determine if there are apparent disparities based on gender, race, ethnicity, or disability.

- Train staff on Intercultural Development Inventories (IDI) to train other staff

- Distribution of diversity newsletters spotlighting employees of the state and highlighting vacant positions, local events and relevant news.

- Provide diversity training, forums, programs, and activities to all staff on a regular basis to promote cultural competency and inclusive workplace practices.

- Solicit feedback and input from employees who participate in diversity classes, seminars, trainings, events, and activities.

- Host "brown bag" lunch sessions which highlight the rich histories, traditions, values, and contributions of the diverse communities that state agencies and Minnesota State serve.

- Showcase employee's accomplishments and successes in the area of diversity and multiculturalism.

Agency Specific Retention Programs

The following agencies' programs are highlighted as best practices and will be communicated throughout the enterprise to benefit all agencies:

"I am Revenue" Inclusion Campaign- Minnesota Department of Revenue

The Department of Revenue won the Governor's "Better Government Award" for a "Great Place to Work" for their "I am Revenue" inclusion campaign. The campaign incorporated different aspects of inclusion and featured new training sessions each month. In 2016, the campaign focused on unconscious bias, cultural competency, document accessibility, and more.

Pipeline Project- Minnesota Information Technology Services (MN.IT)

MN.IT will offer professional development through training and certification opportunities through the Pipeline Project grant to encourage retention by allowing for professional growth, development, and advancement within the agency. The grant will allow $6,000 per employee per year for up to 25 employees. Diverse employees will be given an advantage in recipient selection.

Employee Resource Groups (ERGs) – Minnesota Department of Transportation (MnDOT)

ERGs are part of MnDOT's larger goal and commitment to be an inclusive workplace. There are currently seven (7) ERGs at MnDOT: African American, Asian, FUEL "Fully Utilizing Employees without Labeling," Indigenous, "Q and A" (LGBTQ), "Spectrum" (Autism Spectrum Disorder), and "S.W.A.T" (Strategic Women Advancing Transportation).

Early Conflict Intervention- Minnesota Department of Corrections

An Integrated Conflict Management (ICM) unit has been established to retain employees by resolving conflicts at the earliest possible opportunity. Supervisors and managers are to resolve employee conflict at the lowest levels within their respective unit. The ICM staff meets with work units as needed and makes referrals to the Employee Assistance Program as appropriate.

Mentorship Program- Minnesota Department of Employment and Economic Development (DEED)

DEED has established a formal mentorship program to assist individuals in exploring opportunities for personal growth and enrichment.

"The Culture of Respect"- Minnesota Department of Natural Resources (DNR)

Culture of Respect which supports a healthy and diverse workplace where DNR employees are respectful to one another and to the customers they serve.

Team for Retention and Employee Engagement (TREE) - Department of Human Services (DHS)

DHS has created a Diversity Recruitment and Retention Strategic Plan to help the agency build and retain a diverse workforce respectful of individual differences. The agency is committed to not only the recruitment of women, minorities, individuals with disabilities, and veterans, but also to the retention of these protected groups. To support the TREE team has been established to collaborate with the

agency's Diversity Recruiter. The TREE team is currently composed of the Affirmative Action Officer, representatives from Human Resources, including the Agency Recruiter and Diversity Recruiter, the Director of Agency-wide Development and Learning and the Employee Engagement Coordinator, the Director of OEPD Equal Opportunity and Access and staff responsible for ADA and affirmative action implementation, representatives from DHS' Direct Care and Treatment administration, and interested hiring supervisors.

Americans with Disabilities Act (ADA) and Reasonable Accommodations

Minnesota Statute 43A.191 Subdivision 2 (b) states: "The agency plan must include a plan for the provision of reasonable accommodation in the hiring and promotion of qualified disabled persons."

Definitions Related to the ADA and Reasonable Accommodation Policy

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

A **qualified employee** or **applicant with a disability** is an individual who, with or without reasonable accommodation, can perform the essential functions of the job in question. Reasonable accommodation may include, but is not limited to:

- Making existing facilities used by employees readily accessible to and usable by persons with disabilities.

- Job restructuring, modifying work schedules, and/or reassignment to a vacant position.

- Acquiring or modifying equipment or devices, adjusting or modifying examinations, training materials, or policies, and providing qualified readers or interpreters.

Reasonable Accommodation Policy and Procedure

Agency Affirmative Action Plans must include a reasonable accommodation policy   and procedure in accordance with the provisions of Minnesota Statute 43A.191, the ADA, and   Executive order 96-9. The current Reasonable Accommodation policy, procedure, and applicable forms   are provided on the MMB website at http://mn.gov/mmb/employee-relations/equal-   opportunity/ada/.

All agency Affirmative Action Plans, including plans from agencies with 25 and   fewer employees, as well as those with more than 25 employees, have reasonable accommodation   policies and procedures that addresses the requirements of the ADA and Minnesota Human Rights Act. It also includes the process in which an applicant or employee can request a reasonable   accommodation.

Annual ADA Reporting

Executive Order 96-9 requires state agencies to document compliance with Titles I and II of the ADA, and submit a report to the agency head and the state's ADA Coordinator. Agencies are required to submit annually the number of requests that they had for reasonable accommodations, their response to the request, and additional data.

2015 Annual Report Summary

In 2015, the executive branch cabinet-level state agencies reported there were 619 reasonable accommodation requests reported under Title I and the total cost was approximately $122,947. The average cost was $199 per accommodation.

- 99% of all reasonable accommodation requests were made by employees compared with 1% which were made by applicants.

- The top five provided accommodations were interpreter, qualified reader, or other assistant (29%), assistive technology (18%), modification to policy, procedure, rule or practice (10%), alternative work area (9%), and modified work schedule (9%).

- The majority of accommodations were made for individuals with physical limitations such as sitting, walking, standing; followed by hearing limitations (15%); limitations on interacting with others (15%), speaking (12%) followed by individuals with cognitive disabilities such as concentrating (7%).

2016 ADA Annual Report Summary

In 2016, of the executive branch cabinet-level state agencies that reported, there were 1019 reasonable accommodation requests reported under Title I and the total cost was approximately $257,671. The average cost was $245 per accommodation.

- 35% of all reasonable accommodation requests were made by employees compared with 10% which were made by applicants, 55% of the accommodations were for interpreters.

- The top five provided accommodations were interpreter, qualified reader, or other assistive technology (66%), modified work schedule and alternative work area (12%) and job restructure (6%).

- The majority of accommodations were made for individuals with hearing limitations (55%), followed by physical limitations such as sitting, walking, standing (20%) and finally interacting at (16.7%).

ADA Tools and Resources

Minnesota Management and Budget (MMB) provides the following tools and resources to state agencies and Minnesota State:

- MMB acts as chair for the Executive Order 14-14 Committee. The committee was established to provide ways to increase individuals with disabilities in state employment. The order set a 7% goal for hiring individuals with disabilities and calls for specific recruitment, hiring, training, accessibility, and the relaunch of the 700 hour program, as well as creating reasonable accommodation processes.

- MMB created an Executive Order 14-14 web page providing agency resources such as data and guidance on work culture, recruitment, hiring and selection, retention and additional resources/partners.

- MMB Partnership with the Minnesota STAR (System of Technology to Achieve Results) Program advising State agencies how to use the Accommodation Fund.

- Supervisory Core Training includes modules on the ADA, reasonable accommodation process, applicable laws and policies, and ways to integrating ADA and employment practices.

- Affirmative Action Officers and ADA Coordinators meet on a monthly basis via the ACCESS Partnership to discuss pertinent affirmative action and ADA issues, and listen to subject matter experts.

- ADA resources on MMB's website including accessibility guides, reasonable accommodation policy and process, accommodation forms, annual ADA reporting templates, archive of past ADA reports, and other information pertaining to Title 1 and Title II of the ADA.

Common ADA and Disability Awareness Events and Training

Typical state agency ADA and disability awareness efforts, events and training opportunities include the following:

- Several agencies review job postings for physical and sensory requirements to determine whether the qualifications listed are job-related and consistent with business necessity. Additionally, language pertaining to physical and sensory requirements are edited to reflect more inclusive language for job qualifications.

- Events such as the Disability Awareness Month programs provided by the ACCESS group and the Minnesota Council on Disability add to the knowledge base and provide additional direction for Affirmative Action Officers and designees, ADA Coordinators and designees, human resource staff, and other state employees.

- State agencies participate in training and awareness events hosted by the Minnesota State Council on Disabilities, State Services for the Blind, Deaf and Hard of Hearing Services at the Minnesota Department of Human Services, Job Accommodation Network, Institute on Employment and Disability at Cornell University, Minnesota STAR Program, and more.

- Some agencies have developed strategic partnerships with Vocational Rehab Services (VRS) at DEED. Agency staff have assisted with informational interviews and resume reviews and receive notice of special events to attend that are focused on the disability community.

- State agencies promote Global Accessibility Awareness Day by providing interactive sessions and resources for staff to learn more about creating an inclusive work culture for individuals with disabilities, ensuring IT and document accessibility, championing digital accessibility for users with a wide range of disabilities.

- Ongoing distribution of marketing material and resources to staff to remind them to create accessible electronic documents and systems so that employees with disabilities can access all information and resources.

- MN.IT has prioritized accessibility, utilizing a unique position to ensure accessibility in all communications. MN.IT has created a Chief Information Accessibility Officer (CIAO) position to work with state agencies to define best practices, design and implement strategies to change organizational culture, improve procurement processes, and organize communities of practice, all focused on ensuring that the state's information and services are fully accessible to its citizens and employees.

Complaint Resolution Report

Minnesota Administrative Rule 3905 states: All Affirmative Action Plans that are submitted shall include an internal complaint policy and procedure. An integral part of an employer's non-discrimination and preventing harassment policies is an internal procedure that employees and applicants can use to file a complaint when they believe they have been discriminated against on the basis of their protected class. The policy and procedure includes agency statements that they will submit dispositions of complaints to the Commissioner of MMB within 30 days of dissolution.

Summary of State Agency and Minnesota State Internal Complaints

Table 2. 2015 Report

Basis of Complaints Reported for CY 2015	Complaint Total	Percentage
Sex (includes gender & sexual harassment)	58	33
Race	62	35.2
Disability	14	8
National Origin	9	5.1
Age	6	3.4
Religion	7	4
Color	9	5.1
Marital Status	0	0
Sexual Orientation	9	5.1
Creed	0	0

Basis of Complaints Reported for CY 2015	Complaint Total	Percentage
Membership Human Rights Commission	0	0
Status with Regard to Public Assistance	2	1.1
TOTAL	**176**	**100%**

Table 3. 2016 Report

Basis of Complaints Reported for CY 2016	Complaint Total	Percentage
Sex	65	31.1
Race	61	29.2
Disability	34	16.3
National Origin	9	4.3
Age	13	6.2
Religion	7	3.3
Color	9	4.3
Marital Status	0	0
Sexual Orientation	7	3.3
Creed	1	0.05
Membership Human Rights Commission	0	0
Status with Regard to Public Assistance	3	1.4
TOTAL	**209**	**100%**

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

Agency Snapshots

The following pages are workforce snapshots of the cabinet level agencies (with more than 25 employees) as well as a snapshot of cabinet agency data as a whole. The data included cites information from July 1, 2016 as this date marks the end of the previous affirmative action biennium and the beginning of a new reporting period. The following information can be found in these snapshots:

Overview

The number of employees by protected class (on July 1, 2016).

Agency Representation of Protected Class Individuals

The agency's overall representation of each protected class (On July 1, 2016):

- Gender - Women

- Race - People of color

- Ability - Individuals with disabilities

    o **The green bars represent protected class employees at the agency.**

    o **The blue bars represent non-protected class employees at the agency.**

    o **The orange bars represent the total of protected class individuals employed with the State of Minnesota to serve as a comparison for agency progress.**

Underutilization Progress Report

An underutilization progress report provides an at a glance view of how an agency is trending in regards to eliminating underutilizations of protected class individuals in their respective workforce. Tracking these changes creates an opportunity to identify when agencies are trending in a favorable or unfavorable direction. These reports can guide strategic recruitment and retention workforce planning efforts to create and maintain a diverse workforce representative of the people living in Minnesota.

The underutilization progress report is broken down by EEO4 job categories used in our state agencies as well as by protected classes used in cabinet level agencies. Only job categories used by the agency will be included on each agency's report. The report includes the following information:

- The numbers listed in the chart indicate the number of employees the agency was underutilized by (in the respective job category and protected class) when the agency's 2016-2018 Affirmative Action Plan was written.

- The colors in the boxes indicate whether an agency's underutilization has moved favorably, unfavorably or has remained unchanged in regards to the underutilization of employees (in the respective job category and protected class) since the previous Affirmative Action Plan (2014-2016) was written. (Color indicators and symbols are included in areas the agency may not have an underutilization, showing the movement of the utilization of each job category per protected class. Tracking this movement shows when agencies are trending in the right direction so they can make strategic plans to avoid future underutilizations.)

The colors in the boxes align with the movement indicators listed in the key below:

- **Favorable Change (*) - The underutilization has decreased OR if no underutilization, the utilization of the protected class has improved since the previous biennium.**

- **Unfavorable Change (~) - The underutilization has grown OR if no underutilization, the utilization of the protected class has worsened since the previous biennium.**

- **No Change (No Symbol) - The underutilization has remained the same OR if no underutilization, the utilization of the protected class has remained steady since the previous biennium.**

Hiring and Separation Rates for Protected Class Individuals

If the number is under 10, "<10" is used for data privacy.

Hiring Rates

This data can be used to identify progression, regression or stagnation in the hiring of protected class individuals over the previous biennium (2014-2016).

Separation Rates

This data can be used to analyze the rate at which protected class individuals have separated from the agency over the previous biennium (2014-2016).

Minnesota Cabinet Agencies

Overview

- 32,651 Employees
- 15,961 Female
- 3,641 Racial/Ethnic Minorities
- 1,983 Persons with Disabilities

Underutilization Progress Report
(From FY 2014-2016)

Cabinet Level Agencies	Women	People of Color	Individuals with Disabilities
Officials and Administrators	5 *	21 *	9 *
Professionals	391 *	180	102 *
Protected Services Sworn	30 *	27	19
Protected Services Non-Sworn	377	115	33 *
Office/Clerical	2	53	19
Technicians	68	177	10 *
Skilled Craft	32 *	27 *	19 *
Service Maintenance	119	181	113 *

(*) Favorable Change (~) Unfavorable Change (No Symbol) No change

2017 Minnesota State Agency Affirmative Action Biennial Report

Representation of Protected Classes
(July 1, 2016)

Legend: Protected Class, Non-Protected Class, State Representation

Gender: 40%, 60%, 49%
Race/Ethnicity: 11%, 89%, 11%
Ability: 6%, 94%, 6%

2014-2016 Hiring Rates:

Hiring Rates	FY 2014	FY 2015	FY 2016
Females	2,436	2,148	2,473
Employees with Disabilities	179	163	215
Racial/Ethnic Minorities	638	551	812

2014-2016 Separation Rates:

Separation Rates	FY 2014	FY 2015	FY 2016
Females	1,082	1,235	1,316
Employees with Disabilities	63	80	98
Racial/Ethnic Minorities	252	307	409

If the number is under 10, "<10" is used for data privacy.

Department of Administration

Overview

- 480 Employees
- 195 Female
- 83 Racial/Ethnic Minorities
- 20 with Disabilities

Underutilization Progress Report
(From FY 2014-2016)

Protected Class/ Job Category	Women	People of Color	Individuals with Disabilities
Officials and Administrators	0	0 *	1 *
Professionals	0	0 *	0 *
Office/Clerical	0	0	1
Technicians	0 *	1	0 *
Skilled Craft	3 *	2 *	3
Service Maintenance	25 *	2 *	4

(*) Favorable Change (~) Unfavorable Change (No Symbol) No change

Representation of Protected Classes
(July 1, 2016)

Legend: ■ Protected Class ■ Non-Protected Class ■ State Representation

2014-2016 Hiring Rates:

Hiring Rates	FY 2014	FY 2015	FY 2016
Females	23	21	21
Employees with Disabilities	<10	<10	<10
Racial/Ethnic Minorities	<10	12	15

2014-2016 Separation Rates:

Separation Rates	FY 2014	FY 2015	FY 2016
Females	<10	<10	13
Employees with Disabilities	<10	<10	<10
Racial/Ethnic Minorities	<10	<10	<10

If the number is under 10, "<10" is used for data privacy.

Department of Agriculture

Overview

- 532 Employees
- 276 Female
- 43 Racial/Ethnic Minorities
- 22 with Disabilities

Representation of Protected Classes
(July 1, 2016)

| Protected Class | Non-Protected Class | State Representation |

Underutilization Progress Report
(From FY 2014-2016)

Protected Class/ Job Category	Women	People of Color	Individuals with Disabilities
Officials and Administrators	0 *	2 ~	2 *
Professionals	15 ~	36 ~	12 *
Office/Clerical	0	2 ~	0
Technicians	3 ~	4 ~	2 *
Service Maintenance	0 *	9 *	2 *

(*) Favorable Change (~) Unfavorable Change (No Symbol) No change

2014-2016 Hiring Rates:

Hiring Rates	FY 2014	FY 2015	FY 2016
Females	47	35	59
Employees with Disabilities	<10	<10	<10
Racial/Ethnic Minorities	<10	0	16

2014-2016 Separation Rates:

Separation Rates	FY 2014	FY 2015	FY 2016
Females	12	12	<10
Employees with Disabilities	0	0	0
Racial/Ethnic Minorities	<10	<10	<10

If the number is under 10, "<10" is used for data privacy.

Department of Commerce

Overview

- 362 Employees
- 177 Female
- 36 Racial/Ethnic Minorities
- 19 with Disabilities

Representation of Protected Classes
(July 1, 2016)

Legend: ■ Protected Class ■ Non-Protected Class ■ State Representation

Underutilization Progress Report
(From FY 2014-2016)

Protected Class/ Job Category	Women	People of Color	Individuals with Disabilities
Officials and Administrators	0 *	2	2
Professionals	16	8	3
Protected Services Non-Sworn	0 *	0	1
Office/Clerical	0 *	0 *	0
Technicians	6	3	2

(*) **Favorable Change** (~) **Unfavorable Change** (No Symbol) **No change**

2014-2016 Hiring Rates:

Hiring Rates	FY 2014	FY 2015	FY 2016
Females	27	41	41
Employees with Disabilities	0	0	<10
Racial/Ethnic Minorities	<10	<10	<10

2014-2016 Separation Rates:

Separation Rates	FY 2014	FY 2015	FY 2016
Females	11	<10	<10
Employees with Disabilities	<10	<10	0
Racial/Ethnic Minorities	<10	0	<10

If the number is under 10, "<10" is used for data privacy.

Department of Corrections

Overview

- 4,332 Employees
- 1,711 Female
- 332 Racial/Ethnic Minorities
- 279 with Disabilities

Agency Representation of Protected Class Individuals as of July 1, 2016

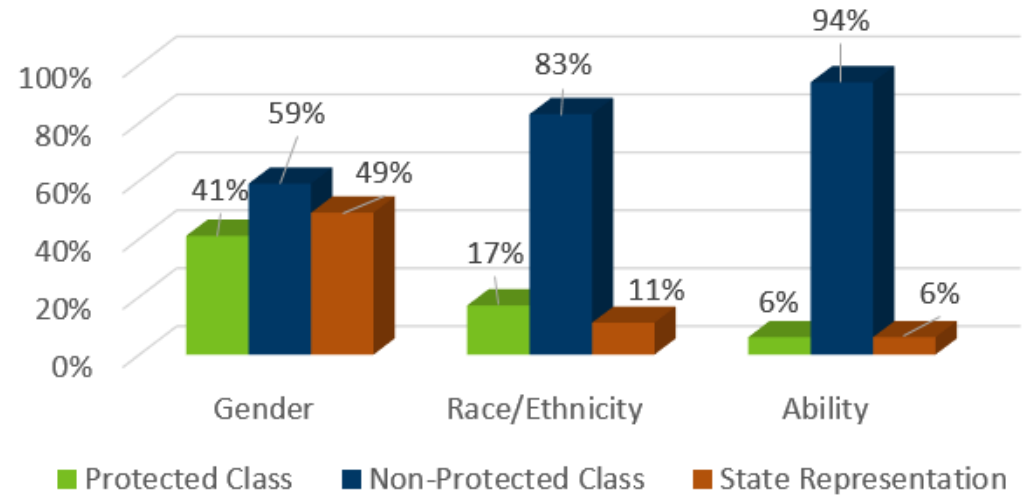Legend: ■ Protected Class ■ Non-Protected Class ■ State Representation

Underutilization Progress Report
(From FY 2014-2016)

Protected Class/ Job Category	Women	People of Color	Individuals with Disabilities
Officials and Administrators	0 *	2 *	0 *
Professionals	0 *	48	0 *
Protected Services Sworn	0	8	0
Protected Services Non-Sworn	314	114	28 *
Office/Clerical	0	42	0 *
Technicians	0 *	19	4 *
Skilled Craft	7	10 *	0 *
Service Maintenance	34	36	7

(*) **Favorable Change** (~) **Unfavorable Change** (No Symbol) No change

2014-2016 Hiring Rates:

Hiring Rates	FY 2014	FY 2015	FY 2016
Females	184	22	189
Employees with Disabilities	18	14	18
Racial/Ethnic Minorities	36	43	50

2014-2016 Separation Rates:

Separation Rates	FY 2014	FY 2015	FY 2016
Females	89	90	110
Employees with Disabilities	<10	<10	11
Racial/Ethnic Minorities	17	15	35

If the number is under 10, "<10" is used for data privacy.

Department of Employment and Economic Development

Overview

- 1,405 Employees
- 961 Female
- 171 Racial/Ethnic Minorities
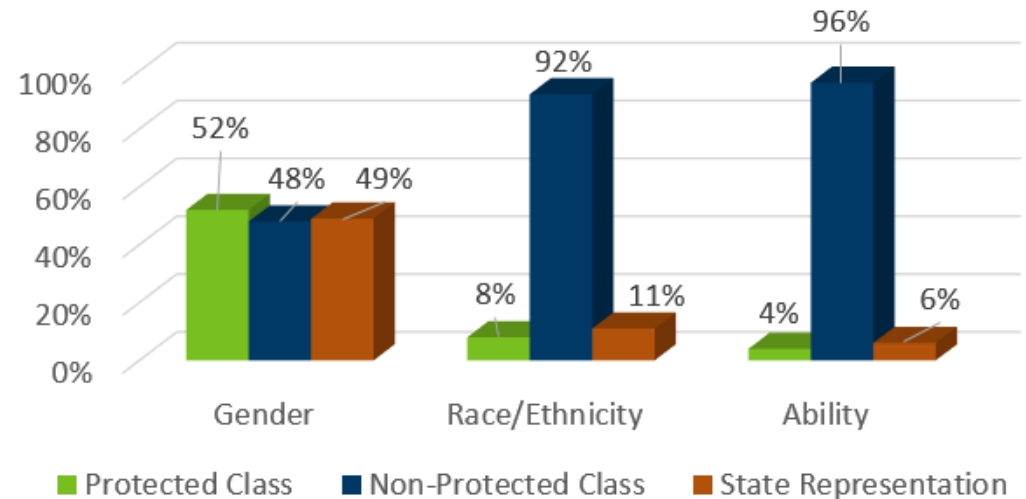- 164 with Disabilities

Underutilization Progress Report
(From FY 2014-2016)

Protected Class/ Job Category	Women	People of Color	Individuals with Disabilities
Officials and Administrators	0 *	0	0
Professionals	0 *	0 *	0 *
Office/Clerical	0 *	0	0
Technicians	0	1 *	1
Service Maintenance	1 *	0 *	0

(*) Favorable Change (~) Unfavorable Change (No Symbol) No change

Agency Representation of Protected Class Individuals as of July 1, 2016

Legend: ■ Protected Class ■ Non-Protected Class ■ State Representation

2014-2016 Hiring Rates:

Hiring Rates	FY 2014	FY 2015	FY 2016
Females	97	103	83
Employees with Disabilities	17	17	11
Racial/Ethnic Minorities	33	34	30

2014-2016 Separation Rates:

Separation Rates	FY 2014	FY 2015	FY 2016
Females	36	50	44
Employees with Disabilities	<10	<10	<10
Racial/Ethnic Minorities	10	18	11

If the number is under 10, "<10" is used for data privacy.

Department of Education

Overview

- 381 Employees
- 297 Female
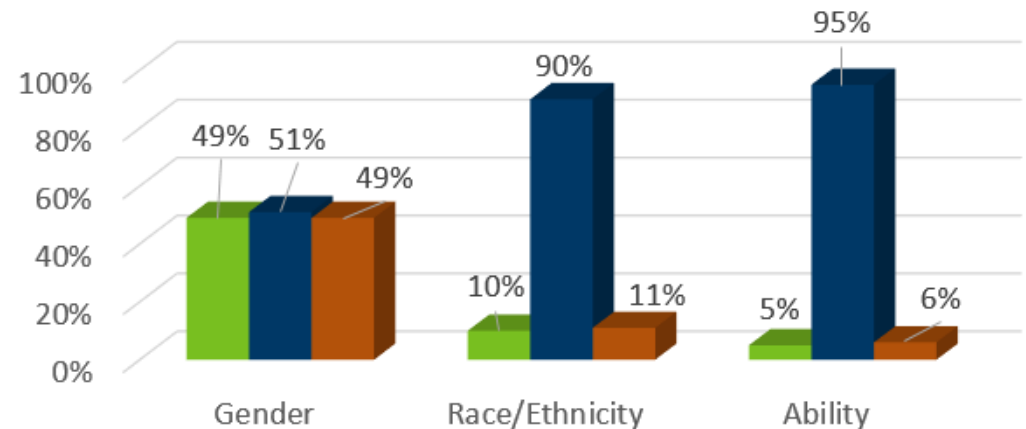- 35 Racial/Ethnic Minorities
- 30 with Disabilities

Underutilization Progress Report
(From FY 2014-2016)

Protected Class/ Job Category	Women	People of Color	Individuals with Disabilities
Officials and Administrators	0	0	1
Professionals	1	7	0 *
Office/Clerical	0	0 *	0
Technicians	0	1	1

(*) Favorable Change (~) Unfavorable Change (No Symbol) No change

Agency Representation of Protected Class Individuals as of July 1, 2016

Legend: ■ Protected Class ■ Non-Protected Class ■ State Representation

Gender: 78%, 22%, 49%
Race/Ethnicity: 9%, 91%, 11%
Ability: 8%, 92%, 6%

2014-2016 Hiring Rates:

Hiring Rates	FY 2014	FY 2015	FY 2016
Females	37	36	33
Employees with Disabilities	<10	<10	<10
Racial/Ethnic Minorities	<10	<10	<10

2014-2016 Separation Rates:

Separation Rates	FY 2014	FY 2015	FY 2016
Females	15	14	<10
Employees with Disabilities	0	<10	0
Racial/Ethnic Minorities	<10	<10	<10

If the number is under 10, "<10" is used for data privacy.

Department of Health

Overview

- 1,542 Employees
- 1,165 Female
- 174 Racial/Ethnic Minorities
- 87 with Disabilities

Agency Representation of Protected Class Individuals as of July 1, 2016
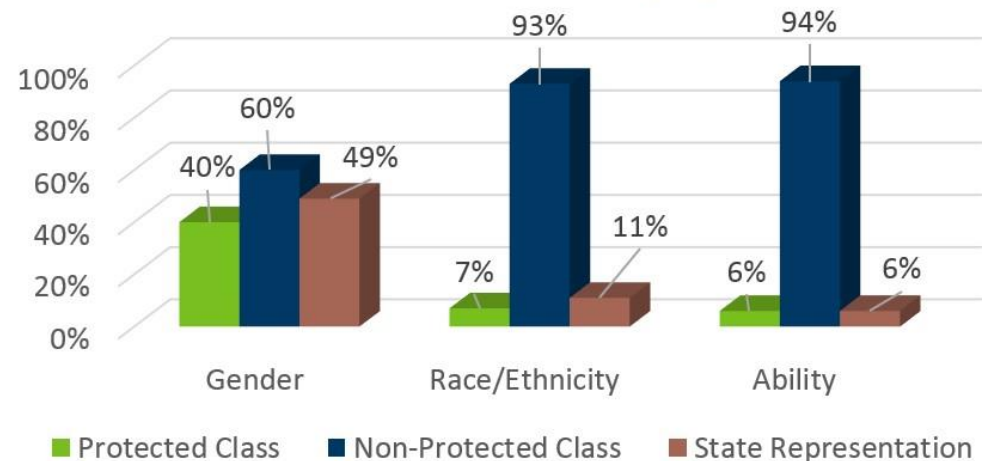

Underutilization Progress Report
(From FY 2014-2016)

Protected Class/ Job Category	Women	People of Color	Individuals with Disabilities
Officials and Administrators	0	0	2
Professionals	0	4 *	27
Office/Clerical	0	0	0
Technicians	0	0	2
Service Maintenance	0	0	0

(*) Favorable Change (~) Unfavorable Change (No Symbol) No change

2014-2016 Hiring Rates:

Hiring Rates	FY 2014	FY 2015	FY 2016
Females	182	210	194
Employees with Disabilities	<10	<10	<10
Racial/Ethnic Minorities	39	55	50

2014-2016 Separation Rates:

Separation Rates	FY 2014	FY 2015	FY 2016
Females	55	66	97
Employees with Disabilities	<10	<10	<10
Racial/Ethnic Minorities	12	14	20

If the number is under 10, "<10" is used for data privacy.

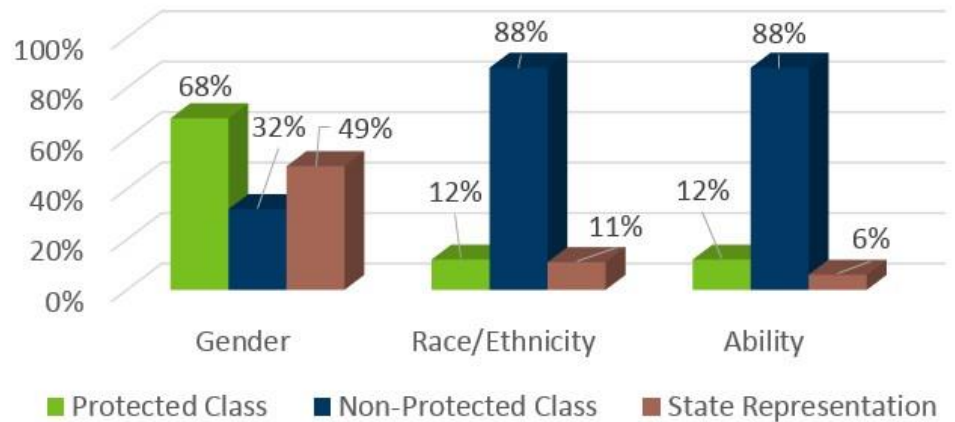# Department of Higher Education

Overview

- 63 Employees
- 42 Female
- 13 Racial/Ethnic Minorities
- <10 with Disabilities

Underutilization Progress Report
(From FY 2014-2016)

Protected Class/ Job Category	Women	People of Color	Individuals with Disabilities
Officials and Administrators	0	0 *	0 *
Professionals	0	0 *	0
Office/Clerical	0 *	0 *	1
Technicians	0	0	0

(*) Favorable Change (~) Unfavorable Change (No Symbol) No change

Representation of Protected Classes
(July 1, 2016)

Gender: Protected Class 67%, Non-Protected Class 33%, State Representation 49%
Race/Ethnicity: Protected Class 21%, Non-Protected Class 79%, State Representation 11%
Ability: Protected Class 6%, Non-Protected Class 94%, State Representation 6%

■ Protected Class ■ Non-Protected Class ■ State Representation

2014-2016 Hiring Rates:

Hiring Rates	FY 2014	FY 2015	FY 2016
Females	12	<10	<10
Employees with Disabilities	<10	0	0
Racial/Ethnic Minorities	<10	0	<10

2014-2016 Separation Rates:

Separation Rates	FY 2014	FY 2015	FY 2016
Females	<10	<10	<10
Employees with Disabilities	0	0	0
Racial/Ethnic Minorities	<10	0	<10

If the number is under 10, "<10" is used for data privacy.

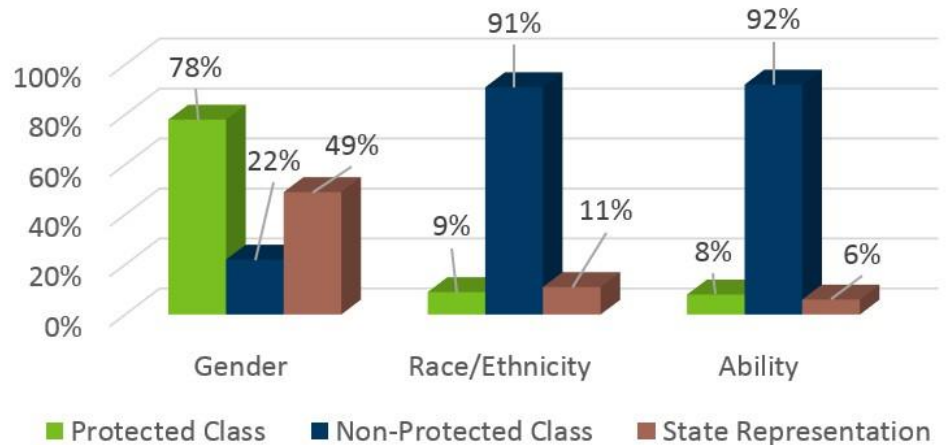# Minnesota Housing Finance Agency

Overview

- 243 Employees
- 172 Female
- 39 Racial/Ethnic Minorities
- 27 with Disabilities

Underutilization Progress Report
(From FY 2014-2016)

Protected Class/ Job Category	Women	People of Color	Individuals with Disabilities
Officials and Administrators	0	2	0
Professionals	0	0	0
Office/Clerical	0	0	0
Technicians	0	0 *	0

(*) Favorable Change (~) Unfavorable Change (No Symbol) No change

Representation of Protected Classes
(July 1, 2016)

- Protected Class
- Non-Protected Class
- State Representation

2014-2016 Hiring Rates:

Hiring Rates	FY 2014	FY 2015	FY 2016
Females	20	26	21
Employees with Disabilities	<10	<10	<10
Racial/Ethnic Minorities	<10	<10	<10

2014-2016 Separation Rates:

Separation Rates	FY 2014	FY 2015	FY 2016
Females	<10	<10	<10
Employees with Disabilities	<10	0	<10
Racial/Ethnic Minorities	<10	<10	<10

If the number is under 10, "<10" is used for data privacy.
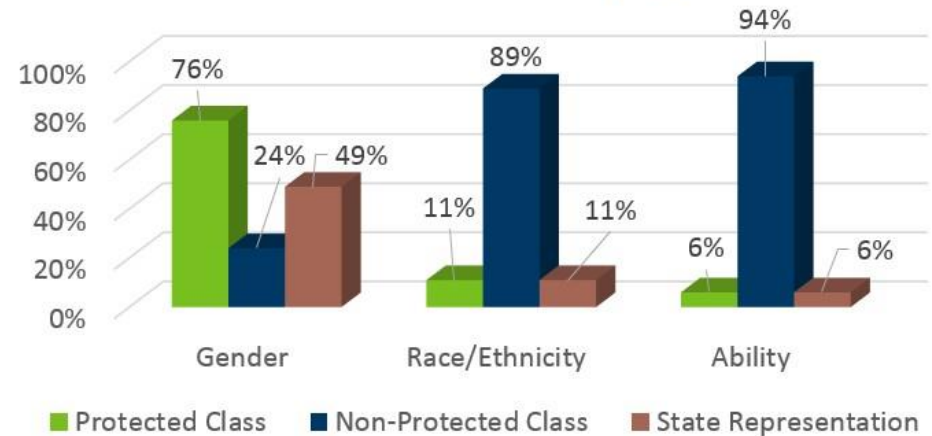
Department of Human Rights

Overview

- 37 Employees
- 22 Female
- 18 Racial/Ethnic Minorities
- <10 with Disabilities

Underutilization Progress Report
(From FY 2014-2016)

Protected Class/ Job Category	Women	People of Color	Individuals with Disabilities
Officials and Administrators	0 *	0 *	0
Professionals	3	0 *	0
Office/Clerical	0 *	0	0
Technicians	0	0	0

(*) Favorable Change (~) Unfavorable Change (No Symbol) No change

Agency Representation of Protected Class Individuals as of July 1, 2016

■ Protected Class   ■ Non-Protected Class   ■ State Representation

2014-2016 Hiring Rates:

Hiring Rates	FY 2014	FY 2015	FY 2016
Females	<10	<10	<10
Employees with Disabilities	<10	0	0
Racial/Ethnic Minorities	<10	<10	<10

2014-2016 Separation Rates:

Separation Rates	FY 2014	FY 2015	FY 2016
Females	<10	<10	<10
Employees with Disabilities	0	<10	0
Racial/Ethnic Minorities	0	0	<10

If the number is under 10, "<10" is used for data privacy.

Department of Human Services

Overview

- 6,511 Employees
- 4,424 Female
- 994 Racial/Ethnic Minorities
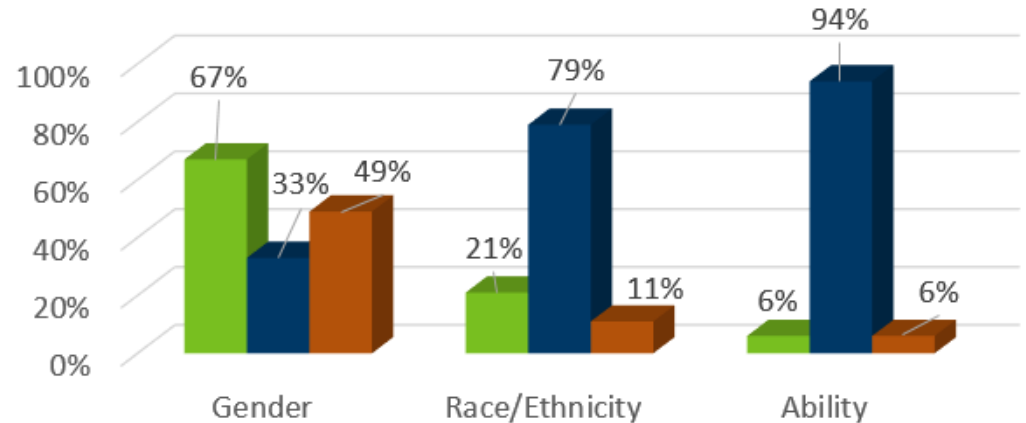- 395 with Disabilities

Underutilization Progress Report
(From FY 2014-2016)

Protected Class/ Job Category	Women	People of Color	Individuals with Disabilities
Officials and Administrators	0	0 *	0
Professionals	0	0 *	0 *
Office/Clerical	0	0	0 *
Technicians	0	133	41 *
Skilled Craft	0 *	0 *	0 *
Service Maintenance	0	8 *	1 *

(*) Favorable Change (~) Unfavorable Change (No Symbol) No change

Representation of Protected Classes
(July 1, 2016)

- ■ Protected Class
- ■ Non-Protected Class
- ■ State Representation

2014-2016 Hiring Rates:

Hiring Rates	FY 2014	FY 2015	FY 2016
Females	920	529	862
Employees with Disabilities	54	28	79
Racial/Ethnic Minorities	254	145	254

2014-2016 Separation Rates:

Separation Rates	FY 2014	FY 2015	FY 2016
Females	429	479	496
Employees with Disabilities	15	25	35
Racial/Ethnic Minorities	91	113	129

If the number is under 10, "<10" is used for data privacy.

Iron Range Resources and Rehabilitation Board

Overview

- 57 Employees
- 24 Female
- 0 Racial/Ethnic Minorities
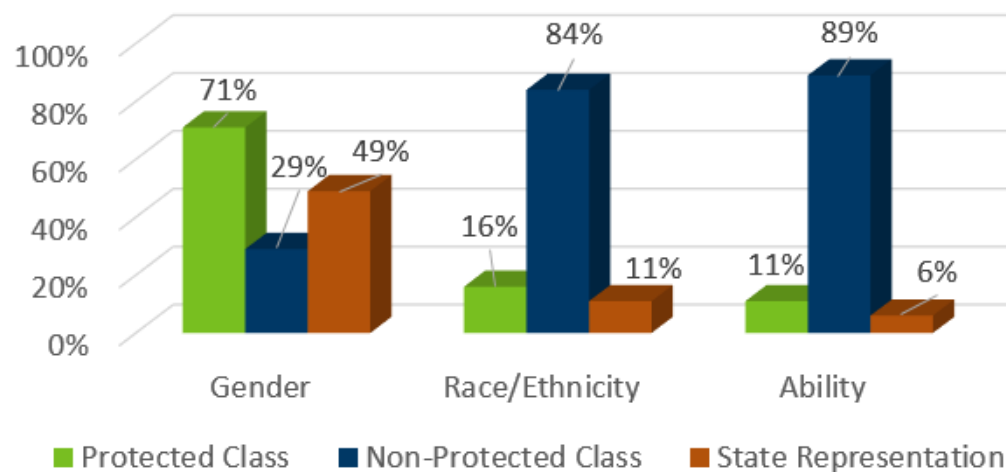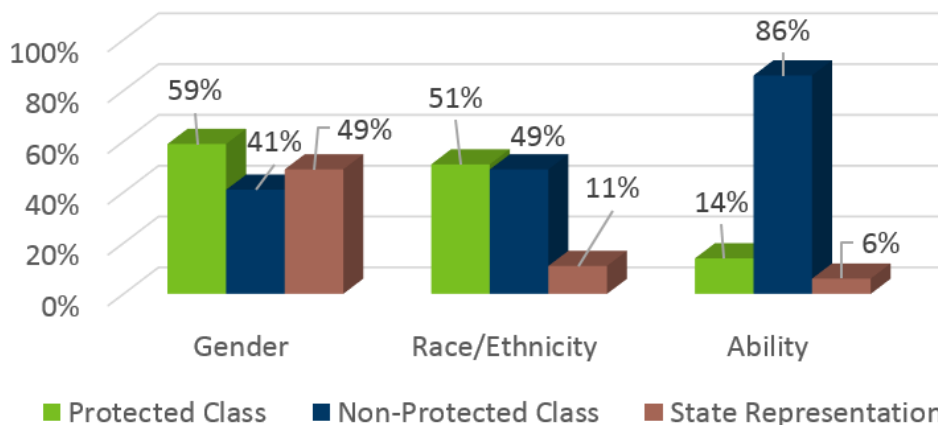- <10 with Disabilities

Underutilization Progress Report
(From FY 2014-2016)

Protected Class/ Job Category	Women	People of Color	Individuals with Disabilities
Officials and Administrators	0	0	0
Professionals	1 *	1	1 *
Office/Clerical	0	0 *	1 *
Technicians	1	0	0
Skilled Craft	0	0	1 *
Service Maintenance	3	0	1

(*) Favorable Change   (~) Unfavorable Change   (No Symbol) No change

Agency Representation of Protected Class Individuals as of July 1, 2016

Gender: Protected Class 42%, Non-Protected Class 58%, State Representation 49%
Race/Ethnicity: Protected Class 0%, Non-Protected Class 100%, State Representation 11%
Ability: Protected Class 2%, Non-Protected Class 98%, State Representation 6%

Legend: Protected Class, Non-Protected Class, State Representation

2014-2016 Hiring Rates:

Hiring Rates	FY 2014	FY 2015	FY 2016
Females	15	13	15
Employees with Disabilities	<10	<10	<10
Racial/Ethnic Minorities	0	0	0

2014-2016 Separation Rates:

Separation Rates	FY 2014	FY 2015	FY 2016
Females	0	<10	<10
Employees with Disabilities	0	0	0
Racial/Ethnic Minorities	0	0	0

If the number is under 10, "<10" is used for data privacy.

Department of Labor and Industry

Overview

- 463 Employees
- 209 Female
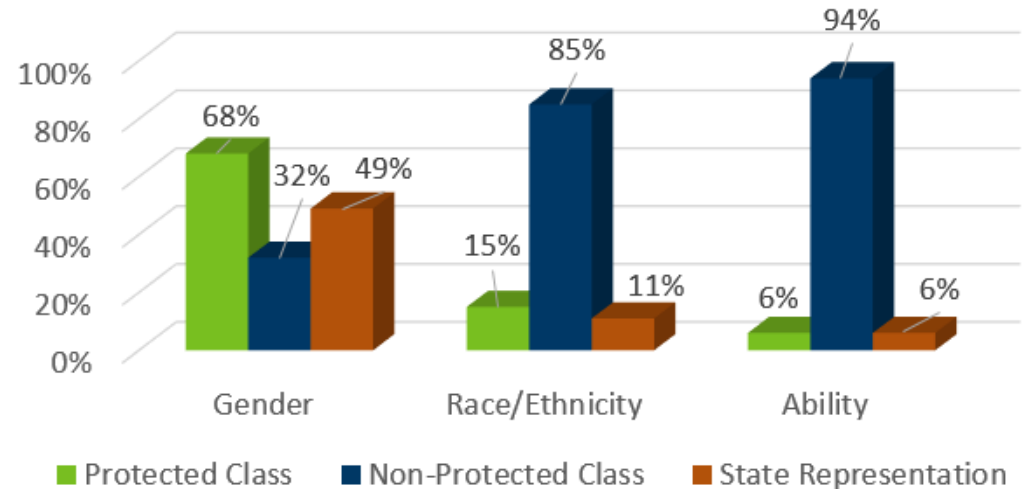- 47 Racial/Ethnic Minorities
- 39 with Disabilities

Underutilization Progress Report
(From FY 2014-2016)

Protected Class/ Job Category	Women	People of Color	Individuals with Disabilities
Officials and Administrators	0 *	0 *	0
Professionals	28	0	0
Office/Clerical	0	0 *	0
Technicians	0	0	0
Skilled Craft	1	3	0

(*) Favorable Change (~) Unfavorable Change (No Symbol) No change

Representation of Protected Classes
(July 1, 2016)

Legend: Protected Class, Non-Protected Class, State Representation

Gender: 45%, 55%, 49%
Race/Ethnicity: 10%, 90%, 11%
Ability: 8%, 92%, 6%

2014-2016 Hiring Rates:

Hiring Rates	FY 2014	FY 2015	FY 2016
Females	12	17	20
Employees with Disabilities	<10	<10	<10
Racial/Ethnic Minorities	<10	<10	12

2014-2016 Separation Rates:

Separation Rates	FY 2014	FY 2015	FY 2016
Females	<10	<10	<10
Employees with Disabilities	<10	<10	<10
Racial/Ethnic Minorities	<10	<10	<10

If the number is under 10, "<10" is used for data privacy.

Department of Military Affairs
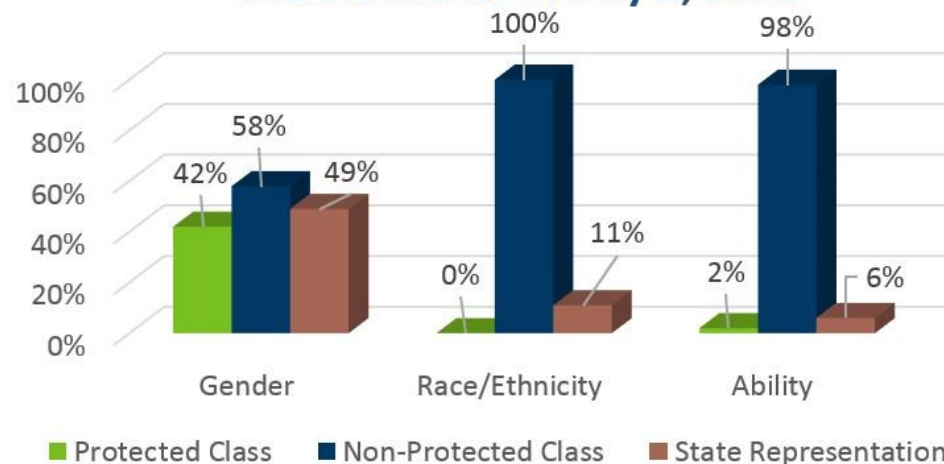
Overview

- 370 Employees
- 81 Female
- 19 Racial/Ethnic Minorities
- <10 with Disabilities

Underutilization Progress Report
(From FY 2014-2016)

Protected Class/ Job Category	Women	People of Color	Individuals with Disabilities
Officials and Administrators	1	0	0
Professionals	26	5	1
Protective Services Non-Sworn	49	1 *	4
Office/Clerical	0	2	0
Technicians	12	3	1
Skilled Craft	3	3	2
Service Maintenance	13	13	5

Representation of Protected Classes
(July 1, 2016)

- Protected Class
- Non-Protected Class
- State Representation

2014-2016 Hiring Rates:

Hiring Rates	FY 2014	FY 2015	FY 2016
Females	11	19	<10
Employees with Disabilities	0	<10	0
Racial/Ethnic Minorities	0	0	<10

2014-2016 Separation Rates:

Separation Rates	FY 2014	FY 2015	FY 2016
Females	<10	<10	<10
Employees with Disabilities	0	0	<10
Racial/Ethnic Minorities	0	<10	<10

(*) Favorable Change (~) Unfavorable Change (No Symbol) No change

If the number is under 10, "<10" is used for data privacy.

Minnesota Information Technology Services

Overview

- 2,154 Employees
- 811 Female
- 358 Racial/Ethnic Minorities
- 154 with Disabilities

Representation of Protected Classes
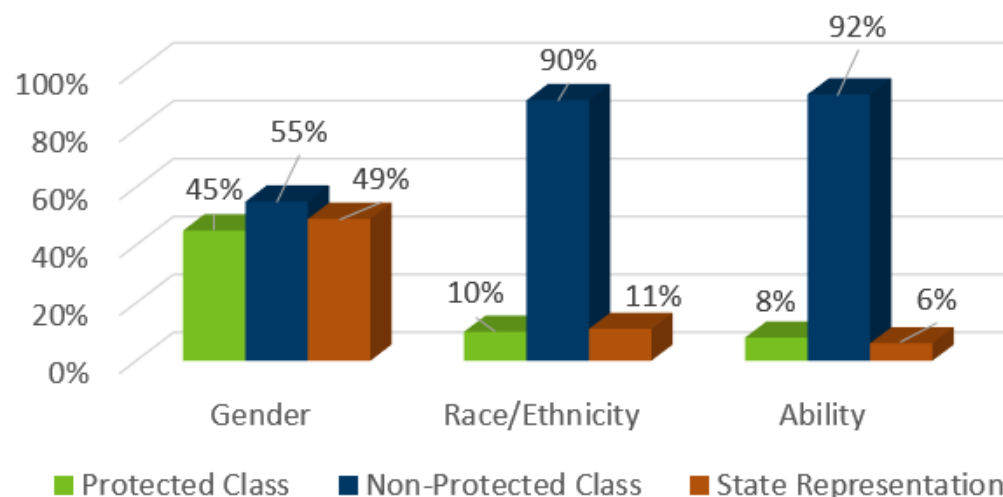### (July 1, 2016)

Underutilization Progress Report
(From FY 2014-2016)

Protected Class/ Job Category	Women	People of Color	Individuals with Disabilities
Officials and Administrators	0 *	1	0
Professionals	0 *	12	0 *
Office/Clerical	2	0 *	1
Technicians	0 *	0 *	0 *

(*) **Favorable Change** (~) **Unfavorable Change** (No Symbol) **No change**

2014-2016 Hiring Rates:

Hiring Rates	FY 2014	FY 2015	FY 2016
Females	49	71	69
Employees with Disabilities	<10	<10	<10
Racial/Ethnic Minorities	34	37	62

2014-2016 Separation Rates:

Separation Rates	FY 2014	FY 2015	FY 2016
Females	19	27	26
Employees with Disabilities	<10	<10	<10
Racial/Ethnic Minorities	12	10	17

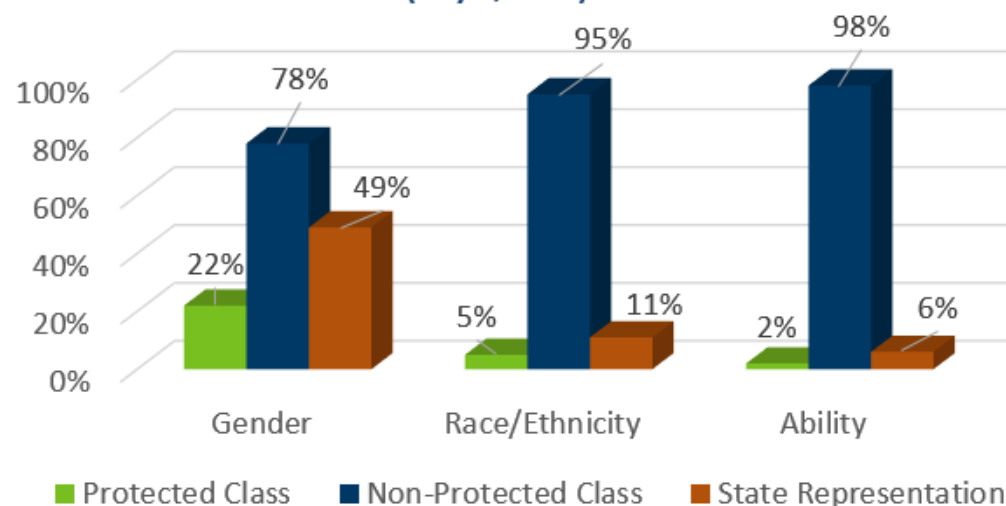If the number is under 10, "<10" is used for data privacy.

Minnesota Management and Budget

Overview

- 235 Employees
- 161 Female
- 24 Racial/Ethnic Minorities
- 18 with Disabilities

Representation of Protected Classes
(July 1, 2016)

	Protected Class	Non-Protected Class	State Representation
Gender	69%	31%	49%
Race/Ethnicity	10%	90%	11%
Ability	8%	92%	6%

Underutilization Progress Report
(From FY 2014-2016)

Protected Class/ Job Category	Women	People of Color	Individuals with Disabilities
Officials and Administrators	0	9	1
Professionals	0	0 *	2
Office/Clerical	0 *	0 *	0 *
Technicians	0	0	0 *

(*) Favorable Change (~) Unfavorable Change (No Symbol) No change

2014-2016 Hiring Rates:

Hiring Rates	FY 2014	FY 2015	FY 2016
Females	45	16	27
Employees with Disabilities	<10	0	<10
Racial/Ethnic Minorities	12	<10	12

2014-2016 Separation Rates:

Separation Rates	FY 2014	FY 2015	FY 2016
Females	<10	<10	20
Employees with Disabilities	0	0	<10
Racial/Ethnic Minorities	<10	<10	<10

If the number is under 10, "<10" is used for data privacy.

Department of Natural Resources

Overview

- 3,109 Employees
- 1,234 Female
- 114 Racial/Ethnic Minorities
- 195 with Disabilities

Agency Representation of Protected Class Individuals as of July 1, 2016

Legend: ■ Protected Class ■ Non-Protected Class ■ State Representation

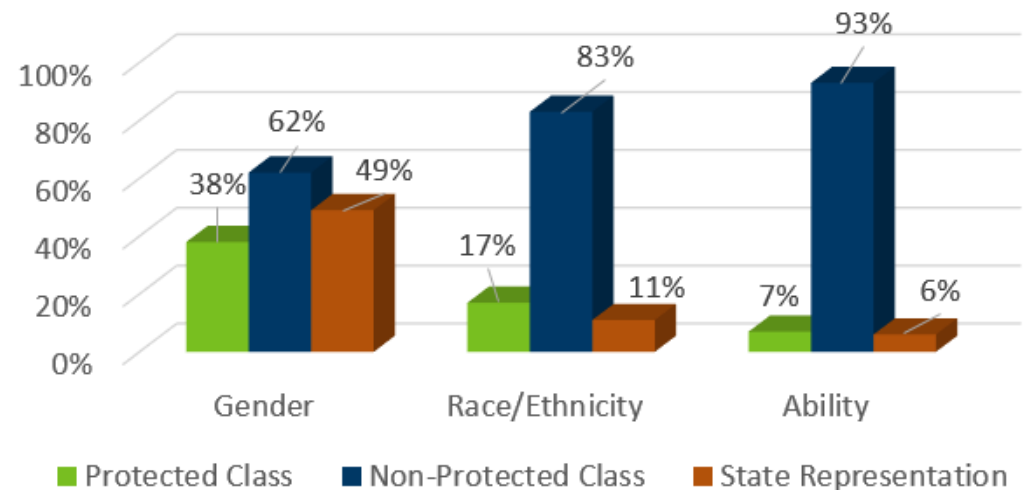## Underutilization Progress Report
(From FY 2014-2016)

Protected Class/ Job Category	Women	People of Color	Individuals with Disabilities
Officials and Administrators	0 *	0 *	0
Professionals	78 *	25 *	0 *
Protected Services Sworn	11	7 *	9
Office/Clerical	0	7	0
Technicians	39	8	8
Skilled Craft	0	0	1
Service Maintenance	7 *	32 *	22 *

2014-2016 Hiring Rates:

Hiring Rates	FY 2014	FY 2015	FY 2016
Females	227	237	222
Employees with Disabilities	22	22	18
Racial/Ethnic Minorities	17	27	34

2014-2016 Separation Rates:

Separation Rates	FY 2014	FY 2015	FY 2016
Females	71	93	93
Employees with Disabilities	<10	<10	<10
Racial/Ethnic Minorities	<10	<10	13

(*) **Favorable Change** (~) **Unfavorable Change** (No Symbol) **No change**

If the number is under 10, "<10" is used for data privacy.

Minnesota Pollution Control Agency

Overview

- 869 Employees
- 407 Female
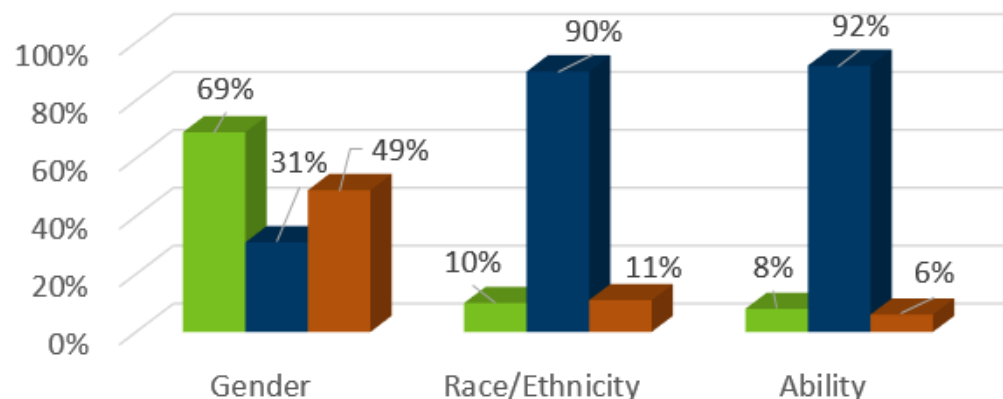- 61 Racial/Ethnic Minorities
- 31 with Disabilities

Underutilization Progress Report
(From FY 2014-2016)

Protected Class/ Job Category	Women	People of Color	Individuals with Disabilities
Officials and Administrators	0 *	0 *	0 *
Professionals	42 *	30 *	27 *
Office/Clerical	0	0	2
Technicians	3 *	0 *	0

(*) Favorable Change   (~) Unfavorable Change   (No Symbol) No change

Representation of Protected Classes
(July 1, 2016)

Legend: ■ Protected Class ■ Non-Protected Class ■ State Representation

2014-2016 Hiring Rates:

Hiring Rates	FY 2014	FY 2015	FY 2016
Females	61	51	27
Employees with Disabilities	<10	0	<10
Racial/Ethnic Minorities	11	<10	<10

2014-2016 Separation Rates:

Separation Rates	FY 2014	FY 2015	FY 2016
Females	<10	13	11
Employees with Disabilities	0	0	0
Racial/Ethnic Minorities	<10	0	0

If the number is under 10, "<10" is used for data privacy.

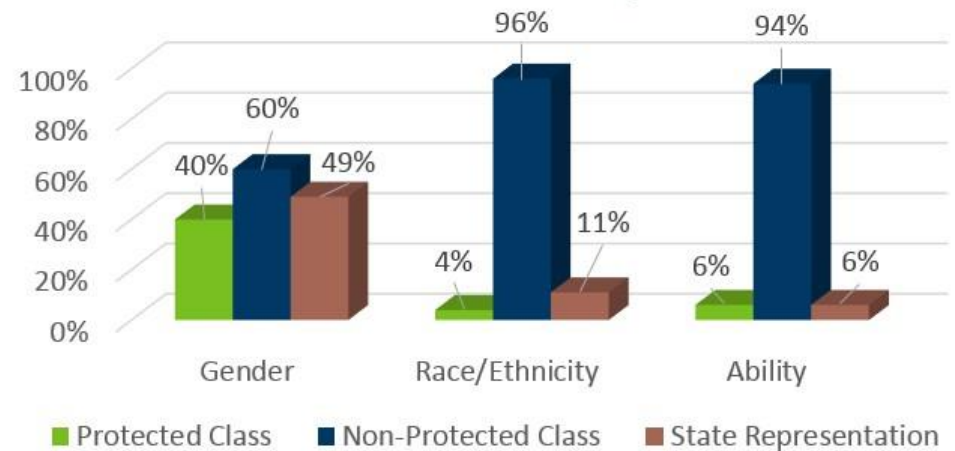# Department of Public Safety

Overview

- 1,940 Employees
- 835 Female
- 178 Racial/Ethnic Minorities
- 99 with Disabilities

Underutilization Progress Report
(From FY 2014-2016)

Protected Class/ Job Category	Women	People of Color	Individuals with Disabilities
Officials and Administrators	0	0 *	0
Professionals	0 *	4 *	1 *
Protected Services Sworn	19	12	10
Protected Services Non-Sworn	14 *	0 *	0
Office/Clerical	0	0	0 *
Technicians	9 *	4 *	1 *
Service Maintenance	0 *	0 *	0

(*) Favorable Change (~) Unfavorable Change (No Symbol) No change

Representation of Protected Classes
(July 1, 2016)

- Protected Class
- Non-Protected Class
- State Representation

2014-2016 Hiring Rates:

Hiring Rates	FY 2014	FY 2015	FY 2016
Females	76	85	102
Employees with Disabilities	12	10	<10
Racial/Ethnic Minorities	19	20	52

2014-2016 Separation Rates:

Separation Rates	FY 2014	FY 2015	FY 2016
Females	43	51	41
Employees with Disabilities	<10	<10	<10
Racial/Ethnic Minorities	<10	14	17

If the number is under 10, "<10" is used for data privacy.

Department of Revenue

Overview

- 1,335 Employees
- 770 Female
- 192 Racial/Ethnic Minorities
- 94 with Disabilities

Representation of Protected Classes
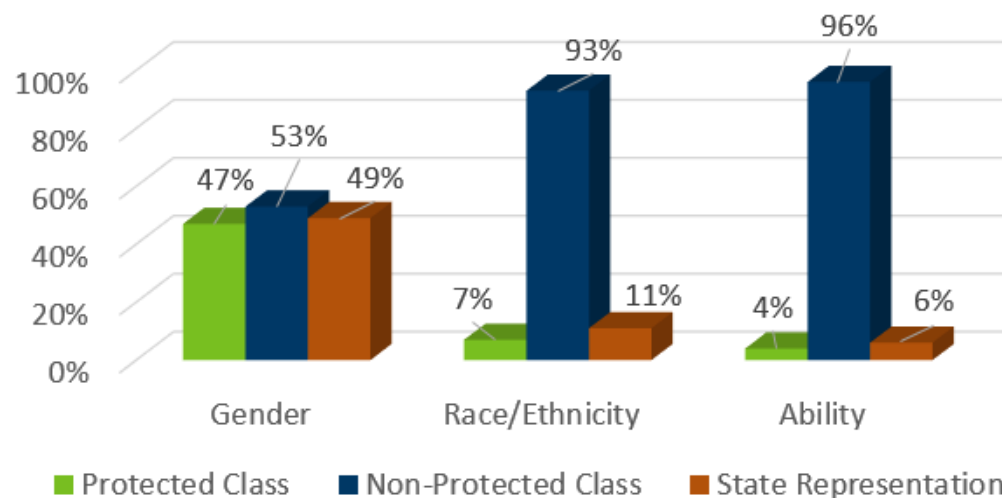### (July 1, 2016)

Underutilization Progress Report
(From FY 2014-2016)

Protected Class/ Job Category	Women	People of Color	Individuals with Disabilities
Officials and Administrators	1 *	1	0 *
Professionals	0	0 *	10 *
Office/Clerical	0 *	0 *	1 *
Technicians	0	0	0 *

(*) Favorable Change (~) Unfavorable Change (No Symbol) No change

2014-2016 Hiring Rates:

Hiring Rates	FY 2014	FY 2015	FY 2016
Females	55	63	90
Employees with Disabilities	<10	<10	17
Racial/Ethnic Minorities	24	23	43

2014-2016 Separation Rates:

Separation Rates	FY 2014	FY 2015	FY 2016
Females	60	47	64
Employees with Disabilities	<10	<10	<10
Racial/Ethnic Minorities	22	13	28

If the number is under 10, "<10" is used for data privacy.
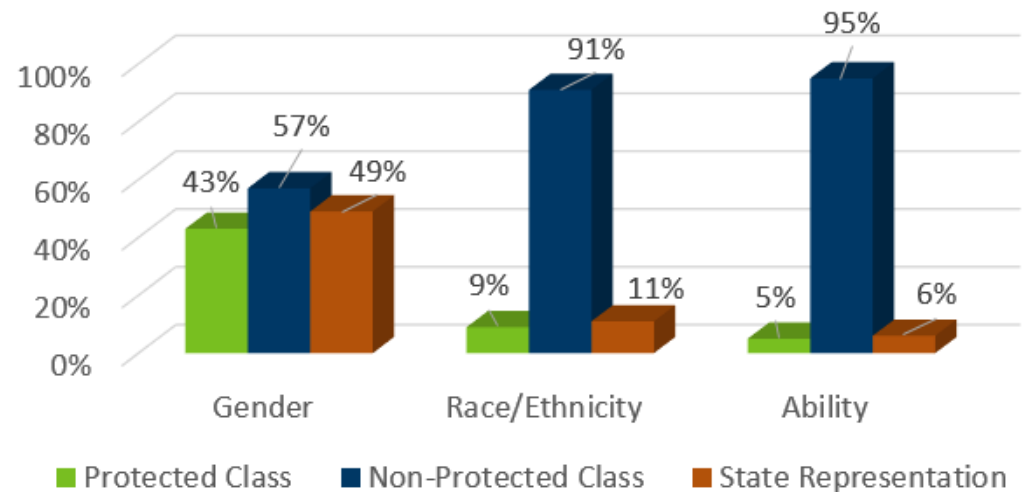
Department of Transportation

Overview

- 4,821 Employees
- 1,047 Female
- 425 Racial/Ethnic Minorities
- 214 with Disabilities

Underutilization Progress Report
(From FY 2014-2016)

Protected Class/ Job Category	Women	People of Color	Individuals with Disabilities
Officials and Administrators	3 *	0	2 *
Professionals	182 *	0	18 *
Office/Clerical	0	0	0
Technicians	4 *	0	36 *
Skilled Craft	17 *	9	12 *
Service Maintenance	36 *	81	63

(*) Favorable Change (~) Unfavorable Change (No Symbol) No change

Representation of Protected Classes
(July 1, 2016)

Legend: Protected Class, Non-Protected Class, State Representation

2014-2016 Hiring Rates:

Hiring Rates	FY 2014	FY 2015	FY 2016
Females	108	122	147
Employees with Disabilities	20	11	18
Racial/Ethnic Minorities	53	45	85

2014-2016 Separation Rates:

Separation Rates	FY 2014	FY 2015	FY 2016
Females	44	43	34
Employees with Disabilities	<10	<10	<10
Racial/Ethnic Minorities	29	34	18

If the number is under 10, "<10" is used for data privacy.

Department of Veterans Affairs

Overview

- 1,333 Employees
- 932 Female
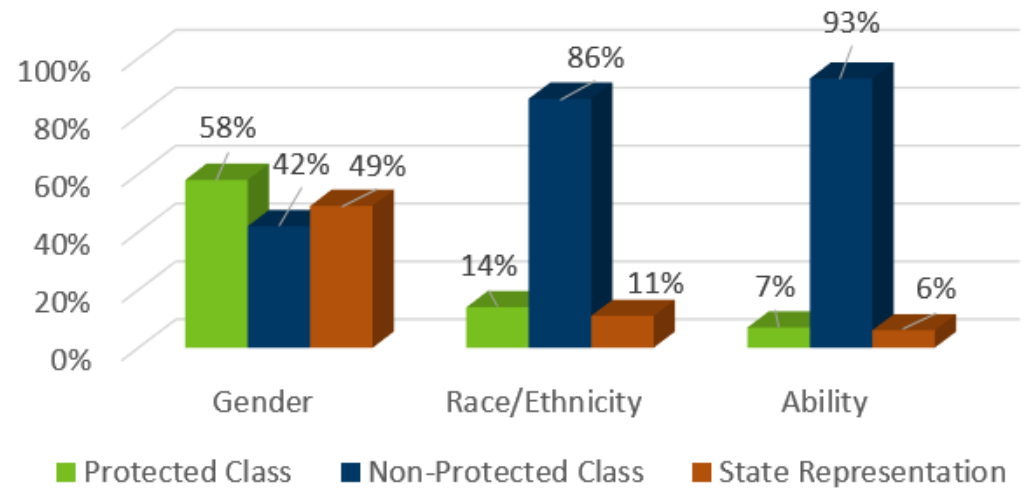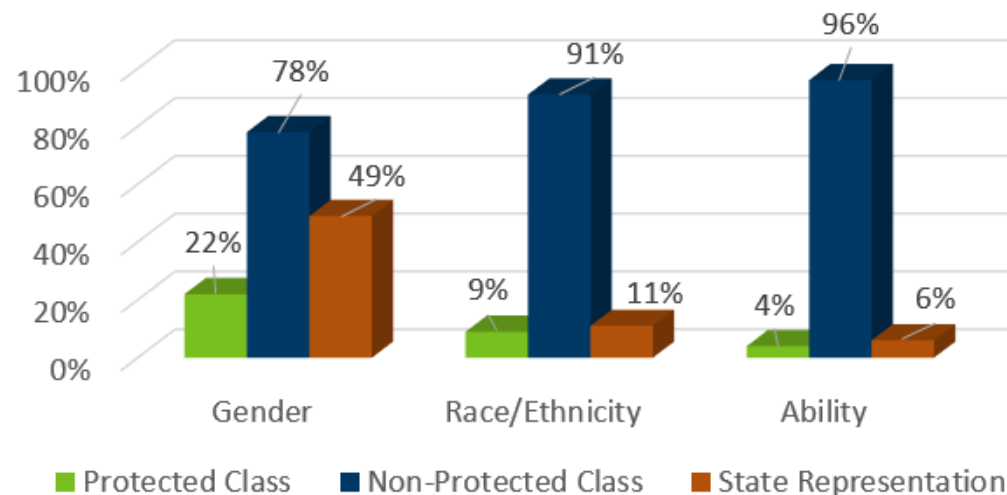- 285 Racial/Ethnic Minorities
- 77 with Disabilities

Underutilization Progress Report
(From FY 2014-2016)

Protected Class/ Job Category	Women	People of Color	Individuals with Disabilities
Officials and Administrators	1	2	0
Professionals	0	0 *	0
Office/Clerical	0	0 *	13
Technicians	1	1	10
Skilled Craft	1	0	0
Service Maintenance	0	0 *	8 *

(*) Favorable Change (~) Unfavorable Change (No Symbol) No change

Representation of Protected Classes
(July 1, 2016)

Legend: ■ Protected Class ■ Non-Protected Class ■ State Representation

2014-2016 Hiring Rates:

Hiring Rates	FY 2014	FY 2015	FY 2016
Females	221	213	230
Employees with Disabilities	<10	20	<10
Racial/Ethnic Minorities	66	65	62

2014-2016 Separation Rates:

Separation Rates	FY 2014	FY 2015	FY 2016
Females	156	199	217
Employees with Disabilities	<10	<10	14
Racial/Ethnic Minorities	30	54	83

If the number is under 10, "<10" is used for data privacy.

Appendix 1 Movement of Employees in Cabinet Agencies

If the number is under 10, "<10" will be used for data privacy.

Appendix Table 1.1. Movement of Racial/Ethnic Minority Employees in Cabinet Level Agencies, Fiscal Year 2016

Hires vs Separations Per Job Category	Hires	Separations
Officials/ Administrators	13	<10
Professionals	268	122
Paraprofessionals	213	86
Protected Services	42	15
Office/Clerical	107	23
Technicians	58	36
Skilled Craft	<10	0
Maintenance Services	108	15
TOTAL	**812**	**304**

Appendix Table 1.2. Representation of Minority Employees vs Total Population of Cabinet Agency Employees

Representation of Minority Employees Per Job Category	Minority Employees (On July 1, 2016)	Total Population of Cabinet Agency Employees (On July 1, 2016)
Officials/ Administrators	97 (7%)	1,343
Professionals	1,741 (11%)	15,280
Paraprofessionals	497 (21%)	2,389
Protected Services	354 (9%)	3,940
Office/Clerical	344 (13%)	2,628
Technicians	285 (9%)	3,065
Skilled Craft	22 (4%)	617
Maintenance Services	314 (9%)	3,389
TOTAL	**3,654 (11%)**	**32,651**

Appendix Table 2. 1. Movement of Female Employees in Cabinet Level Agencies, Fiscal Year 2016

Hires vs Separations Per Job Category	Hires	Separations
Officials/ Administrators	35	26
Professionals	896	357
Paraprofessionals	623	379
Protected Services	80	47
Office/Clerical	323	104
Technicians	228	160
Skilled Craft	0	0
Maintenance Services	288	125
TOTAL	**2,473**	**1,198**

Appendix Table 2.2. Representation of Female Employees vs Total Population of Cabinet Agency Employees

Representation of Female Employees Per Job Category	Female Employees (On July 1, 2016)	Total Population of Cabinet Agency Employees (On July 1, 2016)
Officials/ Administrators	677 (50%)	1,343
Professionals	8,415 (55%)	15,280
Paraprofessionals	1,605 (67%)	2,389
Protected Services	863 (22%)	3,940
Office/Clerical	2,261 (86%)	2,628
Technicians	1,264 (41%)	3,065
Skilled Craft	<10 (1%)	617
Maintenance Services	869 (26%)	3,389
TOTAL	**15,961 (49%)**	**32,651**

Appendix Table 3.1. Movement of Employees with Disabilities in Cabinet Level Agencies, Fiscal Year 2016

Hires vs Separations Per Job Category	Hires	Separations
Officials/ Administrators	<10	<10
Professionals	78	43
Paraprofessionals	45	24
Protected Services	13	<10
Office/Clerical	107	<10
Technicians	16	<10
Skilled Craft	<10	<10
Maintenance Services	21	<10
TOTAL	215	98

Appendix Table 3.2. Representation of Employees with Disabilities vs Total Population of Cabinet Agency Employees

Representation of Employees with Disabilities Per Job Category	Employees with Disabilities (On July 1, 2016)	Total Population of Cabinet Agency Employees (On July 1, 2016)
Officials/ Administrators	130 (10%)	1,343
Professionals	1,052 (7%)	15,280
Paraprofessionals	85 (4%)	2,389
Protected Services	190 (5%)	3,940
Office/Clerical	233 (9%)	2,628
Technicians	146 (5%)	3,065
Skilled Craft	28 (5%)	617
Maintenance Services	119 (4%)	3,389
TOTAL	1,983 (6%)	32,651

Appendix 2 Movement of Employees in Constitutional Offices

The following three graphics indicate the movement of protected class employees, the overall representation of each protected group, and the total number of employees in each job category for the Constitutional Offices. Movement is defined as the hiring and separation of employees and does not include promotions or transfers to other agencies. The Constitutional Offices include the Governor's Office, Attorney General's Office, Secretary of State's Office, and the State Auditor's Office. If the number is under 10, "<10" will be used for data privacy.

Movement of Racial/Ethnic Minority Employees: Constitutional Offices in FY 2016

Minority Hires	Job Categories	Overall Representation of Minority Employees	Total Population of Constitutional Office Employees	Minority Separations
<10	Officials/ Administrators	<10 (7%)	58	0
<10	Professionals	25 (10%)	262	<10
<10	Paraprofessionals	14 (12%)	113	<10
<10	Office/Clerical	20 (14%)	139	<10
0	Technicians	0 (0%)	<10	0
22	TOTAL	63 (11%)	573	<10

*Resignations and Dismissals/Non-Certifications were factored into this data. Retirements, Layoffs and Terminations without Rights have not been included.
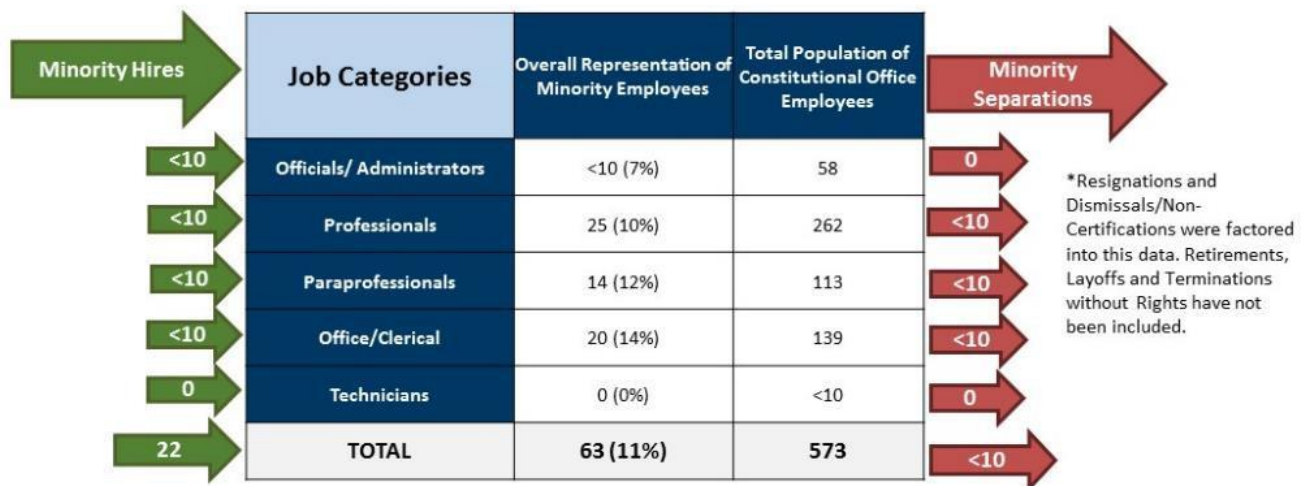
Figure 4. Movement of Racial/Ethnic Minority Employees in the Constitutional Offices in FY 2016. (See Tables 4.1 and 4.2)

Movement of Female Employees: Constitutional Offices in FY 2016

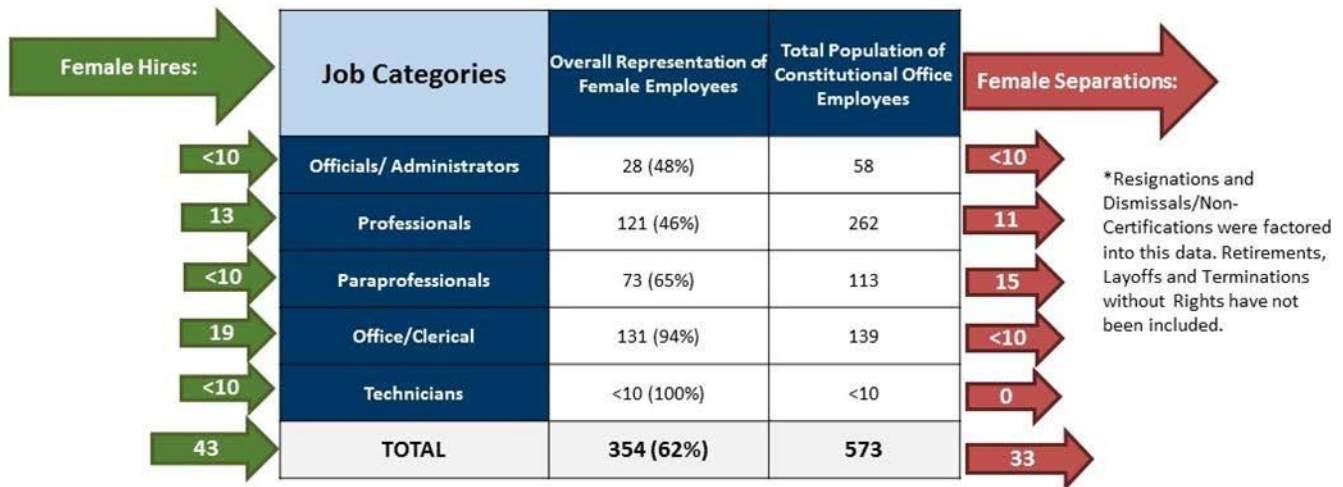| Female Hires:	Job Categories	Overall Representation of Female Employees	Total Population of Constitutional Office Employees	Female Separations:	
<10	Officials/ Administrators	28 (48%)	58	<10	*Resignations and Dismissals/Non-Certifications were factored into this data. Retirements, Layoffs and Terminations without Rights have not been included.
13	Professionals	121 (46%)	262	11	
<10	Paraprofessionals	73 (65%)	113	15	
19	Office/Clerical	131 (94%)	139	<10	
<10	Technicians	<10 (100%)	<10	0	
43	TOTAL	354 (62%)	573	33	

Figure 5. Movement of Female Employees in the Constitutional Offices in FY 2016 (See Tables 5.1 and 5.2)

Movement of Employees with Disabilities: Constitutional Offices in FY 2016

Hires: Employees with Disabilities	Job Categories	Overall Representation of Employees with Disabilities	Total Population of Constitutional Office Employees	Separations: Employees with Disabilities	
0	Officials/ Administrators	<10 (12%)	58	0	*Resignations and Dismissals/Non-Certifications were factored into this data. Retirements, Layoffs and Terminations without Rights have not been included.
0	Professionals	15 (6%)	262	0	
0	Paraprofessionals	13 (12%)	113	0	
<10	Office/Clerical	16 (12%)	139	0	
0	Technicians	0 (0%)	<10	0	
<10	TOTAL	51 (9%)	573	0	

Figure 6. Movement of Employees with Disabilities in the Constitutional Offices in FY 2016 (See Tables 6.1 and 6.2)

Tables

Accessible data detailing the information from the previous three figures can be found below:

Appendix Table 4.1 Movement of Racial/Ethnic Minority Employees in Constitutional Offices, Fiscal Year 2016

Hires vs Separations Per Job Category	Hires	Separations
Officials/ Administrators	<10	0
Professionals	<10	<10
Paraprofessionals	<10	<10
Office/Clerical	<10	<10
Technicians	0	0
TOTAL	**22**	**<10**

Appendix Table 4.2 Representation of Minority Employees vs Total Population of Constitutional Office Employees

Representation of Minority Employees Per Job Category	Racial/Ethnic Minority Employees (On July 1, 2016)	Total Population of Constitutional Office Employees (On July 1, 2016)
Officials/ Administrators	<10 (7%)	58
Professionals	25 (10%)	262
Paraprofessionals	14 (12%)	113
Office/Clerical	20 (14%)	139
Technicians	0 (0%)	<10
TOTAL	**63 (11%)**	**573**

Appendix Table 5.1 Movement of Female Employees in Constitutional Offices, Fiscal Year 2016

Hires vs Separations Per Job Category	Hires	Separations
Officials/ Administrators	<10	<10
Professionals	13	11
Paraprofessionals	<10	15
Office/Clerical	19	<10
Technicians	<10	0
TOTAL	43	33

Appendix Table 5.2 Representation of Female Employees vs Total Population of Constitutional Office Employees

Representation of Female Employees Per Job Category	Female Employees (On July 1, 2016)	Total Population of Constitutional Office Employees (On July 1, 2016)
Officials/ Administrators	28 (48%)	58
Professionals	121 (46%)	262
Paraprofessionals	73 (65%)	113
Office/Clerical	131 (94%)	139
Technicians	<10 (100%)	<10
TOTAL	354 (62%)	573

Appendix Table 6.1 Movement of Employees with Disabilities in Constitutional Offices, Fiscal Year 2016

Hires vs Separations Per Job Category	Hires	Separations
Officials/ Administrators	0	0
Professionals	0	0
Paraprofessionals	0	0
Office/Clerical	<10	0
Technicians	0	0
TOTAL	<10	0

Appendix Table 6.2 Representation of Employees with Disabilities vs Total Population of Constitutional Office Employees

Representation of Employees with Disabilities Per Job Category	Employees with Disabilities (On July 1, 2016)	Total Population of Constitutional Office Employees (On July 1, 2016)
Officials/ Administrators	<10 (12%)	58
Professionals	15 (6%)	262
Paraprofessionals	13 (12%)	113
Office/Clerical	16 (12%)	139
Technicians	0 (0%)	<10
TOTAL	51 (9%)	573