



State of Minnesota Workforce Planning Report

FY 2017

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Minnesota Management and Budget's mission is to manage state government's financial, workforce, and information resources to support effective and efficient services for Minnesotans

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Contents

- Executive Summary5
 - Report Scope5
 - Workforce at a Glance5
 - Executive Branch Demographics- Protected Group Representation5
 - Executive Branch Hiring, Retirements, and Age Demographics.....6
- The Executive Branch at a Glance7
- About the Executive Branch8
 - Workforce Size.....8
 - Representation 10
- Demographics of the State Executive Branch Workforce 11
 - Protected Characteristics (Race/Ethnicity, Gender, Disability, and Veteran Status) 12
 - Age..... 14
- Executive Branch Workforce Characteristics Relative to Minnesota’s Workforce 15
- Workforce Dynamics: Hiring and Separation 18
 - Hiring 18
 - New Hire Demographics..... 19
 - Employee Turnover 21
 - Characteristics of Job Openings 21
- Retirements, the Labor Market and Future Considerations 23
 - Retirements..... 23
 - Generations in the Executive Branch Workforce 24
 - Labor Market Considerations 27
- Regional Employment Profiles 29
 - Executive Branch Regional Employment Profile: Central Minnesota 31

Executive Branch Regional Employment Profile: Northeast Minnesota	34
Executive Branch Regional Employment Profile: Northwest Minnesota	37
Executive Branch Regional Employment Profile: Southeast Minnesota	40
Executive Branch Regional Employment Profile: Southwest Minnesota	43
Executive Branch Regional Employment Profile: Twin Cities (7-County) Metro Region.....	46
Appendices	49
Definitions and Technical Notes.....	52

Executive Summary

Report Scope

This report summarizes characteristics of the Executive Branch of Minnesota's state government workforce for fiscal year 2017 (occurring between July 1, 2016 and June 30, 2017). For the purposes of workforce planning, the Executive Branch is defined to include all state agencies with the exception of the Minnesota State University system and retirement agencies. By definition, the Executive Branch also excludes the Judicial and Legislative Branches of state government.

Workforce at a Glance

- The Executive Branch represents approximately 89 percent of state government with 35,832 positions.
- Public servants perform the state's work across 79 agencies, boards and commissions. While the size of state government has hovered between 33,000 and 36,000 over the last 10 years, the make-up of state employment continues to change with the demography of the state and the priorities of government.
- The Executive Branch grew by 868 position or 2.5 percent since FY 2016. The Departments of Human Services, Transportation and the Office of MN.IT Services gained the most employment.
- The Department of Human Services is the biggest agency in the Executive Branch, representing 19 percent of all employees. The Departments of Transportation and Corrections account for 14 and 12 percent of the workforce respectively. Thirty-five percent of employees work in smaller agencies with less than 5 percent of total employment.
- The Executive Branch workforce is distributed across the entire state, with employees reporting to workplaces in 86 of 87 counties. Sixty-one percent of employees work in the Twin Cities seven-county metropolitan area, while 39 percent work in greater Minnesota counties. Eighteen percent of staff work in metropolitan areas other than the Twin Cities metro area such as Duluth and St. Cloud, while 21 percent work in non-metropolitan areas.
- About 89 percent of staff is represented by organized bargaining units. The American Federation of State, County and Municipal Employees (AFSCME) represents 39 percent of staff while the Minnesota Association of Professional Employees (MAPE) represents another 34 percent.
- About 87 percent of appointments are full-time, 12 percent part-time, and the remainder intermittent (on call).

Executive Branch Demographics- Protected Group Representation

- About 12 percent of employees indicate they are part of a racial or ethnic minority while 84 percent indicate they are white. Four percent of employees did not specify their race. State government is becoming more diverse- 11 percent of employees were racial/ethnic minorities in FY 2016. Over 19 percent of new hires in 2017 were racial/ethnic minorities.
- The Executive Branch workforce is roughly 50 percent male and 50 percent female.
- Employees with disabilities represent approximately 7 percent of the workforce.
- Veterans represent about 8 percent of the workforce.
- The state employs a higher percentage of women, veterans and disabled individuals than exist in the overall Minnesota workforce.

Executive Branch Hiring, Retirements, and Age Demographics

- The state hired over 6,000 employees to full time, part time and intermittent positions in 2017. New hires in classified positions made up 76 percent of total new hires.
- New hires were up 453 from FY 2016- an increase of 8 percent. Racial and Ethnic minorities made up 19 percent of new hires. Women made up 52 percent of new hires while individuals with disabilities and veterans made up 6 percent and 7 percent of new hires respectively.
- There were 1,148 retirements in 2017- an increase of 8 percent from 2016. The average retirement age has been increasing in recent years and stands at 63 in FY 2017.
- The median age of state workers is 46 years. About 43 percent of the workforce is over 50 years of age.
- With increased retirements and hiring, the largest generation in state government is now Generation X (those born between 1965 and 1984) with 46 percent of total employment compared to 36 percent for the Baby Boom Generation (those born between 1946 and 1964). The Millennial generation (those born after 1984) is steadily increasing its share of employment and currently stands at 17 percent.

The Executive Branch at a Glance

This section contains information about key characteristics of the Executive Branch during FY 2017 and changes since FY 2016. These data are discussed in detail throughout the report.

Table 1: Select Executive Branch Characteristics, FY 2016 and FY 2017

State Employment Demographic	FY 2016	FY 2017	Change from FY 2016
Total appointments	34,964	35,832	2.5%
Median age	47	46	-1
Average age	46	45	-1
Female employees	49.8%	49.9%	0.1%
Male Employees	50.1%	49.8%	-0.3%
Racial/ethnic minorities	11.0%	12.2%	1.2%
% employees who are White	85.3%	83.7%	-1.6%
% employees not reporting race/ethnicity	3.7%	4.1%	0.4%
% employees with a disability	6.2%	6.6%	0.4%
% employees who are veterans	7.2%	7.7%	0.5%
Avg. annual salary	\$59,436	\$59,875	0.7%
Represented by a bargaining unit	88.8%	88.7%	-0.1%
Permanent or unlimited status	91.2%	91.5%	0.3%
Avg. length of service	12.7 years	11.5 years	-1.2 years
Full-time employees	86.4%	86.8%	0.4%
New hires	5,612	6,061	8.0%
Retirements	1,066	1,148	7.7%
Avg. retirement age	61.9	62.8	0.9%
Voluntary turnover	9.0%	8.8%	-0.2%
Number of employees age 60 or older	4,965	5,088	2.5%
% of employees age 60 or older	14.2%	14.2%	0.0%
Number of employees age 50 or older	15,331	15,234	-0.6%
% of employees age 50 or older	43.8%	42.5%	-1.3%

About the Executive Branch

This section contains information about the Executive Branch as a share of the entire state government workforce, the number and change in Executive Branch appointments during Fiscal Year 2017, and the distribution of the Executive Branch workforce, both among state agencies and geographic dispersion around the state, and bargaining unit representation.

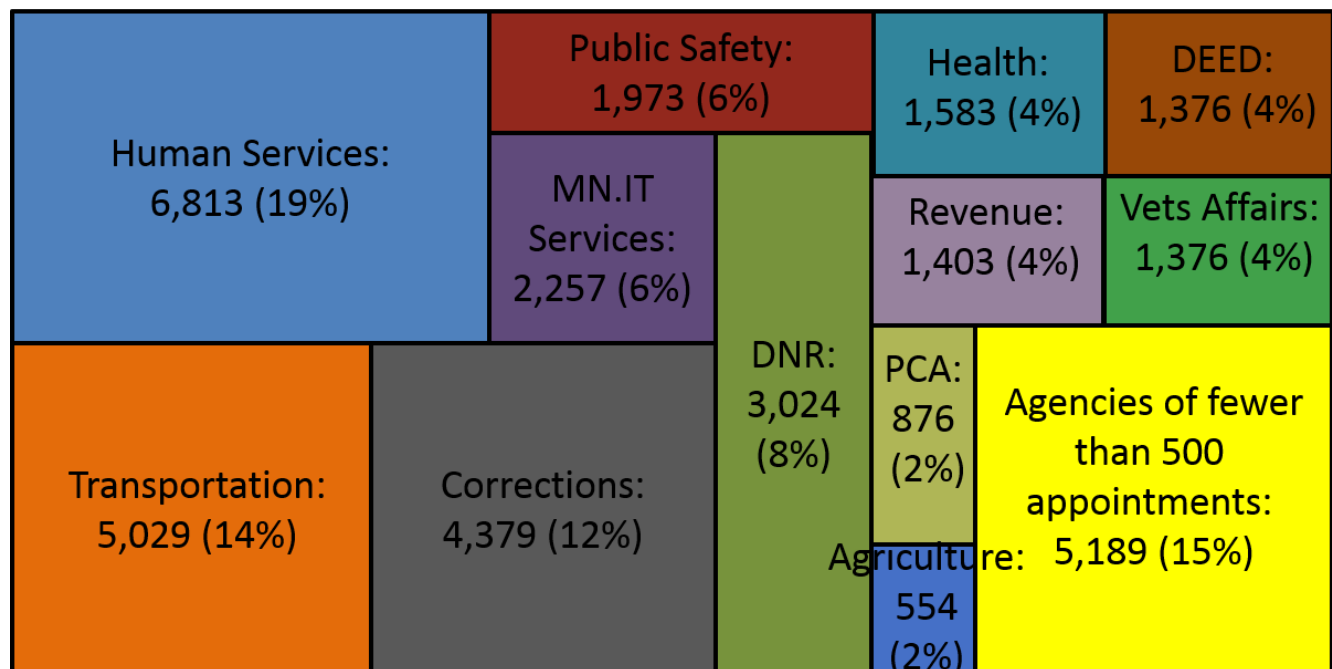
Workforce Size

The Executive Branch accounts for 89 percent of state government-filled positions during FY 2017. The remaining 11 percent includes positions in the Judicial Branch, the Legislative Branch (to the extent that data are available) and the State Retirement Systems; all position data exclude the MnSCU system. In total, the Executive Branch workforce comprises 35,832 positions.

Nearly one in five (19 percent) of the Executive Branch workforce works at the Department of Human Services, the state's largest agency. Transportation and Corrections account for 14 and 12 percent respectively. The six largest agencies account for 65 percent of the entire Executive Branch workforce. Fifteen percent of staff work in agencies with fewer than 500 appointments. See Figure 1.

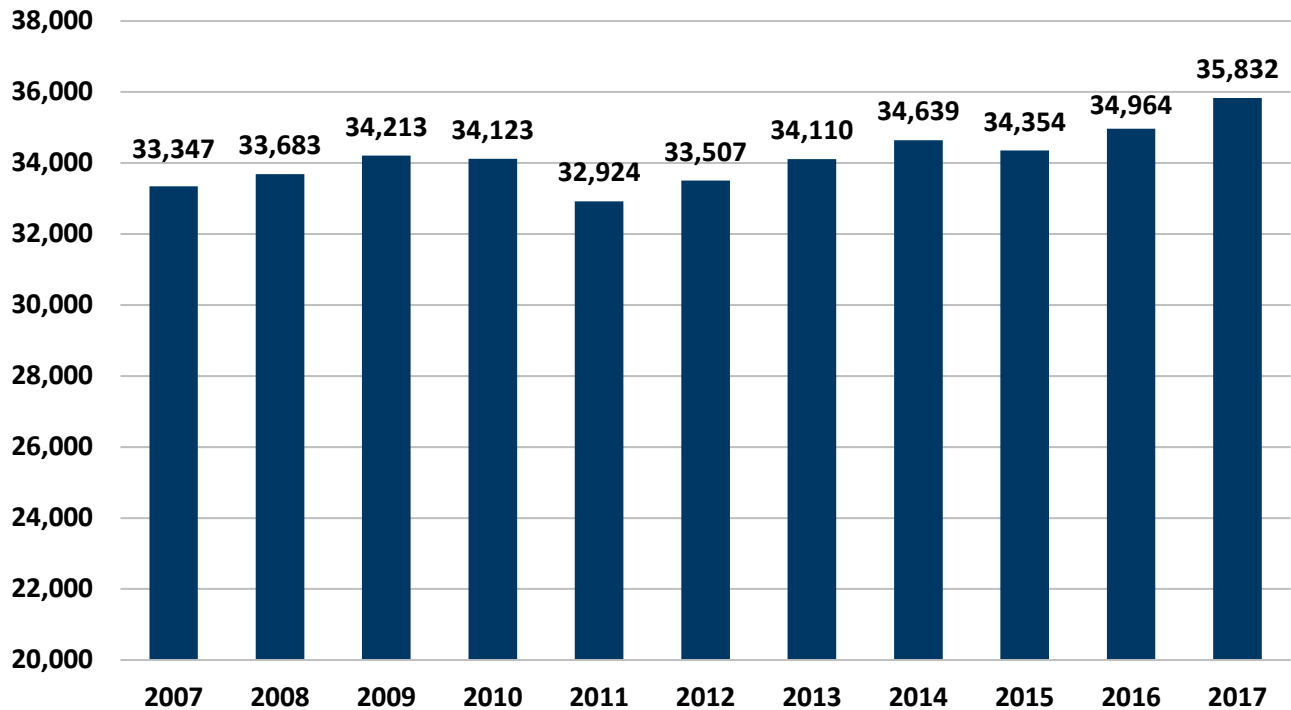
The Executive branch also includes numerous boards and committees, most of which have less than 30 employees, including two with only one employee.

Figure 1: Executive Branch Workforce by Largest Agencies- Number of Appointments and Percent of Total Executive Branch Employment FY 2017



The state's workforce has fluctuated between about 33,000 and 36,000 employees since 2007. Employment in 2017 is up about 900 positions (2.5 percent) from FY 2016.

Figure 2: Executive Branch Workforce Size, FY 2007-17



The recent increase in positions cannot be attributed to a single event. However, the Department of Human Services has witnessed an increase in hiring after an increase in funding passed in the 2016 legislative session. This has allowed the department to fill previously open vacancies at the Minnesota State Hospital, the community behavioral health hospitals and other divisions.

The decline in 2011 and partial recovery in 2012 is due to a large number of retirements due to early retirement incentives. Other attrition strategies and hiring restrictions in place at that time temporarily held down the size of the workforce. The employment increases seen in 2012 and 2013 then may be due in part to filling some of the functions left vacant by these early retirements. Other new state programs and initiatives, such as the creation of MNsure for example, are also likely to have resulted in net employment gains.

Individual agency workforce size has fluctuated in the past year for various reasons. See Table 2 for changes at individual agencies. The increase is spread across agencies with the Departments of Human Services, Transportation and MN.IT Services accounting for 609 of the 868 appointments created in the Executive Branch. Gains were partially offset by much smaller losses at the Departments of Natural Resources (-85), Employment and Economic Development (-29) and other agencies (-37).

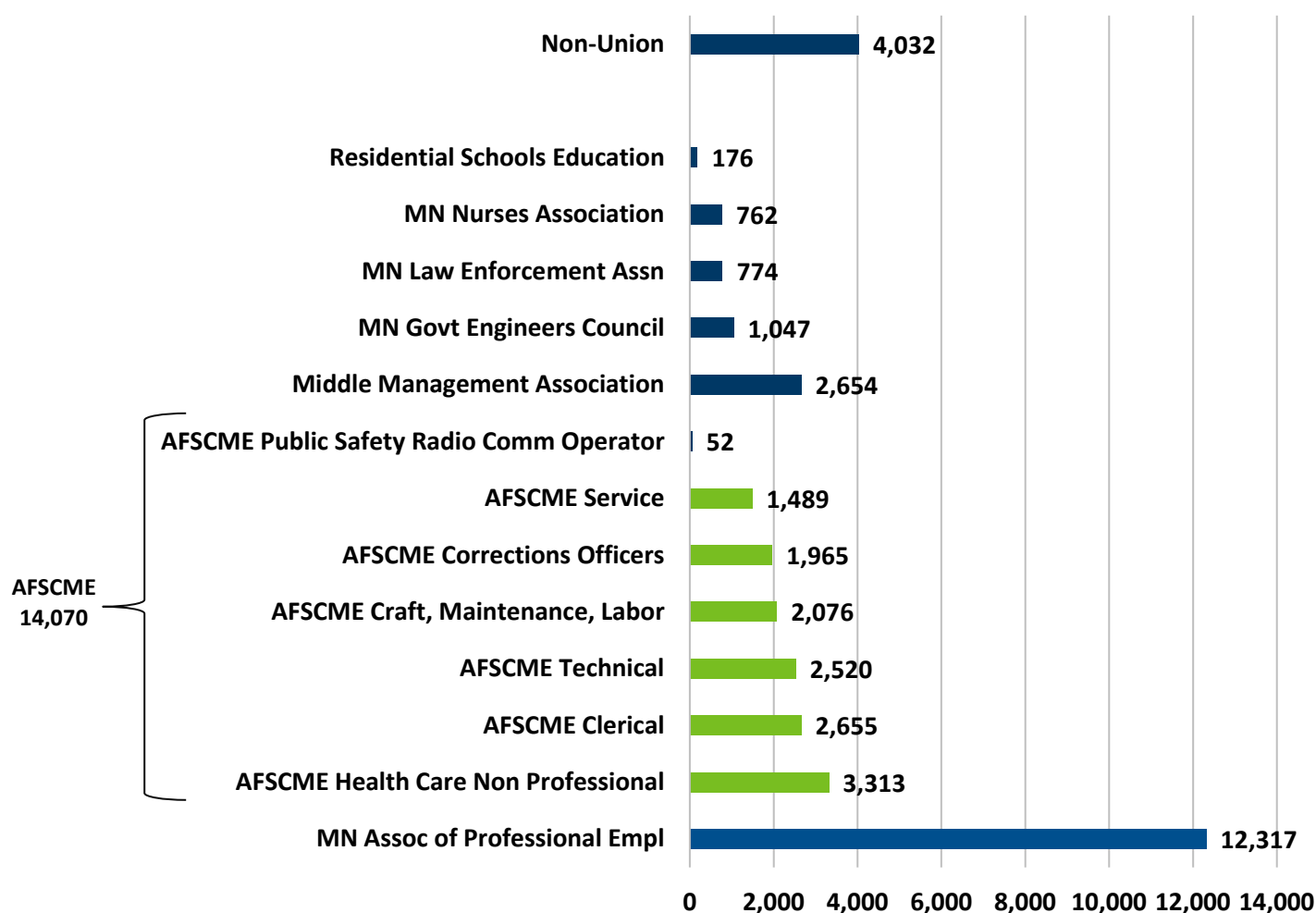
Table 2: Appointments by Largest State Agencies (FY 2017) and Change from FY 2016

Agency	2016 Appointments	2017 Appointments	Change	Percent Change
Human Services	6,514	6,813	299	4.6%
Transportation	4,822	5,029	207	4.3%
Corrections	4,332	4,379	47	1.1%
Natural Resources	3,109	3,024	-85	-2.7%
MN.IT Services	2,154	2,257	103	4.8%
Public Safety	1,940	1,973	33	1.7%
Health	1,543	1,583	40	2.6%
Revenue	1,335	1,403	68	5.1%
Employment & Economic Dev.	1,405	1,376	-29	-2.1%
Veterans Affairs	1,333	1,376	43	3.2%
Pollution Control Agency	869	876	7	0.8%
Agriculture	532	554	22	4.1%
Administration	480	505	25	5.2%
Labor & Industry	463	452	-11	-2.4%
Military Affairs	370	420	14	3.7%
Education	381	395	14	3.7%
Commerce	362	363	1	0.3%
MN Zoo	346	348	2	0.6%
Attorney General	335	332	-3	-0.9%
MN State Academies	313	316	3	1.0%
Housing Finance Agency	243	248	5	2.1%
MN Management & Budget	235	247	12	5.1%
MNsure	145	179	34	23.4%
Lottery	158	166	8	5.1%
Water & Soil Resources Bd.	103	113	10	9.7%
All Other Agencies	1,142	1,105	-35	-3.2%
Total Appointments	34,964	35,832	868	2.5%

Representation

Labor unions represent the vast majority (89 percent) of Executive Branch workforce employees. The largest representative is the American Federation of State, County, and Municipal Employees (AFSCME), which covers over 14,000 appointments or 39 percent of total Executive Branch employment.

Figure 3: Statewide Executive Branch Workforce by Bargaining Units



The second largest union is the Minnesota Association of Professional Employees (MAPE), accounting for 34 percent of the total Executive Branch workforce and representing about 12,300 appointments who perform a wide array of specialized services from accounting to demography to zoology. Other unions include the Middle Management Association (MMA), Minnesota Government Engineers Council (MGEC), Minnesota Law Enforcement Association (MLEA), Minnesota Nurses Association (MNA), State Residential Schools Educators Association (MRSEA) and Health Treatment Professionals.

About 11 percent of Executive Branch appointments are not represented by unions. Terms and conditions of employment for these individuals are, for the most part, covered by the managerial and commissioner plans.

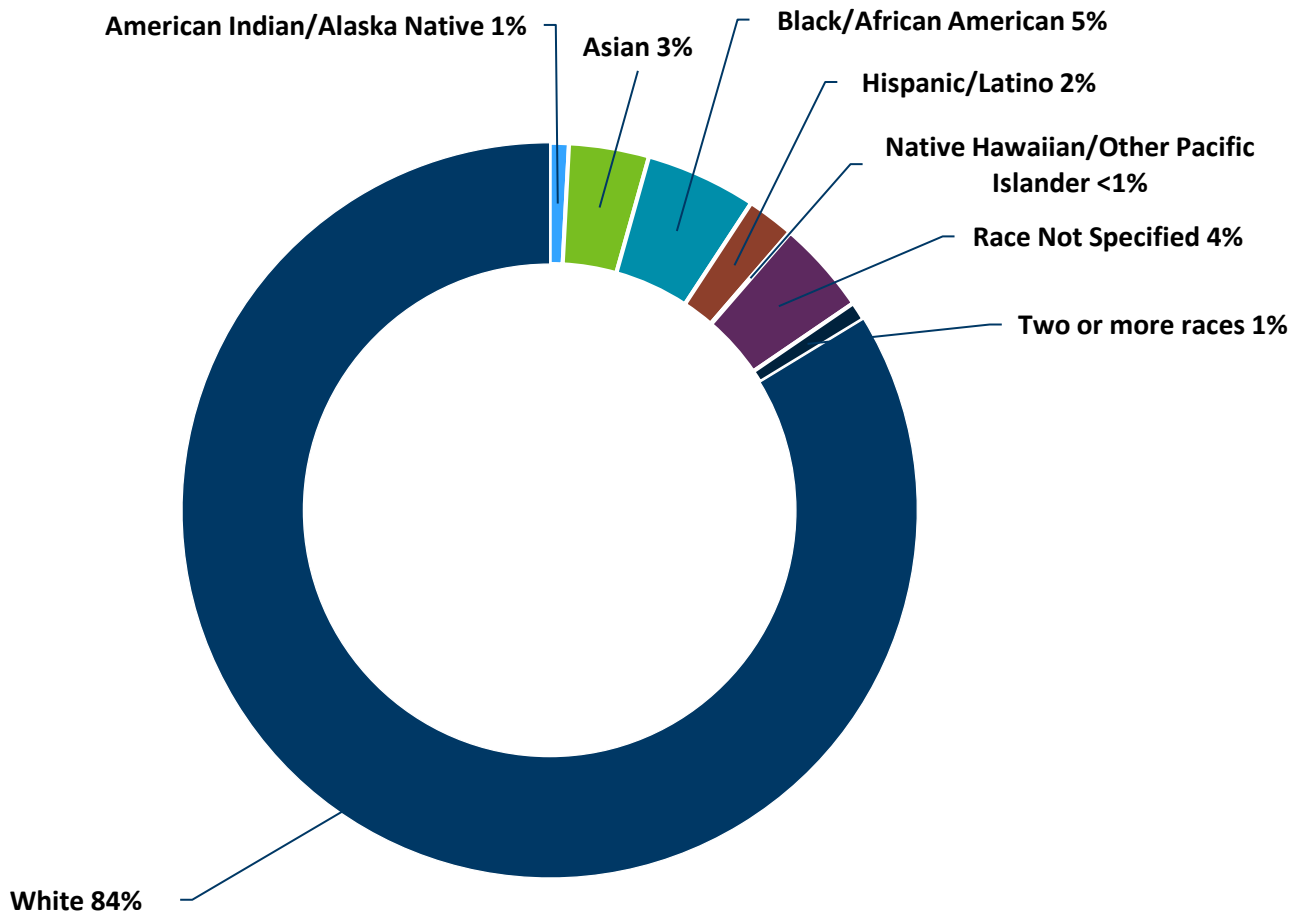
Demographics of the State Executive Branch Workforce

This section contains information about the characteristics of workers in the state Executive Branch- their self-identified race/ethnicity, gender, age, disability, and veteran status.

Protected Characteristics (Race/Ethnicity, Gender, Disability, and Veteran Status)

Statewide, 84 percent of employees who voluntarily disclosed their racial and ethnic background are White and about 12 percent are racial/ethnic minorities. However, significant racial variation exists by agency. Notably, 4 percent of staff opt to not report their race/ethnicity.

Figure 4: Detailed Racial Composition of the Executive Branch Workforce



Of all agencies with over 100 employees, MNSure is the most racially diverse with over 31 percent of its staff identifying with a racial/ethnic minority group. The departments of Veterans Affairs, MN.IT Services, Administration and Minnesota Management and Budget are among the most racially diverse agencies. See Table 3 series.

Individuals with disabilities represent nearly 7 percent of the entire Executive Branch workforce. Among larger agencies, the Minnesota State Academies stands as a leader in the employment of individuals with disabilities at 22.5 percent. See Table 3 series.

Across the Executive Branch, 17,894 women and 17,853 men are employed, for a rough 50-50 female-to-male ratio. However, significant gender variation exists by agency. Four agencies- Department of Education, Department of Health, Minnesota State Academies, and Housing Finance Agency - employ a workforce that is 70 percent or more female. Among the Departments of Military Affairs and Transportation, this percentage is reversed, with more than 70 percent of employees being male. See Table 3 series.

Table 3 Series: Agencies with the Highest Staffing of Racial/Ethnic Minorities, Employees with Disabilities, Female Employees and Veterans

Table 3.1: Agencies with the Highest Racial/Ethnic Minority Staffing

Agency	Racial/Ethnic Minorities
MNsure	56 (31.3%)
Veterans Affairs	312 (22.7%)
MN.IT	428 (19.0%)
Administration	96 (19.0%)
MN Management & Budget	42 (17.0%)

Table 3.2: Agencies with the Highest Staffing of Employees with Disabilities

Agency	Employees with Disabilities
MN State Academies	71 (22.5%)
Employment & Economic Dev.	165 (12.0%)
Housing Finance Agency	29 (11.7%)
Attorney General	37 (11.1%)
Labor & Industry	42 (9.3%)

Table 3.3: Agencies with the Highest Female Staffing

Agency	Female Employees
Education	306 (77.5%)
Health	1,198 (75.7%)
MN State Academies	236 (74.7%)
Housing Finance Agency	177 (71.4%)
Veterans Affairs	962 (69.9%)

Table 3.4: Agencies with the Highest Veteran Staffing

Agency	Veteran Employees
Military Affairs	158 (37.6%)
Corrections	567 (12.9%)
Public Safety	250 (12.7%)
Transportation	492 (9.8%)
Veterans Affairs	125 (9.1%)

Across the Executive Branch, about 8 percent of employees indicate they are veterans. Three of the largest agencies employ 10 percent or more veterans. Veterans represent 4.4 percent of the total employed workforce in Minnesota. See Table 3 series.

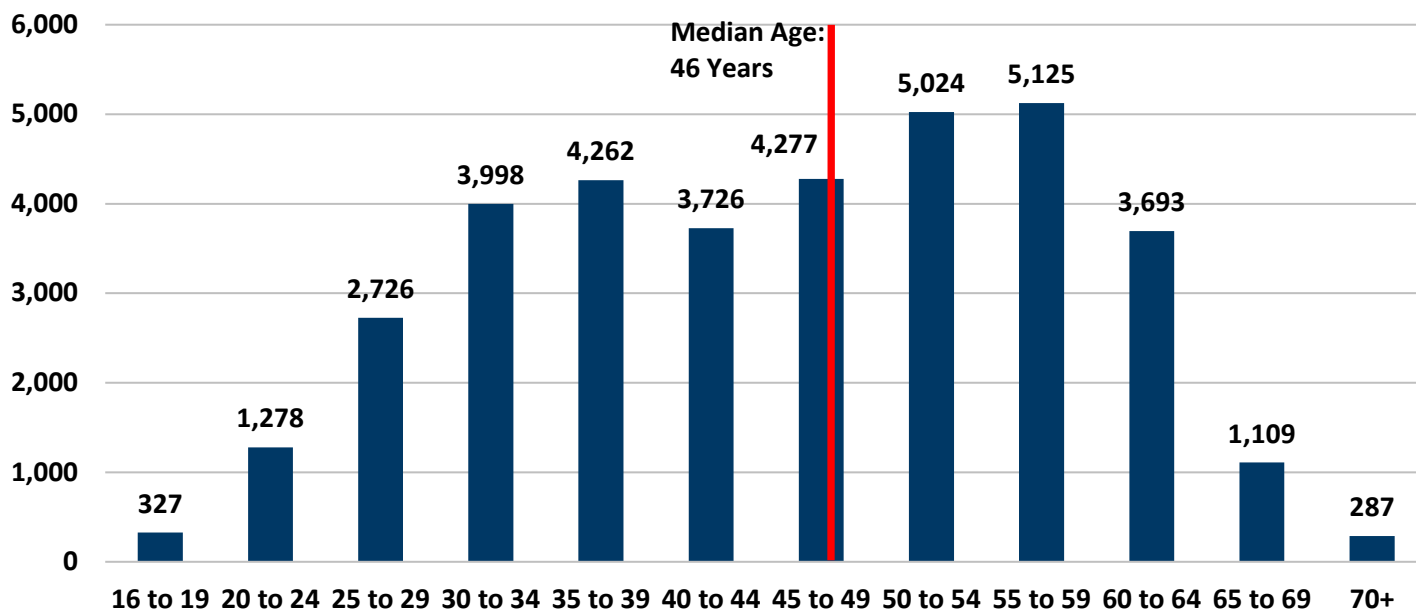
See Appendix Table 1 for a list of the largest agencies and their racial, gender, disability and veteran service composition.

Age

The median age of the state workforce stands at 46- meaning that half of the workforce is over 46 and half is under age 46. See Figure 5 for a distribution of employees by age. Most Executive Branch employees fall into a grouping of 55 to 59 years old. The second largest 5-year employee cohort are those age 50 to 54. Forty-three percent of the entire workforce is 50 years or older, raising considerations for impending retirements, workforce planning, and knowledge transfer. Agencies must be prepared with tools to tackle these challenges in the coming years. The Executive Branch Workforce is substantially older than Minnesota's overall workforce with a median age of 40.2 years.¹

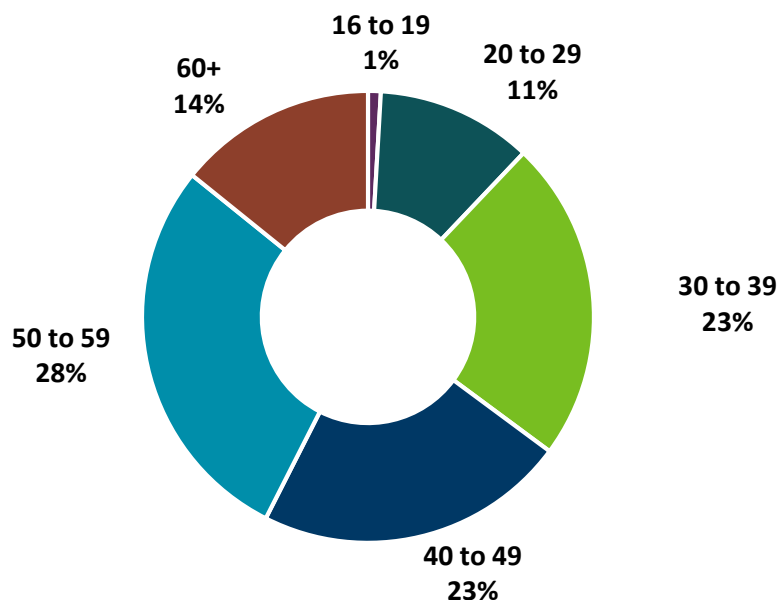
Altogether, about 10,100 workers- nearly one-third of the total Executive Branch workforce- are currently in their fifties. Employees in their 40s make up 23 percent of the workforce while workers in their 30s make up 23 percent of the state workforce. See Figure 6.

Figure 5: Distribution of Executive Branch Appointments by 5-Year Age Cohorts



¹ US Census American Community Survey 2016.

Figure 6: Distribution of Executive Appointments by Age Cohorts, FY 2017



Age trends vary by agency. Among agencies with 200 or more workers, the Department of Labor and Industry has the oldest workforce with an average of 52 years. Two other agencies (MN.IT Services and Education) have an average workforce age of 49 years. MNSure is the youngest major agency with an average age of 37. See Appendix Table 2 for age and retirement data for the largest state agencies.

Executive Branch Workforce Characteristics Relative to Minnesota's Workforce

This section contrasts the major characteristics of the Executive Branch workforce with Minnesota's labor force as a whole, to examine how the state's workforce differs significantly from the population. The labor force consists of all Minnesotans over the age of 16 who are employed or unemployed (not working but actively searching for a job).

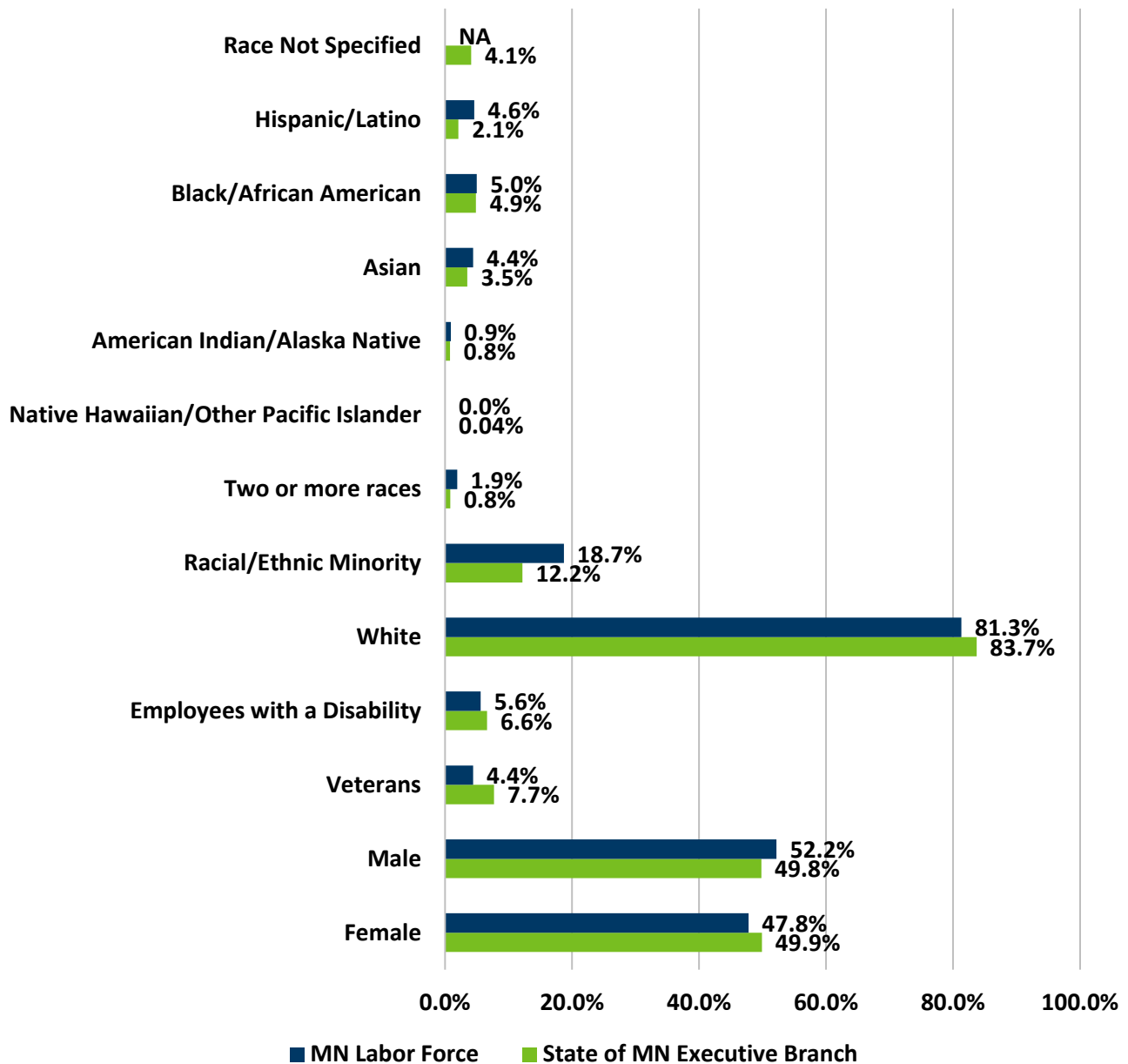
Minnesota's labor force is becoming more diverse as racial and ethnic minorities represent the fastest growing segment of the population. Similarly, the percent of individuals with a disability and veteran workers make up a significant proportion of the workforce. As an employer and a provider of services to this population, it is important that the State of Minnesota have a demographic makeup similar to the population.

The Executive Branch workforce exceeds the state workforce as a whole in terms of the percent of employees who are women (49.9 percent), veterans (7.7 percent) or disabled (6.6 percent). The percent of employees who identify as being American Indian or Alaska Native is comparable between the Executive Branch and the state workforce at 0.9 percent. See Figure 7.

However, the state as an employer differs in terms of staffing racial/ethnic minorities as compared to the Minnesota workforce. About 12 percent of state workers reported being a racial/ethnic minority compared to almost 19% of the Minnesota workforce. The state is very close to matching the Minnesota workforce in the

staffing of American Indian/Alaska Native and Black/African American workers- within one tenth of one percent. Hispanic/Latino employees are most likely to be underrepresented in Executive Branch employment relative to their share in the overall state workforce. It is important to note that data is not available for the about 4 percent of workers who have not reported their race/ethnicity.

Figure 7: Characteristics of the Executive Branch and the Minnesota Statewide Labor Force, FY 2017



Racial and ethnic minorities are making up a larger share of Minnesota's population and labor force². According to the Minnesota State Demographic Center, the racial/ethnic minority population grew 47% between 2005 and 2015 compared to 10% for the entire population. Moreover, this demographic is projected to grow 50% from 2015 to 2035 compared to 13% for the entire population. By 2015, people of color will make up 25% of the population compared to 13% in 2015.

Beyond natural increase, Minnesota's population is diversifying due to immigration³. Between 2008 and 2012, the number of Minnesotans leaving the state for other states averaged 113,000 annually. Over the same time period the state averaged 101,000 new residents coming from other states-a loss of 12,000 on average due to domestic migration. However, the state has continued to grow because of its attractiveness to immigrants from other nations- adding 24,000 annually between 2008 and 2012 and leading to a net average annual increase of 12,000 people. About 19% of those moving into the state are from another nation. Between 2008 and 2012, African nations (3,700 immigrants), India (2,000 immigrants), Mexico (1,600 immigrants) and China (1,500 immigrants) accounted for 36% of new immigrants into the state.

² Minnesota Population Projections by Race and Ethnicity 2005-2035. MN State Demographic Center. January 2009.

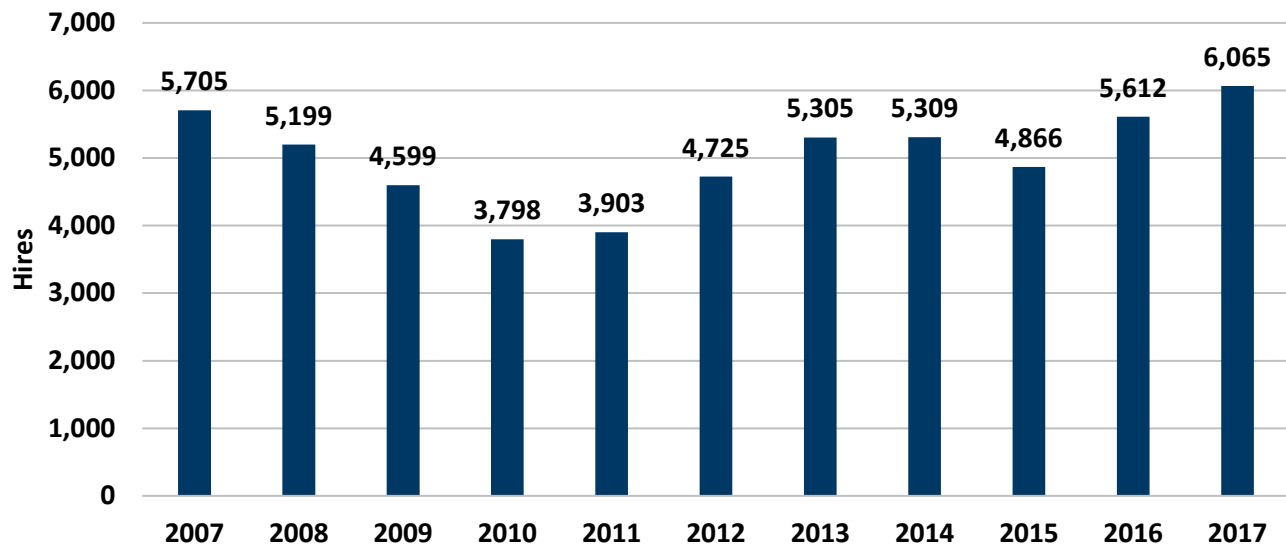
³ Minnesota on the Move: Migration Patterns and Implications. Minnesota Demographic Center. January, 2015.

Workforce Dynamics: Hiring and Separation

This section contains information about newly hired employees during Fiscal Year 2017, hiring trends over the past decade, the racial/minority status of new hires, and a comparison of the characteristics of new hires versus the entire Executive Branch workforce

Hiring

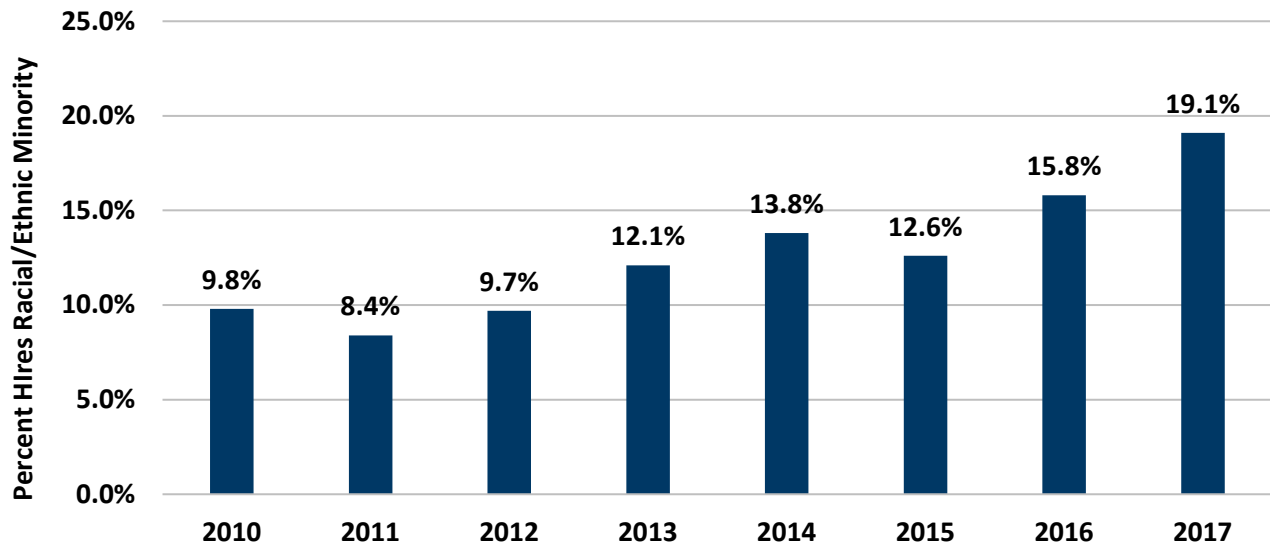
Figure 8: Executive Branch Hires by Fiscal Year, FY 2007-17



In FY 2017, about 6,000 positions were filled in the Executive Branch with about 400 more employees hired than in FY 2016. See Figure 8. In each of the last 10 years, over 70 percent of all hires in the Executive Branch were placed in classified positions. In FY 2017, 76 percent of hires were in classified positions.

New Hire Demographics

Figure 9: Executive Branch New Hires who identify as a Racial/Ethnic Minority



The percent of new hires that identify with a racial/ethnic minority group has steadily increased in recent years. In fiscal year 2017, 19 percent of new hires self-identified as racial/ethnic minority group member compared to just over 8 percent in 2011. It should be noted that employees are not required to report this information. About 11 percent of new hires did not report in 2017.

New hires are significantly younger and more racially/ethnically diverse than the total Executive Branch workforce. The median age of new hires is 33 years compared to 46 years among all employees. The percentage of new hires that identify as racial or ethnic minorities is greater than the percentage of all minorities in the overall state workforce by 7 percentage points.

Seven percent of new hires in FY 2017 were veterans, a rate lower than the general workforce at about 8 percent. New hires with disabilities lag the overall workforce by 0.5 percentage points.

Table 4: Characteristics of Executive Branch Hires vs. Total Workforce

FY 2017	New Hires	New Hires %	Total Employees	Total Employees %
Number of employees	6,061	100.0%	35,832	100.0%
Age				
Median age	33	NA	46	NA
Employees age 60+	374	6.2%	5,088	14.2%
Race				
Race not specified	659	10.9%	1,469	4.1%
Race specified	5,402	89.1%	34,363	95.9%

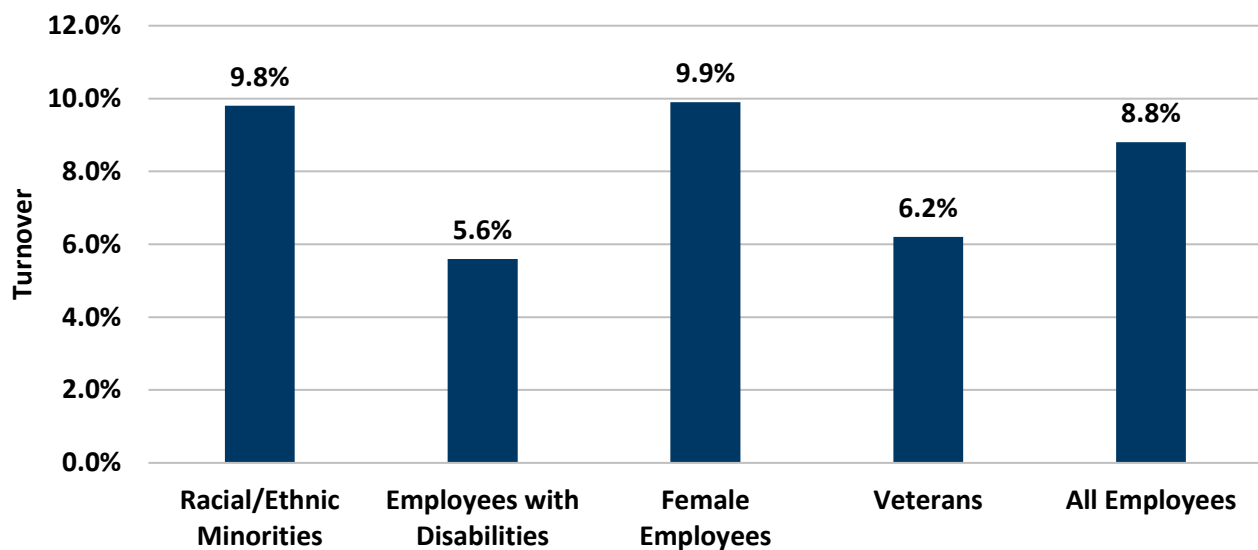
FY 2017	New Hires	New Hires %	Total Employees	Total Employees %
White	4,227	69.7%	29,996	83.7%
Racial/ethnic minority	1,175	19.4%	4,367	12.2%
American Indian/Alaska Native	55	0.9%	301	0.8%
Asian	316	5.2%	1,261	3.5%
Black/African American	476	7.9%	1,749	4.9%
Hispanic/Latino	192	3.2%	748	2.1%
Two or more races	128	2.1%	293	0.8%
Native Hawaiian/Other Pacific Islander	8	0.1%	15	0.04%
Gender				
Female	3,155	52.1%	17,894	49.9%
Male	2,793	46.1%	17,853	49.8%
Gender not reported	113	1.9%	85	0.2%
Disability Status				
With disability	371	6.1%	2,361	6.6%
No disability	5,690	93.9%	33,471	93.4%
Veteran Status				
Veteran status not specified	649	10.7%	3,753	10.5%
Veteran status specified	5,412	89.3%	32,079	89.5%
Veteran	434	7.2%	2,751	7.7%
Not a veteran	4,978	82.1%	29,328	81.8%

Employee Turnover

Voluntary turnover measures the percent of employees who leave state government in a year for reasons of retirement or resignation. In FY 2017, about 9 percent of all employees voluntarily left state government- a rate that is fairly typical of most recent years. Managing turnover is important in maintaining the skills and knowledge at the agency and division level.

Turnover differs with various protected groups. Turnover among racial and ethnic minorities and female employees is 1 percentage point above the level for all employees. See Figure 10. Turnover among employees with disabilities and veterans are 2 to 3 percentage points lower than the 8.8% rate for all employees. Employees in these groups also tend to be older than the average employee and less likely to resign. The average age of veterans and employees with disabilities stands at 49 compared to 45 for all employees.

Figure 10: Turnover Rates by Protected Group- Executive Branch FY 2017

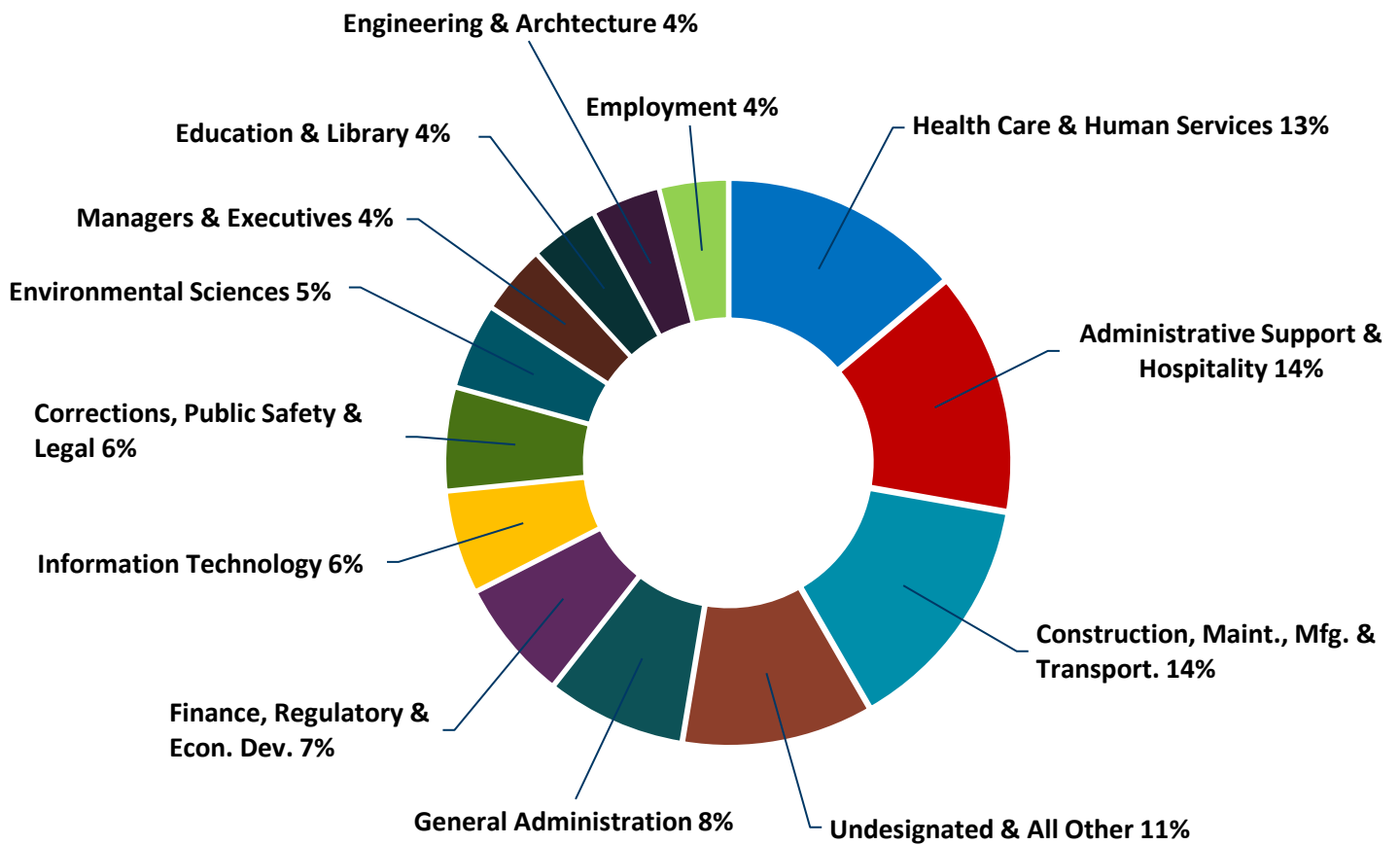


Characteristics of Job Openings

There were 5,444 job openings at the State of Minnesota in FY 2017, spanning a wide variety of occupations. Health and human services; construction, maintenance, manufacturing and transportation; and administrative support and hospitality account for over 40 percent of total job openings. See Figure 11.

At the level of job classes, office and administrative positions had the most openings with 443 filled positions in FY 2017. Information Technology professional positions followed with 307 openings. Student workers and interns had 246 openings- reflecting the state's emphasis on attracting new generations of workers to state service. A category of jobs called "State Program Administrators" were the fourth largest category. This is a very broad category of jobs that often require skills in some highly specific area. See Appendix Table 3.

Figure 11: Job Openings by Job Family (FY 2017)

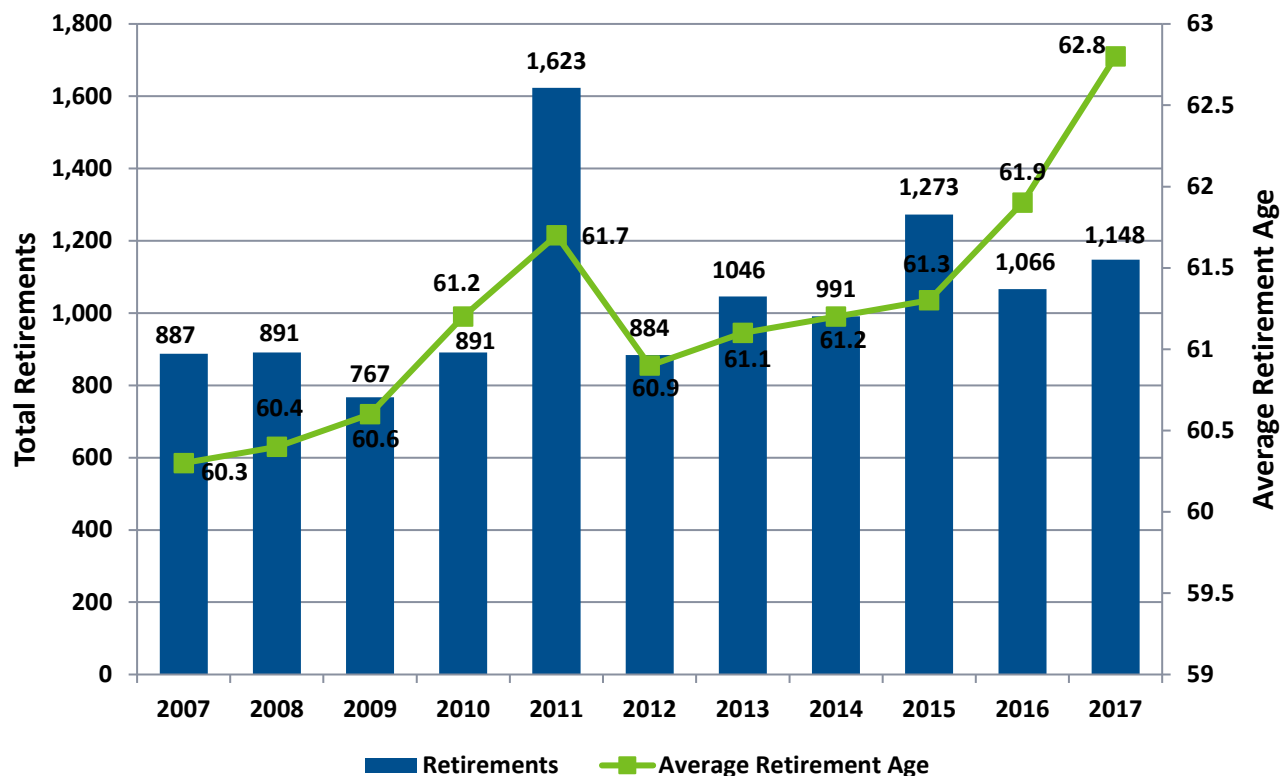


Retirements, the Labor Market and Future Considerations

Retirements

In total, 3.2% of the Executive Branch workforce, over 1,100 employees, retired from their public service with the state's Executive Branch in FY 2017 – about 100 more than 2016. This continues a trend of 1,000 or more retirements per year since 2015. The FY 2011 spike in retirements was largely due to an early retirement incentive passed by the Legislature, which had to be in place by the end of FY 2011. Given the age structure of state government, it is likely that we will continue to see over 1,000 retirements annually for several years to come.

Figure 12: Annual Retirement Trend, FY 2007 to 2017



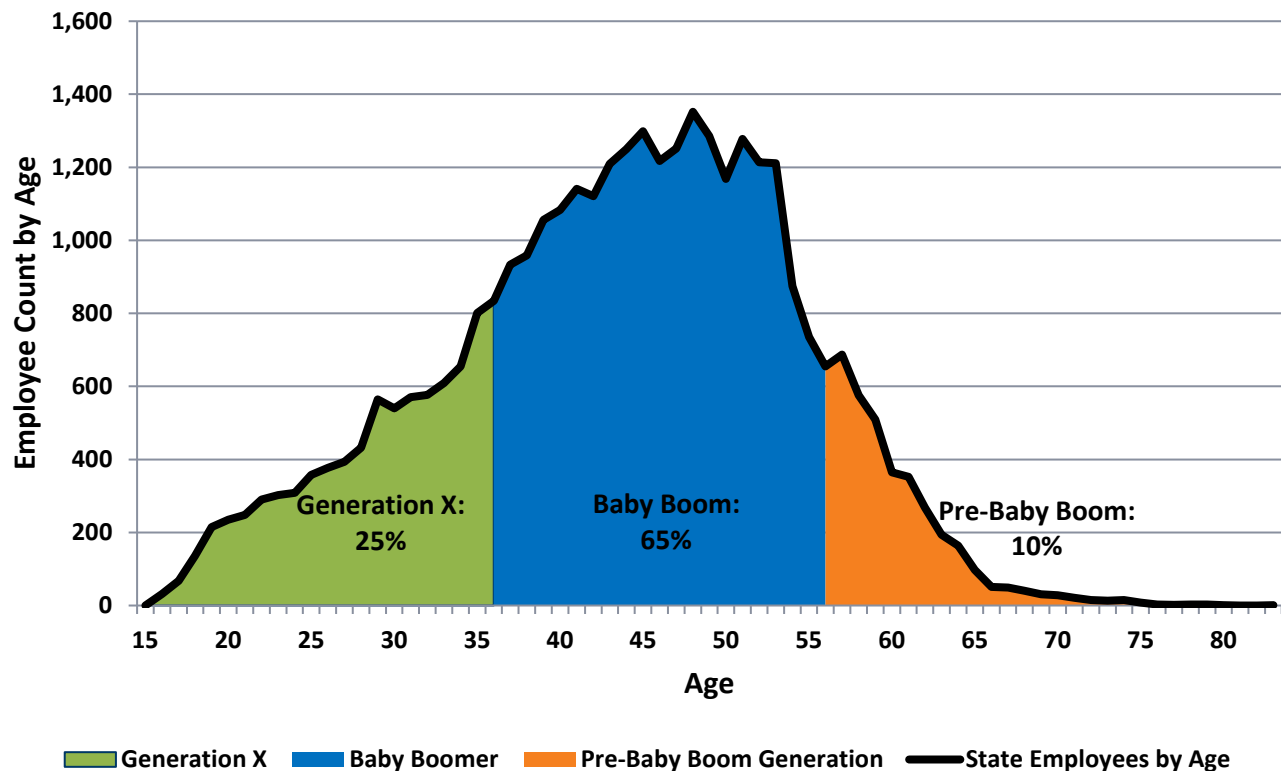
The average age at retirement in FY 2017, 62.8 years, is the highest age in recent history. There are 5,088 employees over 60 years old, an increase of 123 employees since 2016.

With the median age of the workforce being 46 years, 14.2 percent of the workforce 60 years or older, and with an additional 28 of all employees between 50 and 59 years old, the Executive Branch is in the midst of a retirement wave that is likely to continue through the coming decade, as the Baby Boomers exit the workforce.

Generations in the Executive Branch Workforce

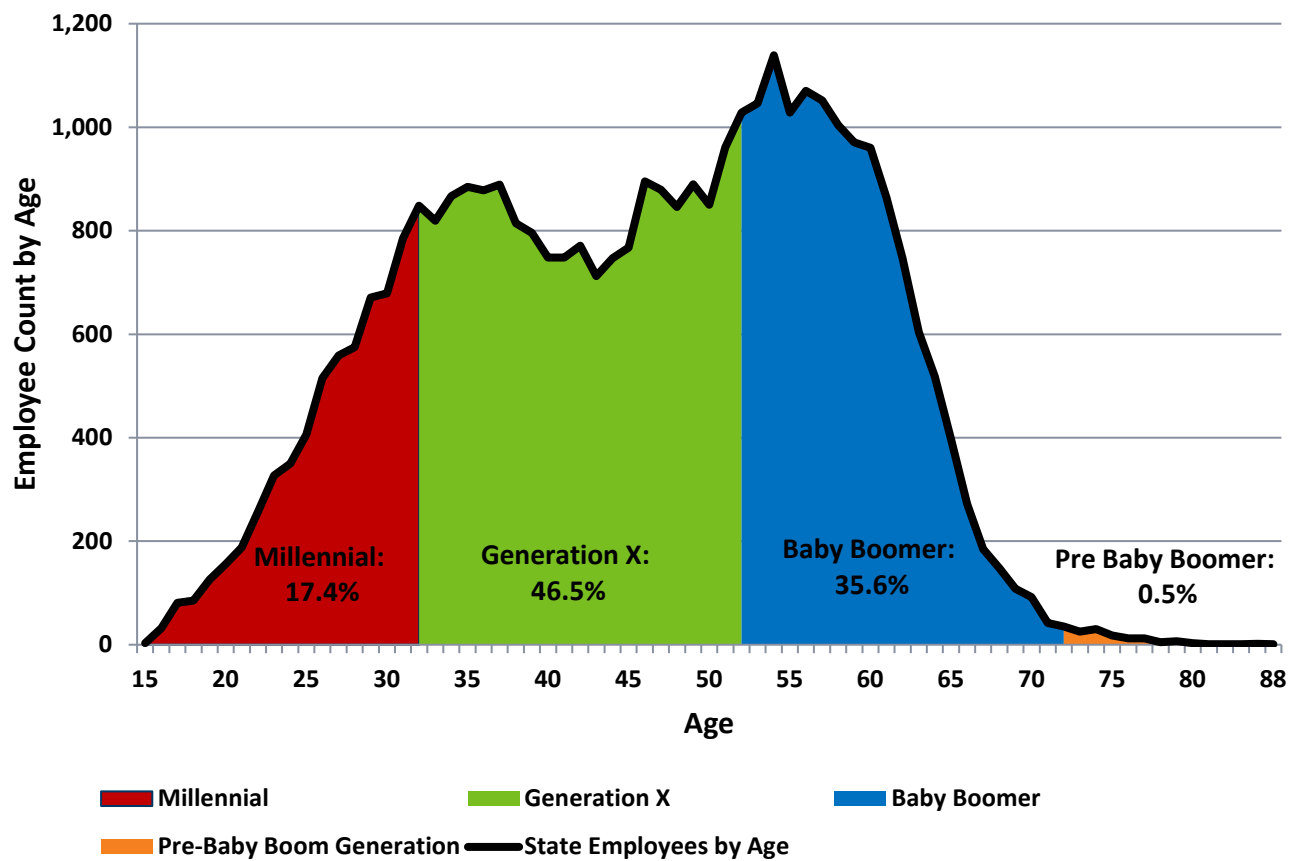
Figures 13 and 14 show the age distribution of Executive Branch employees in 2000 and 2017 respectively. The median age has shifted from 44 in 2000 to 46 in 2017. The Baby Boom Generation which made up 65 percent and the majority of state workers in 2000 now makes up 36 percent of state employment and is second to Generation X in terms of its size. The generation born prior to the Baby Boom Generation- those born prior to 1945 now make up less than 1 percent of total employment. There is no generally accepted standard definition of the various generations. See the Definitions and Technical Notes Section for definitions of the various generations.

Figure 13: Distribution of Executive Branch Employees by Age Cohort and Generation (2000)



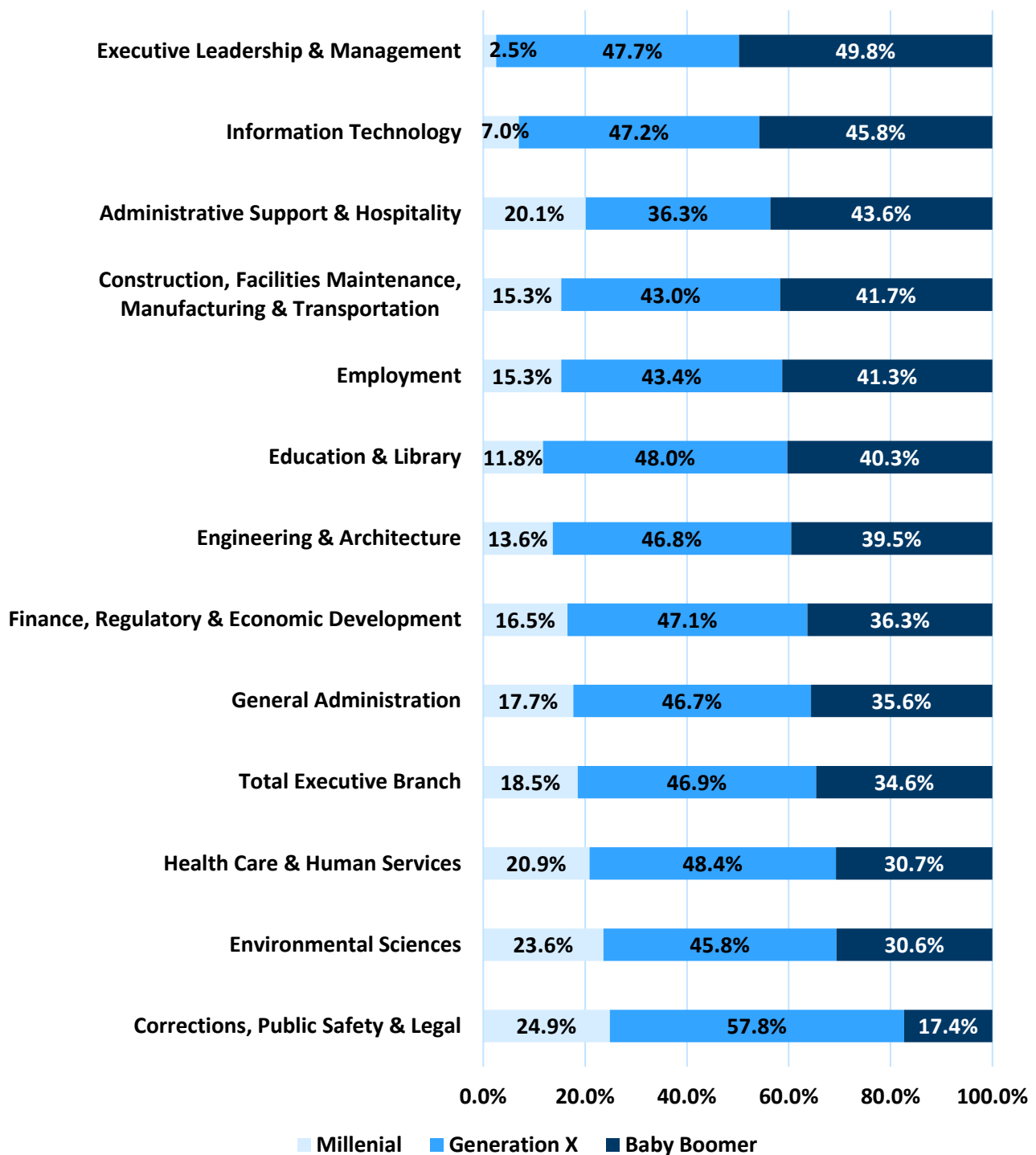
The large peak centered at age 48 in 2000 has been replaced by a 2017 distribution with two peaks. One peak at age 54 represents the largest group of the Baby Boom Generation that is poised to retire. Another peak at age 37 is represented by younger members of Generation X. However, the next generation of workers represented by the Millennial Generation is poised to take its place in state government and already has 17 percent of total employment.

Figure 14: Distribution of Executive Branch Employees by Age Cohort and Generation (2017)



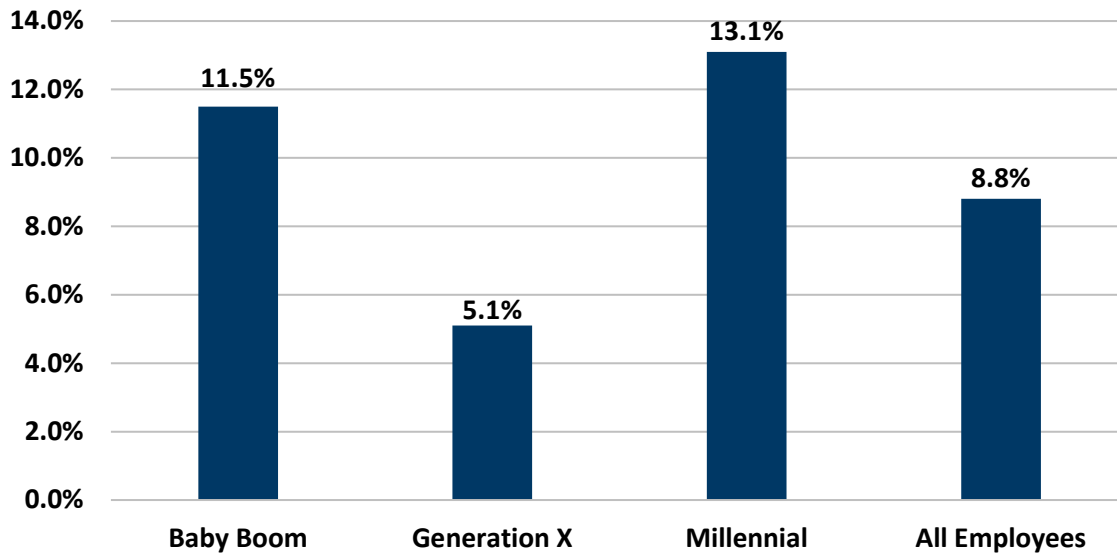
Various state job families have different age structures. See Figure 15. Not surprisingly, Executive Leadership positions are overwhelmingly held by the oldest and most experienced workers. However, information technology and administrative support and hospitality are close behind with 46 and 44% of staff being from the Baby Boom Generation. Corrections and Environmental Sciences have the highest levels of Millennial staff.

Figure 15: State Job Families by Generation, FY 2017



Turnover varies across generational groups with the Millennial Generation having the highest rate (13.1%) followed by the Baby Boom Generation at 11.5%. With the oldest age in the Millennial Generation being 32, turnover is entirely due to resignations with leavers likely finding opportunities outside state service. Separations among the Baby Boom Generation are largely due to retirement. Generation X makes up the largest group in state government and is also the most stable with a turnover rate of only 5.1 percent.

Figure 16: Voluntary Turnover by Generation, FY 2017



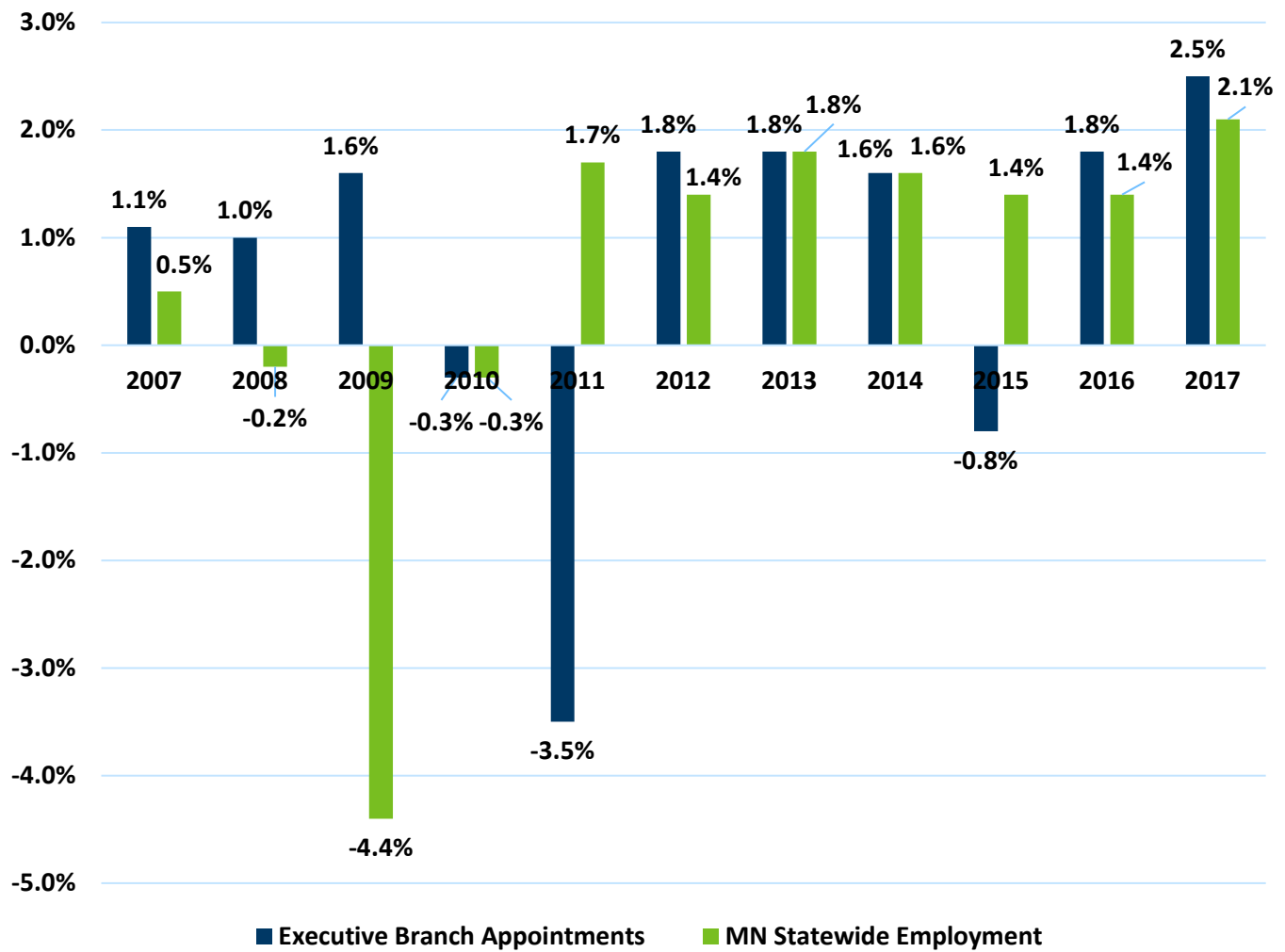
Labor Market Considerations

Between FY 2016 and 2017, the size of the State of Minnesota Executive Branch grew by 2.5 percent. See Figure 17. During the same time period, the state job market grew 2.1 percent or 66,500 jobs. In recent years, Executive Branch employment has kept pace with statewide employment growth. Government employment grew during the recession that began in 2007 before equalizing with the statewide economy in 2010. The previously discussed retirement incentives launched in 2010 resulted in Executive Branch employment losses relative to the economy in 2011.

As an employer, the state faces a tightening labor market. The unemployment rate of 3.7 percent in June 2017 is unchanged from 2016. At the time this report was written, the statewide unemployment rate stood at 3.1 percent. The Minnesota Department of Employment and Economic Development reports that job openings are up 26 percent from the previous year- providing opportunities to new entrants into the labor market as well as the unemployed and incumbent workforces. As of Q2 2017, there were more job openings than unemployed individuals. Minnesota's labor force participation rate (the percent of persons over 16 employed or looking for a job) reached 70.5% recently. This is almost 8 percentage points higher than the US figure and is a percentage point higher than one year ago. It should be noted this rate is increasing at the same time that the Baby Boomers are leaving the market making future gains unlikely.

DEED's Labor Market Information Office projects employment in Minnesota to grow 4 percent (adding 130,000 new jobs) between 2014 and 2024. This is a relatively slow rate of job growth but it does not include the replacement openings driven by resignations and retirements. The State of Minnesota is in direct competition with Minnesota's other employers in attracting a qualified workforce. As the economy grows and the Baby Boom Generation exits the labor force, the state will be challenged to find replacements for its own aging workforce while recruiting qualified staff for new initiatives.

Figure 17: Annual Employment Growth
Minnesota Executive Branch vs. Minnesota Statewide Employment* (FY 2007 to 2017)



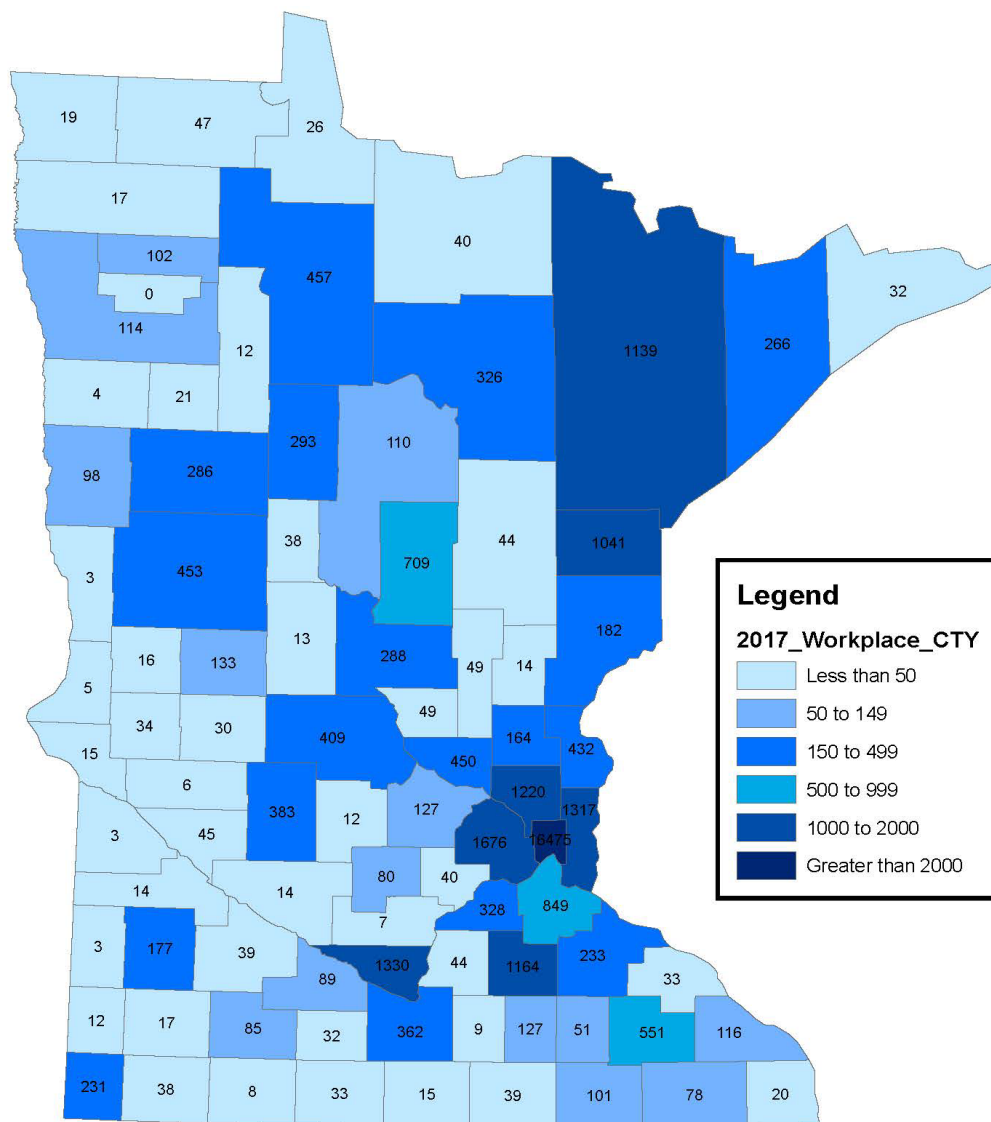
* MN Dept. of Employment and Economic Development, Current Employment Statistics

Regional Employment Profiles

The state's Executive Branch workforce is distributed across the entire state with employees reporting to workplaces in 86 out of 87 counties. Red Lake County is the only county without Executive Branch employees. A small number of employees (36 total, or 0.1 percent) work in out-of-state locations.

As home to the State Capitol and most agencies, Ramsey County hosts the largest number of employees (46 percent of the total, representing 16,475 employees). Sixty-one percent of the state's Executive Branch employees work in the Twin Cities 7-county metropolitan area while 39 percent work throughout greater Minnesota. See Figure 18 for a map of Executive Branch employee work locations.

Figure 18: Statewide Executive Branch Workforce Distribution by County of Employment

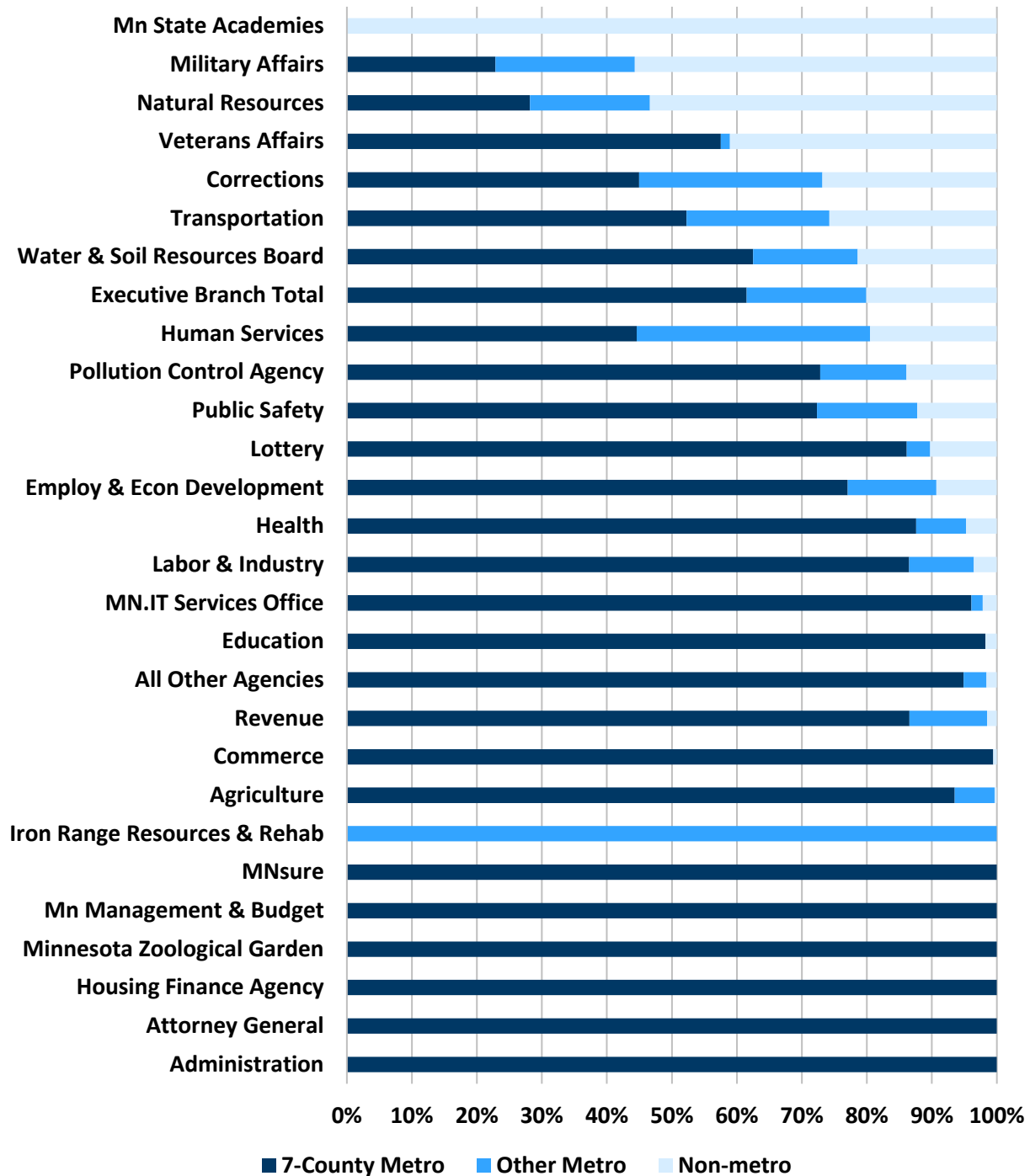


Prepared by the Minnesota State Demographic Center



Because the nature of the work of each state agency is different, agencies differ in the geographic dispersion of jobs in the metropolitan and non-metropolitan regions. Figure 19 shows agency employment distribution by Twin Cities Metro (7-County), other metro (e.g. Duluth, St. Cloud, Rochester, Mankato, Fargo, Grand Forks and La Crosse) and non-metro areas. About 18 percent of state staff work in these other metro areas while 20 percent work in non-metro areas.

Figure 19: Distribution of Executive Branch Jobs by Metro/Non-Metro Regions



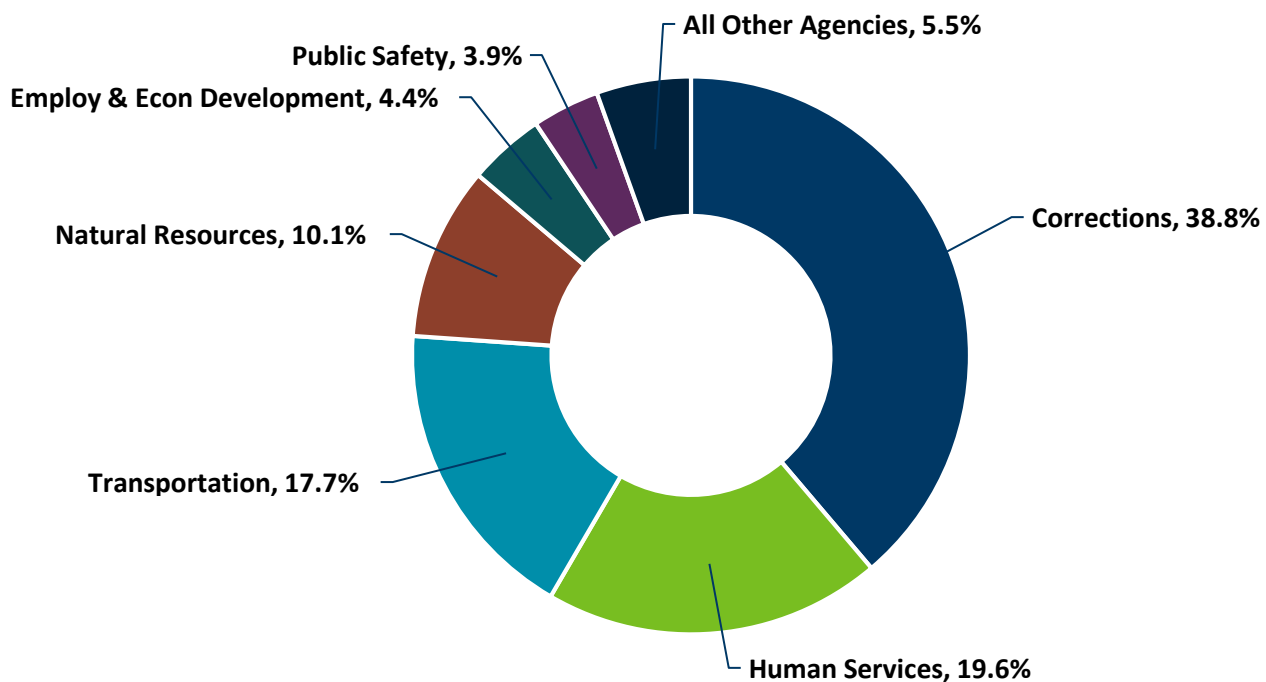
Since the Minnesota State Academies for the Deaf and the Blind is located in Faribault, 100 percent of its employment is non-metropolitan. The Iron Range Resources and Rehabilitation Board is headquartered in Eveleth in St. Louis County- making it part of the Duluth-Superior Metropolitan Area.

The Department of Transportation's district offices, the Department of Human Services' regional treatment centers, the Veterans homes and state correctional facilities are major employment hubs for workers outside the Twin Cities metro area. These and other agencies show a mix of employment across geographic types and face staffing opportunities and challenges particular to regional labor markets.

Executive Branch Regional Employment Profile: Central Minnesota

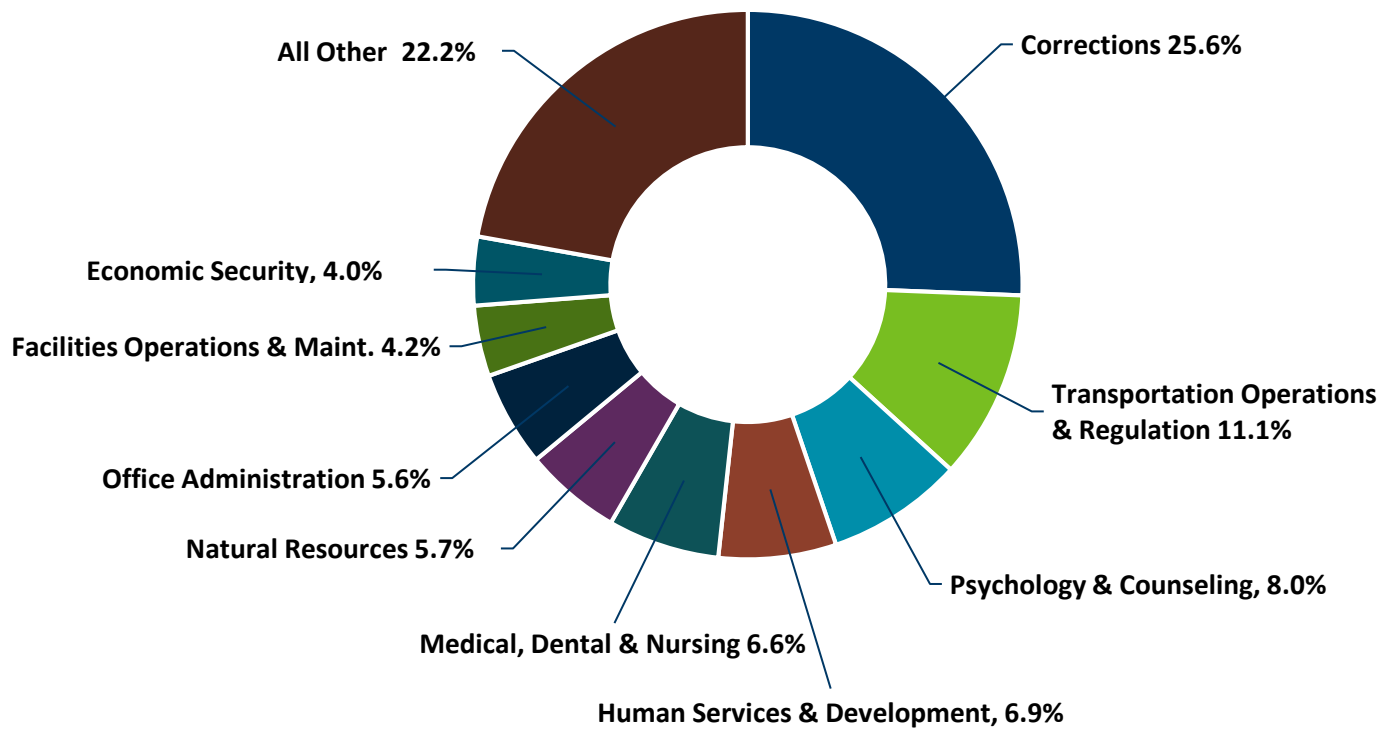
- There are 2,353 state employees in the 13 counties of Central Minnesota. This represents 6.6 percent of the total Executive Branch employment in the state.
- With 38.8% of employment, the Department of Corrections employs the most state workers in the region. Four agencies account for over 86 percent of regional employment.

Figure 20: State Employment by Agency, Central Minnesota FY 2017



- About one out of four (25.6%) of Central Minnesota Employees work in the corrections career family while 11% work in some area of transportation operations and regulation. About 22% of employees work in various health care and human services fields (e.g. psychology and counseling; human services and development; and medical dental and nursing.)

Figure 21: State Employment by Career Family, Central Minnesota FY 2017



- About 6 percent of Central Minnesota state employees are racial/ethnic minorities compared to 12 percent of total state employees.
- Employees with disabilities represent 7.4% of Central Minnesota employees compared to 6.6% across the state.
- About 42% of Central employees are women compared to about 50 percent for the entire state.
- The region employs a higher percentage of veterans at 11.0% compared to 7.7% of all state workers.

Figure 22: Summary of Employees by Protected Group- Central Minnesota vs. Total Executive Branch Employment

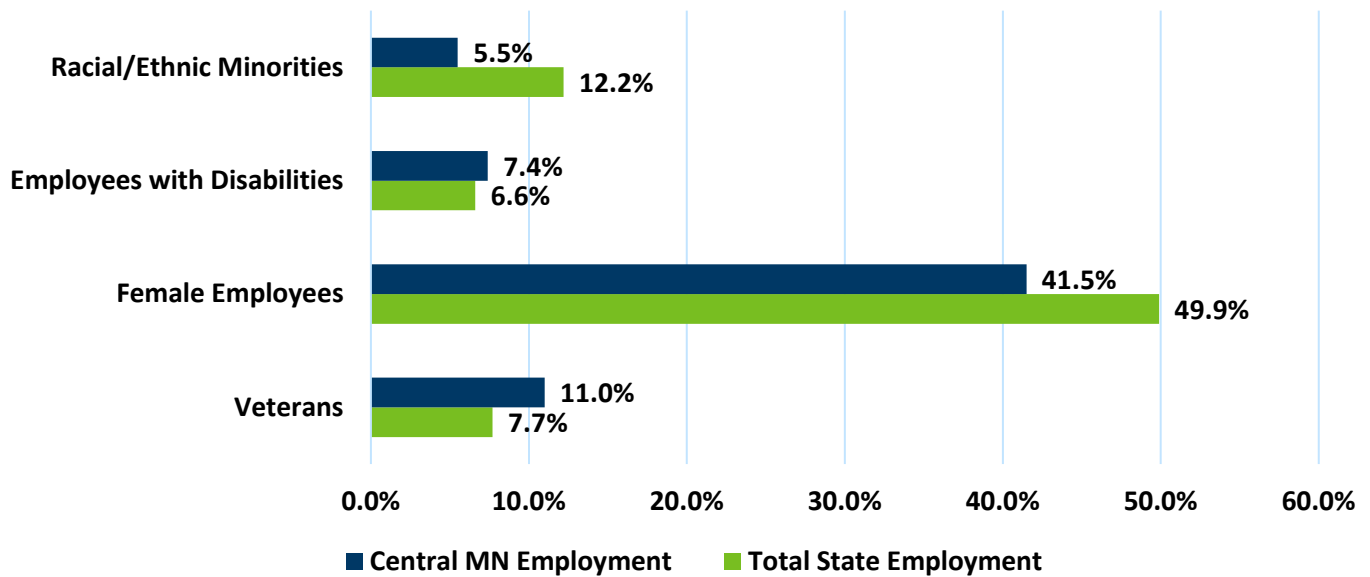


Table 5: Central Minnesota State Employee Age Demographics

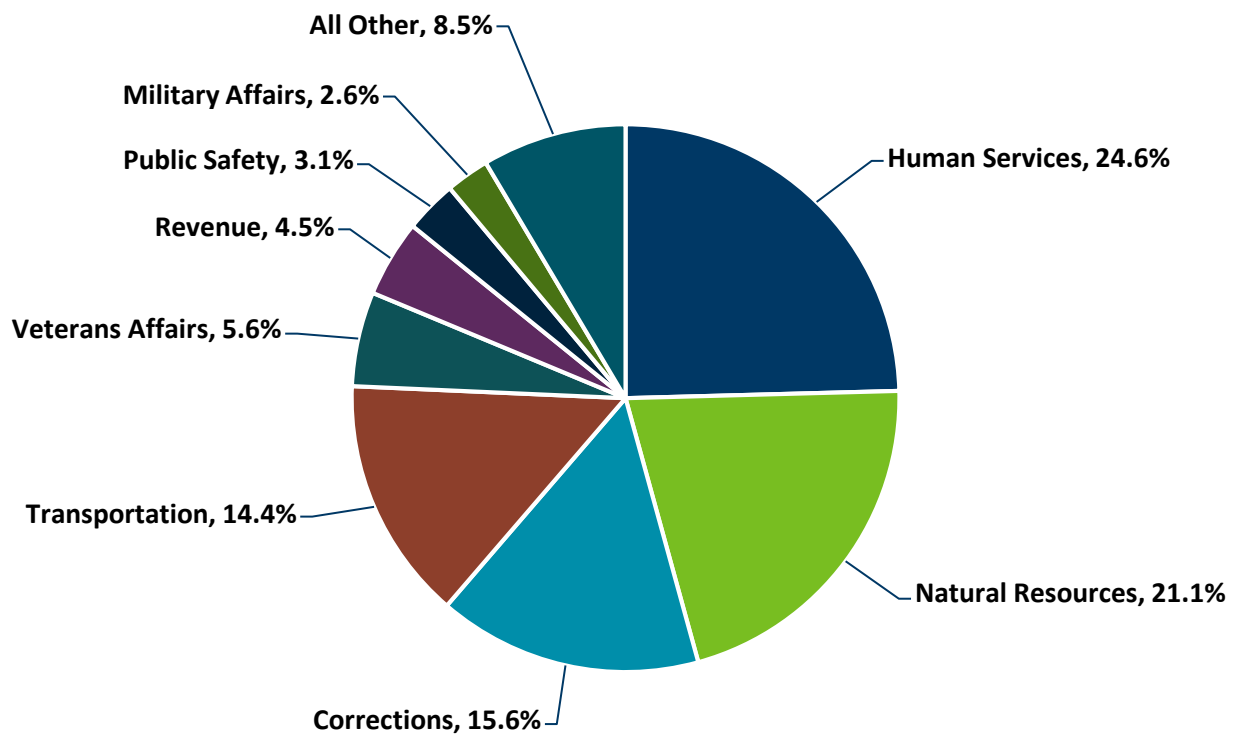
	Central MN Employment	Total State Employment
Average employee age	44.5 Years	45.2 Years
Percent employees over age 50	35.5%	42.0%
Retirements at a % of total employment	3.1%	3.2%
Average new hire age	37.2 Years	36.1 Years
Voluntary turnover	8.1%	8.8%

- Employees in Central Minnesota are slightly younger on average than the statewide workforce with 35.5% being over age 50 compared to 42.0% across the entire Executive Branch. Retirements as a percent of total workforce are roughly on par with the entire state at 3.1% in FY 2017.
- The average age of new hires in the Central Region is about one year older than the entire state at 37.2 years.
- Regional voluntary turnover (retirements and resignations) stand at 8.1%- 0.7% lower than the entire state.

Executive Branch Regional Employment Profile: Northeast Minnesota

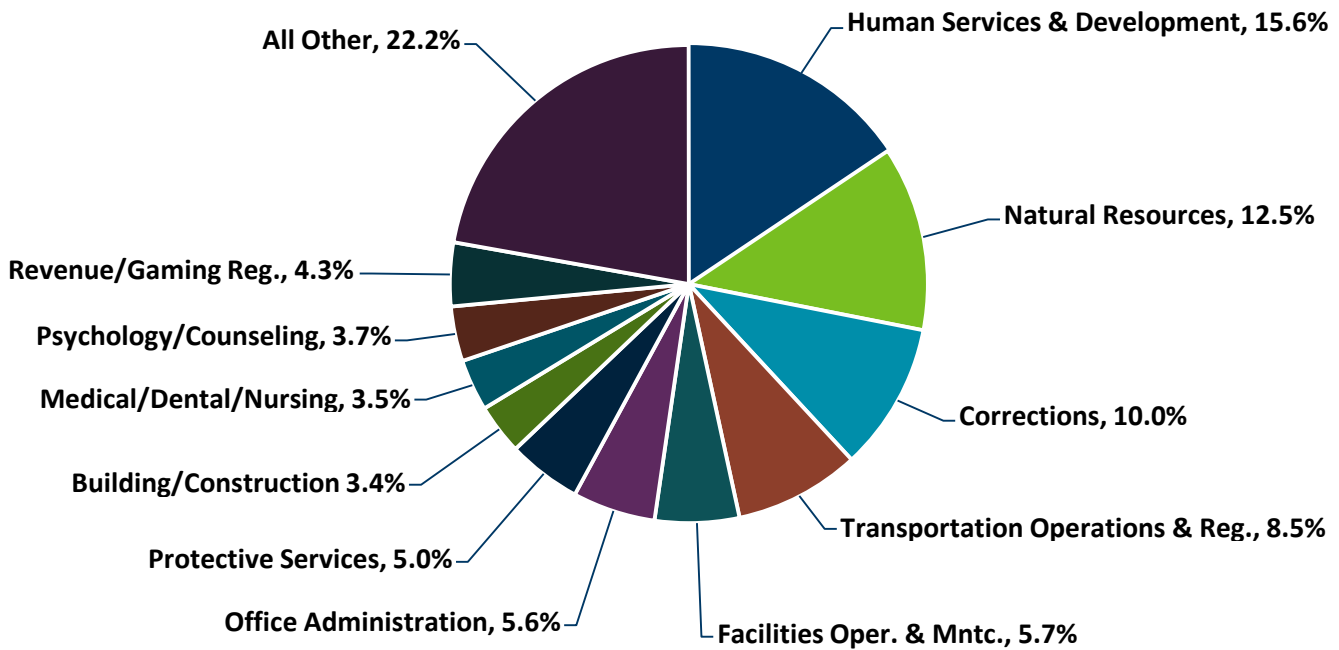
- There are 2,885 state employees in the seven counties of Northeast Minnesota. This represents 8.1 percent of the total Executive Branch employment in the state.
- With 24.6% of employment, the Department of Human Services employs the most state workers in the region. Four agencies account for over 75 percent of regional employment.

Figure 23: State Employment by Agency, Northeast Minnesota FY 2017



- About 16% of employees in the Northeast Region work in the human services and development career family. About one in eight (12.5%) employees work in natural resources and one in ten (10%) working in correctional fields. Transportation operations and regulation make up 8.5% of employment by career family.

Figure 24: State Employment by Career Family, Northeast Minnesota FY 2017



- About 5 percent of Northeast employees are racial/ethnic minorities compared to 12 percent of total state employees.
- Employees with disabilities represent 5.3% of Northeast employees compared to 6.6% across the state.
- About 41% of Northeastern employees are women compared to about 50 percent for the entire state.
- The region employs a higher percentage of veterans at 10.1% compared to 7.7% of all state workers.

Figure 25: Summary of Employees by Protected Group- Northeast Minnesota vs. Total Executive Branch Employment

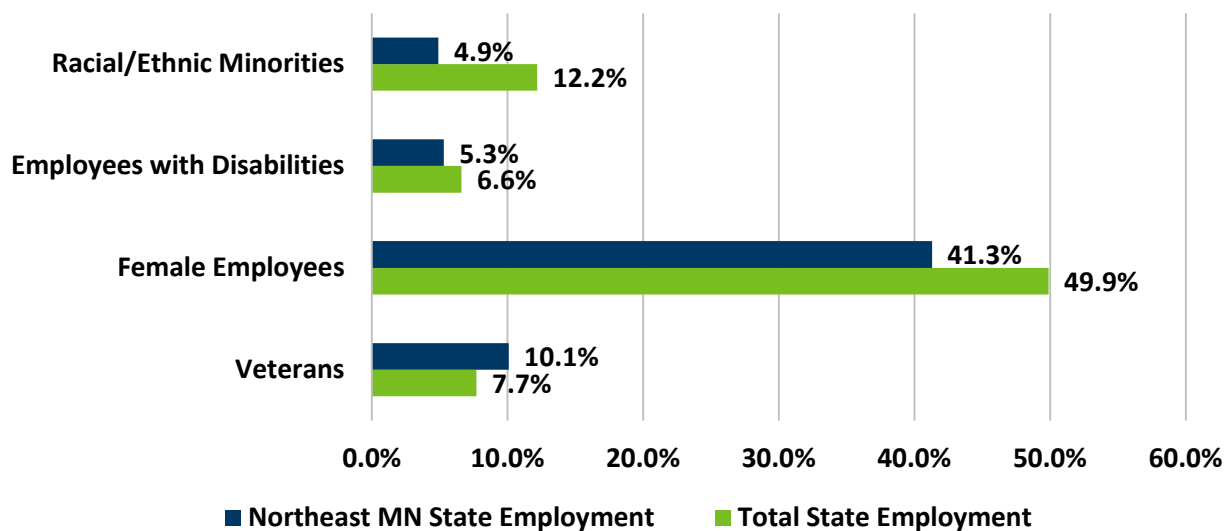


Table 6: Northeast Minnesota State Employee Age Demographics

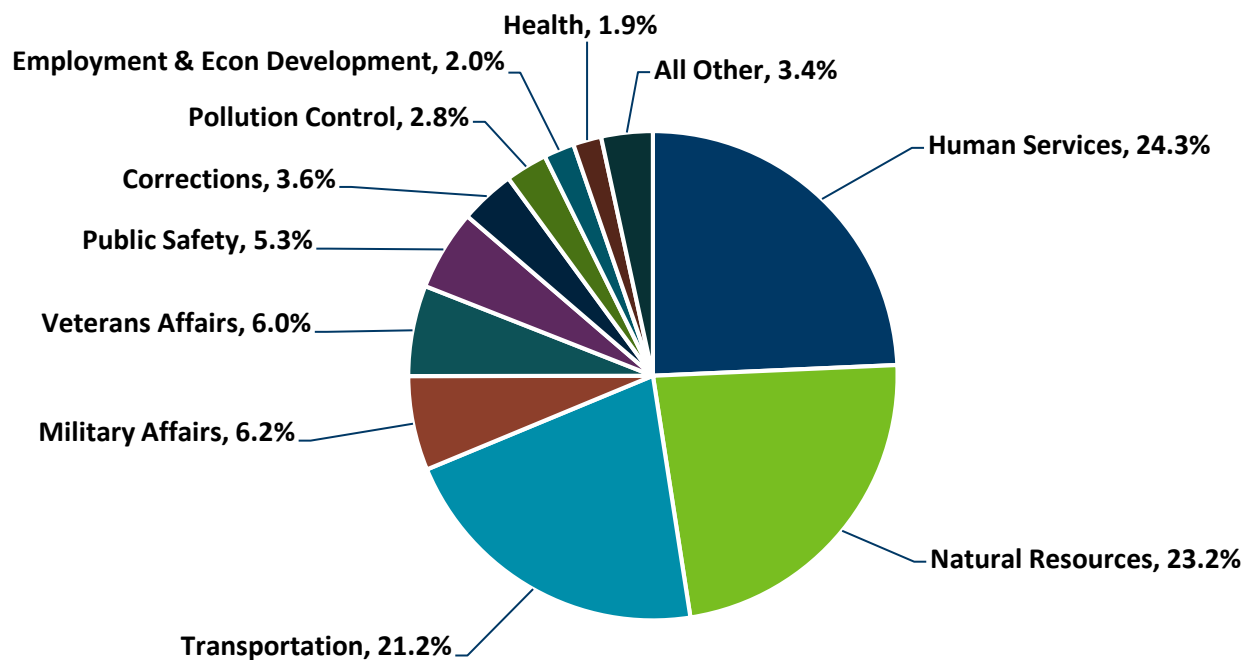
	Northeast MN Employment	Total State Employment
Average employee age	44.2 Years	45.2 Years
Percent employees over age 50	36.8%	42.0%
Retirements at a % of total employment	3.2%	3.2%
Average new hire age	34.9 Years	36.1 Years
Voluntary turnover	9.3%	8.8%

- Employees in Northeast Minnesota are slightly younger on average than the statewide workforce-44.2 years vs 45.2 years. About 37% of Northeast employees are over age 50 compared to 42% across the state. Retirements as a percent of total workforce are equal to the entire state at 3.2% in FY 2017.
- The average age of new hires in the Northeast Region is about one year younger than the entire state at 34.9 years.
- Regional voluntary turnover (retirements and resignations) stand at 9.3%- 0.5% higher than the entire state.

Executive Branch Regional Employment Profile: Northwest Minnesota

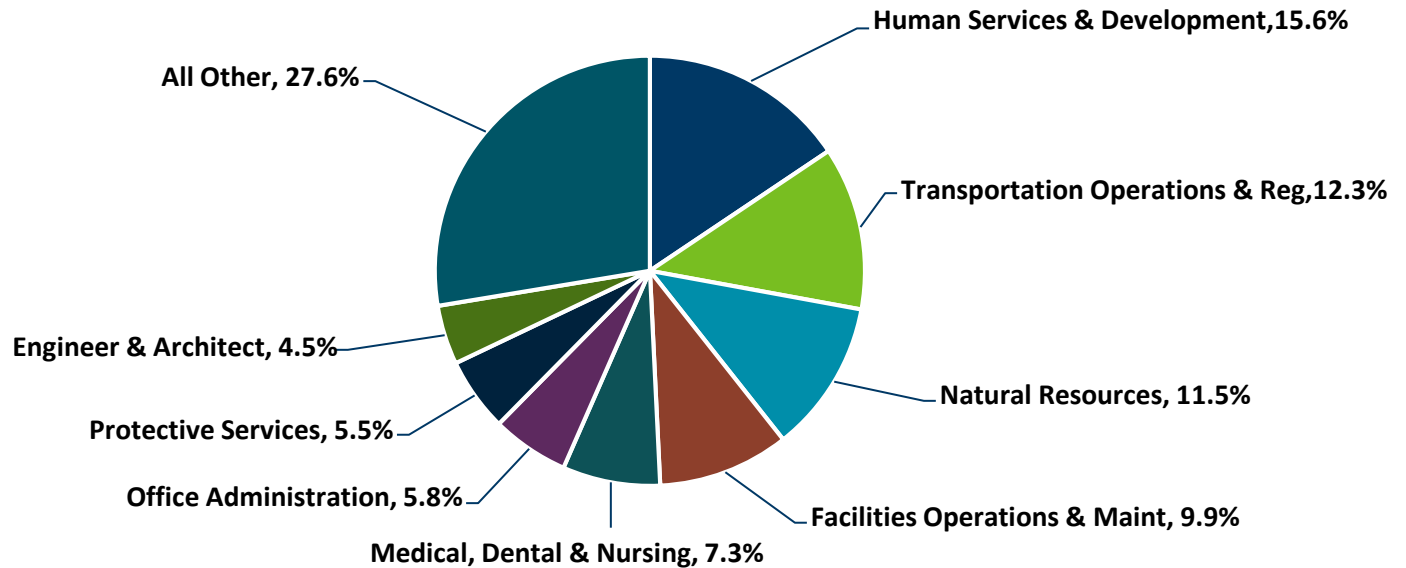
- There are 3,321 state employees in the 26 counties of Northwest Minnesota. This represents 9.3 percent of the total Executive Branch employment in the state.
- With 24.3% of employment, the Department of Human Services employs the most state workers in the region. The Departments of Natural Resources and Transportation employ about 23% and 21% of regional state workers respectively.

Figure 26: State Employment by Agency, Northwest Minnesota FY 2017



- About 16% of regional state employees work in the human services and development career family. About one in eight (12.3%) employees work in transportation operations and regulation while 11.5% work in natural resources occupations. About one in 10 employees work in some aspect of facilities operations and maintenance.

Figure 27: State Employment by Career Family, Northwest Minnesota FY 2017



- About 4 percent of Northwest employees are racial/ethnic minorities compared to 12 percent of total state employees.
- Employees with disabilities represent 5.1% of Northwest employees compared to 6.6% across the state.
- About 46% of Northwestern employees are women compared to about 50 percent for the entire state.
- The region employs a higher percentage of veterans at 8.9% compared to 7.7% of all state workers.

Figure 28: Summary of Employees by Protected Group- Northwest Minnesota vs. Total Executive Branch Employment

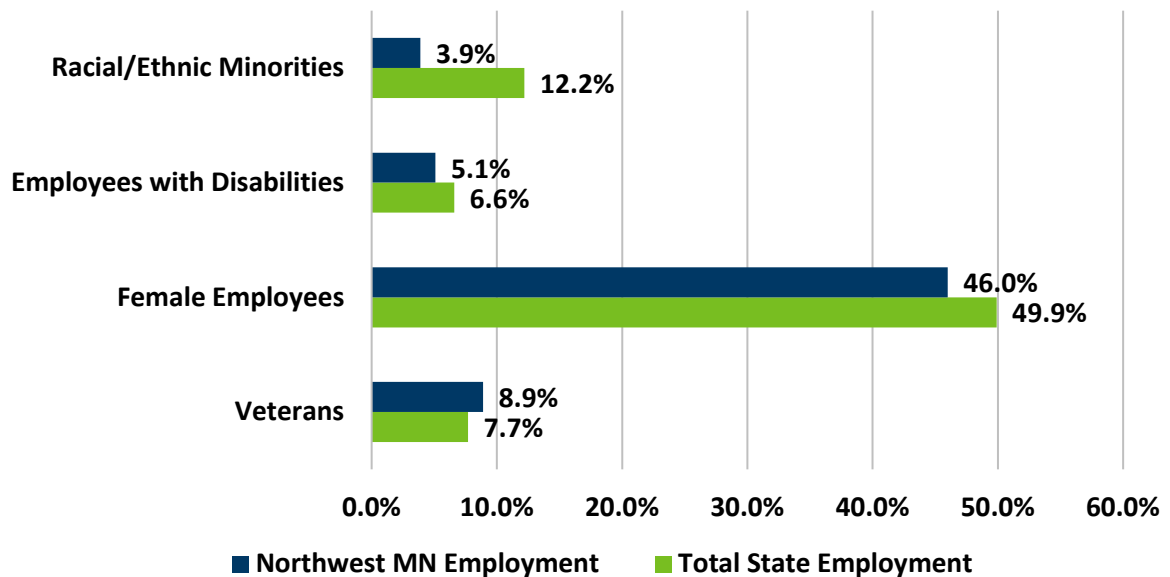


Table 7: Northwest Minnesota State Employee Age Demographics

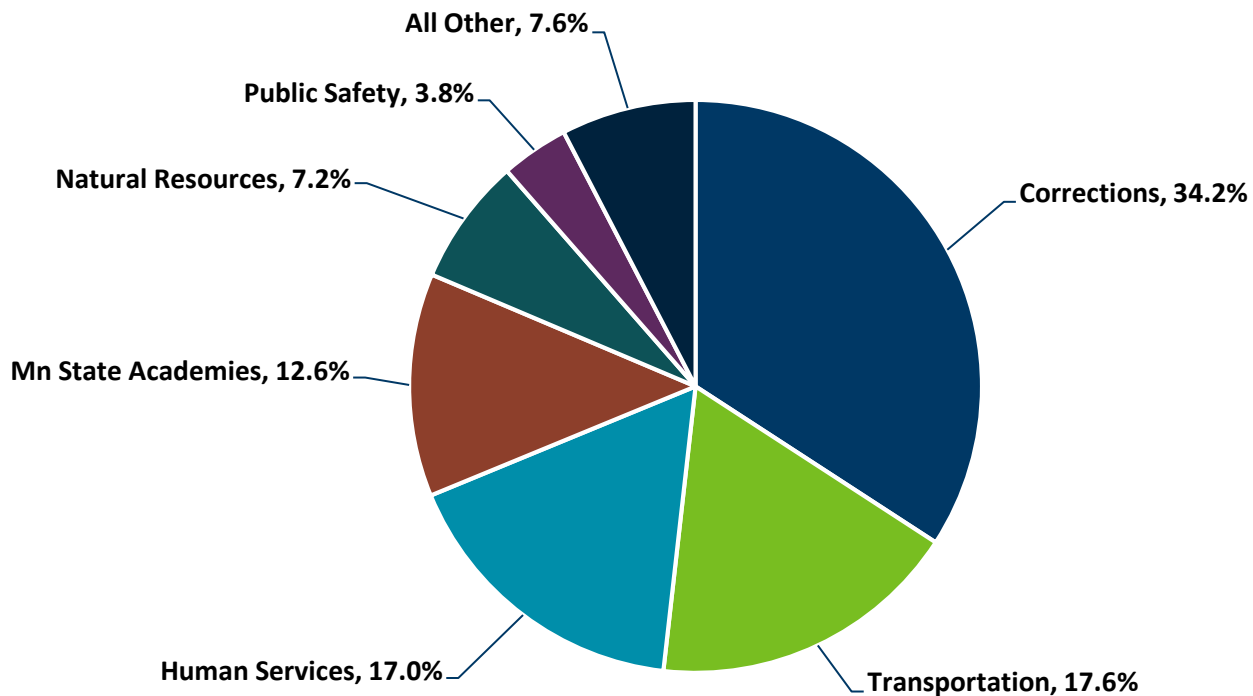
Employee Demographic	Northwest MN Employment	Total State Employment
Average employee age	46.0 Years	45.2 Years
Percent employees over age 50	43.8%	42.0%
Retirements at a % of total employment	3.3%	3.2%
Average new hire age	38.3 Years	36.1 Years
Voluntary turnover	10.1%	8.8%

- Employees in Northwest Minnesota are slightly older on average than the statewide workforce-46.0 years vs 45.2 years. About 44% of Northwest employees are over age 50 compared to 42% across the state. Retirements as a percent of total workforce are roughly on par with the entire state at 3.3% in FY 2017.
- The average age of new hires in the Northwest Region is about 2 years older than the entire state at 38.3 years.
- Regional voluntary turnover (retirements and resignations) stand at 10.1%- significantly higher than the entire state's turnover rate of 8.8%.

Executive Branch Regional Employment Profile: Southeast Minnesota

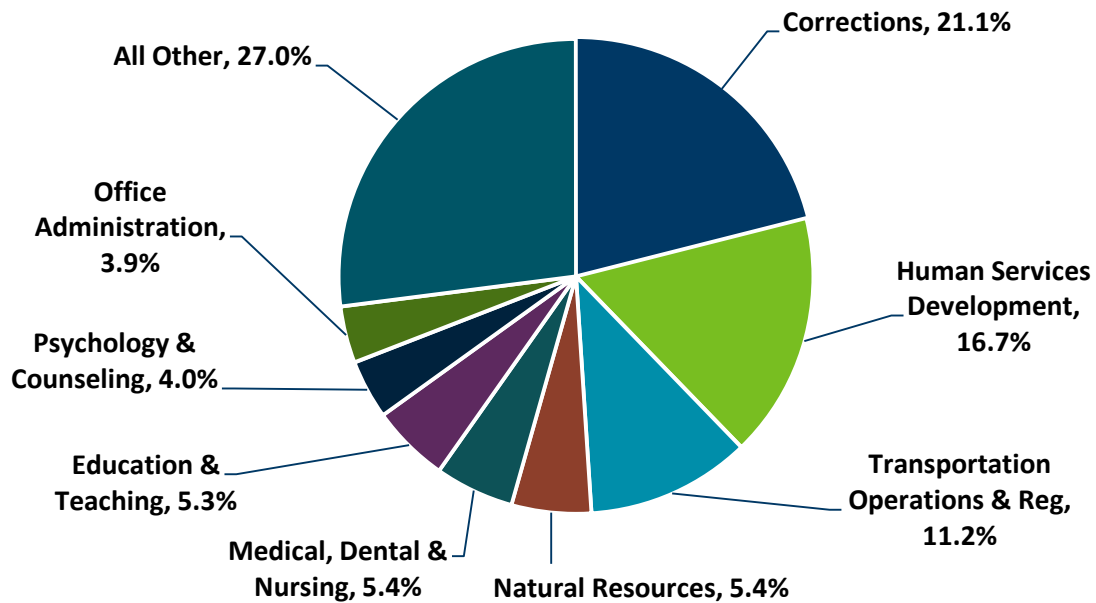
- There are 2,508 state employees in the 11 counties of Southeast Minnesota. This represents 7.0 percent of the total Executive Branch employment in the state.
- With 34.2% of employment, the Department of Corrections employs the most state workers in the region. The Departments of Transportation and Human Services employ about 18% and 17% of regional state workers respectively.

Figure 29: State Employment by Agency, Southeast Minnesota FY 2017



- About 21% of regional state employees work in corrections-related career family while 17% of employees work in human services and development career families.

Figure 30: State Employment by Career Family, Southeast Minnesota FY 2017



- About 5 percent of Southeast employees are racial/ethnic minorities compared to 12 percent of total state employees.
- Employees with disabilities represent 7.5% of Southeast employees compared to 6.6% across the state.
- About 45% of Southeastern employees are women compared to about 50 percent for the entire state.
- The region employs a higher percentage of veterans at 8.8% compared to 7.7% of all state workers.

Figure 31: Summary of Employees by Protected Group- Southeast Minnesota vs. Total Executive Branch Employment

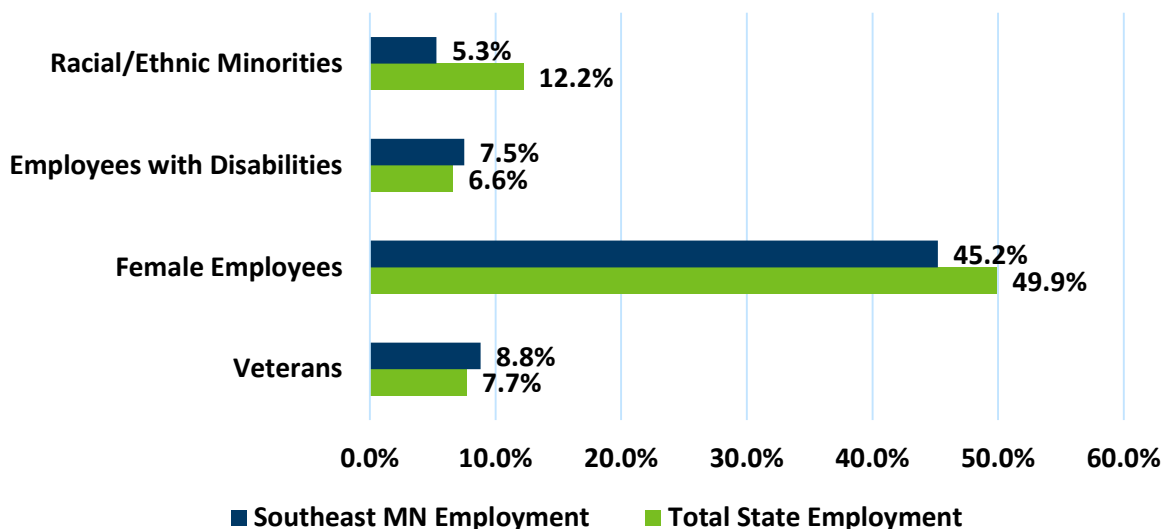


Table 8: Southeast Minnesota State Employee Age Demographics

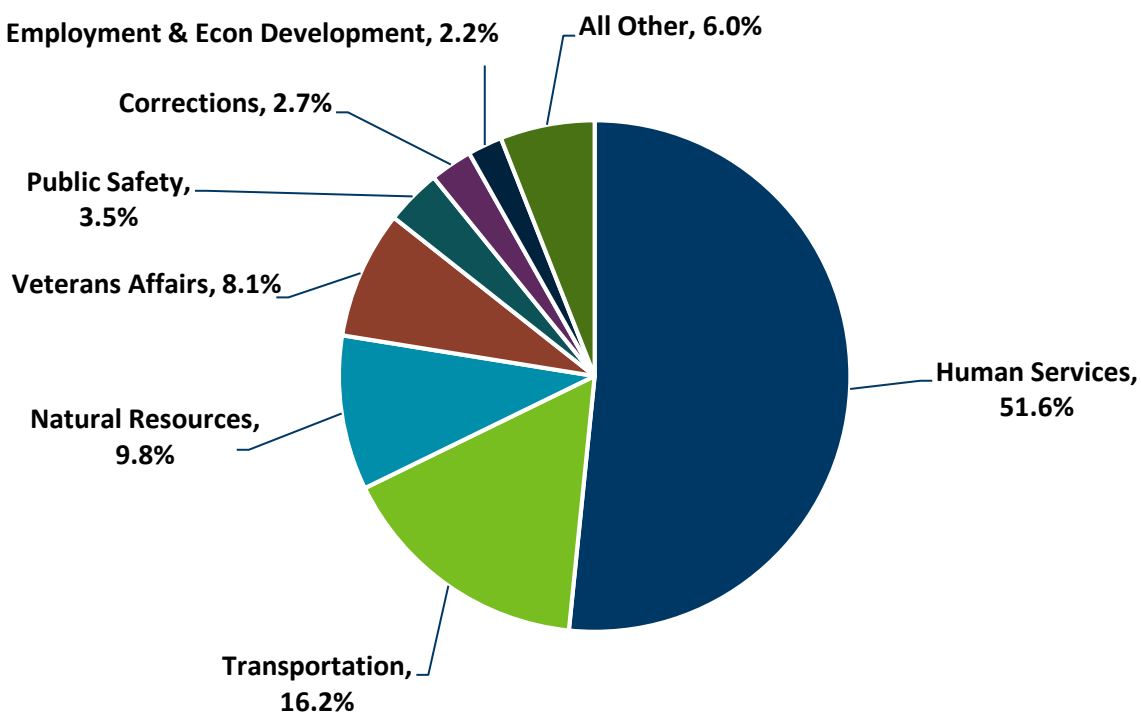
	Southeast MN Employment	Total State Employment
Average employee age	45.0 Years	45.2 Years
Percent employees over age 50	37.1%	42.0%
Retirements at a % of total employment	2.4%	3.2%
Average new hire age	37.5 Years	36.1 Years
Voluntary turnover	7.7%	8.8%

- Employees in Southeast Minnesota are roughly the same age (on average) as the statewide workforce- 45 years versus 45.2 years. About 37% of Southeast employees are over age 50 compared to 42% across the state. Retirements as a percent of total workforce are lower than the entire state at 2.4% in FY 2017.
- The average age of new hires in the Southeast Region is about 6 months older than the entire state at 37.5 years.
- Regional voluntary turnover (retirements and resignations) stand at 7.7%- about one percentage point lower than the entire state.

Executive Branch Regional Employment Profile: Southwest Minnesota

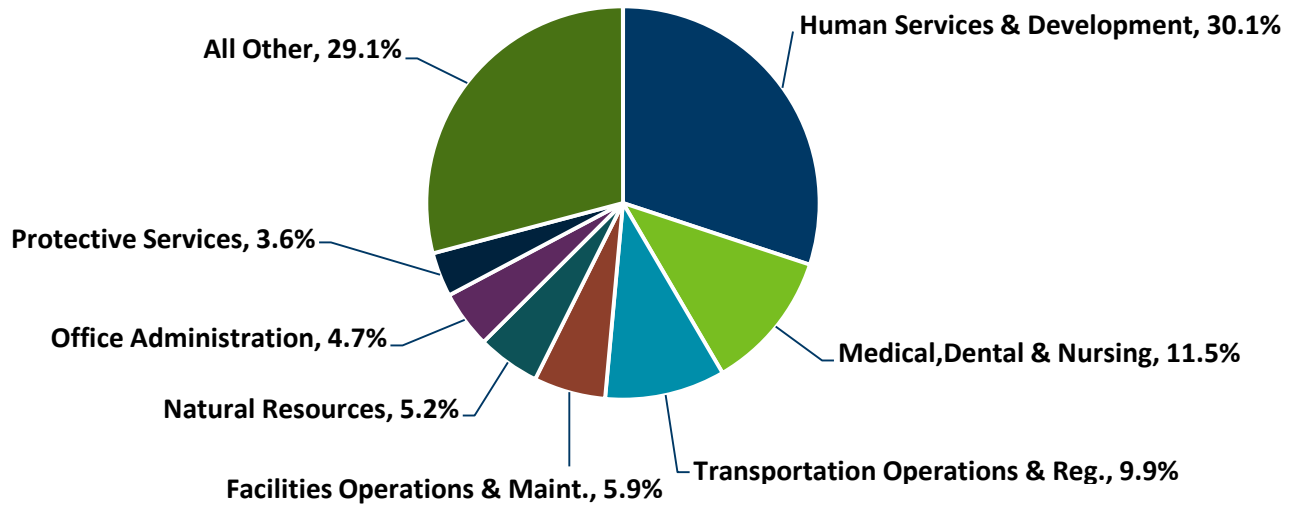
- There are 2,610 state employees in the 23 counties of Southwest Minnesota. This represents 7.3 percent of the total Executive Branch employment in the state.
- With 52% of employment, the Department of Human Services employs the most state workers in the region. The Departments of Transportation and Natural Resources employ about 16% and 10% of regional state workers respectively.

Figure 32: State Employment by Agency, Southwest Minnesota FY 2017



- Over 40% of regional employees work in some aspect of human services and development or a medical field. One in ten employees work in transportation operations and regulation.

Figure 33: State Employment by Career Family, Southwest Minnesota FY 2017



- About 6 percent of Southwest employees are racial/ethnic minorities compared to 12 percent of total state employees.
- Employees with disabilities represent 4.3% of Southwest employees compared to 6.6% across the state.
- About 48% of Southwestern employees are women compared to about 50 percent for the entire state.
- The region employs an equal percentage of veterans at 7.7% to statewide workers in the executive branch.

Figure 34: Summary of Employees by Protected Group- Southwest Minnesota vs. Total Executive Branch Employment

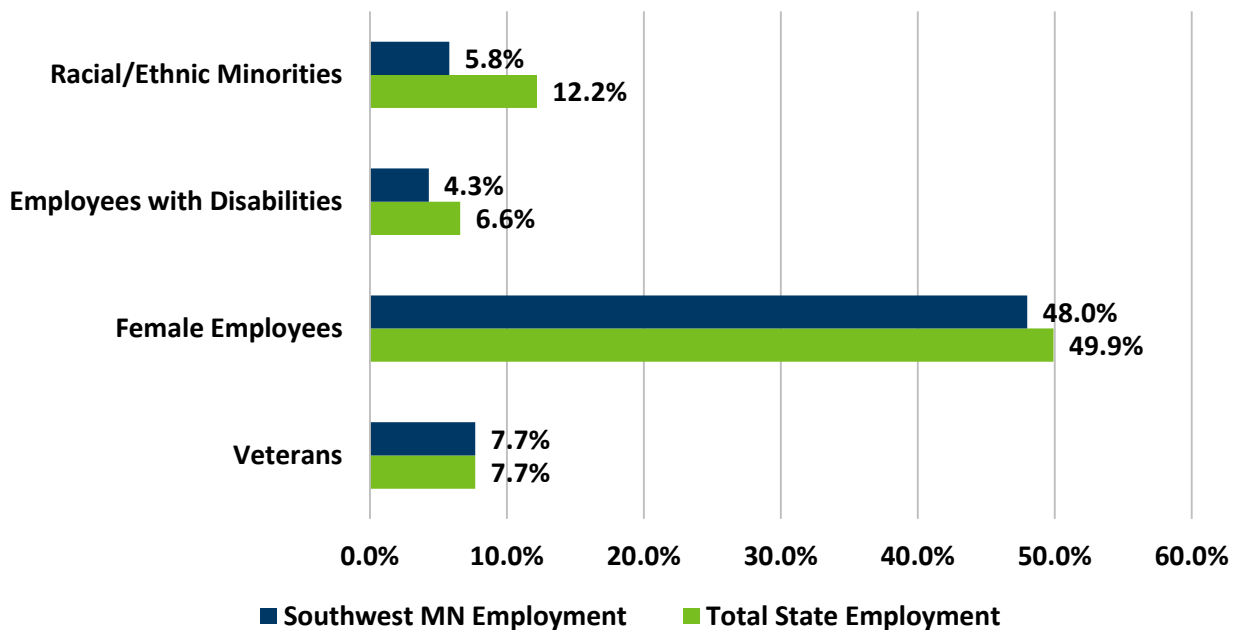


Table 9: Southwest Minnesota State Employee Age Demographics

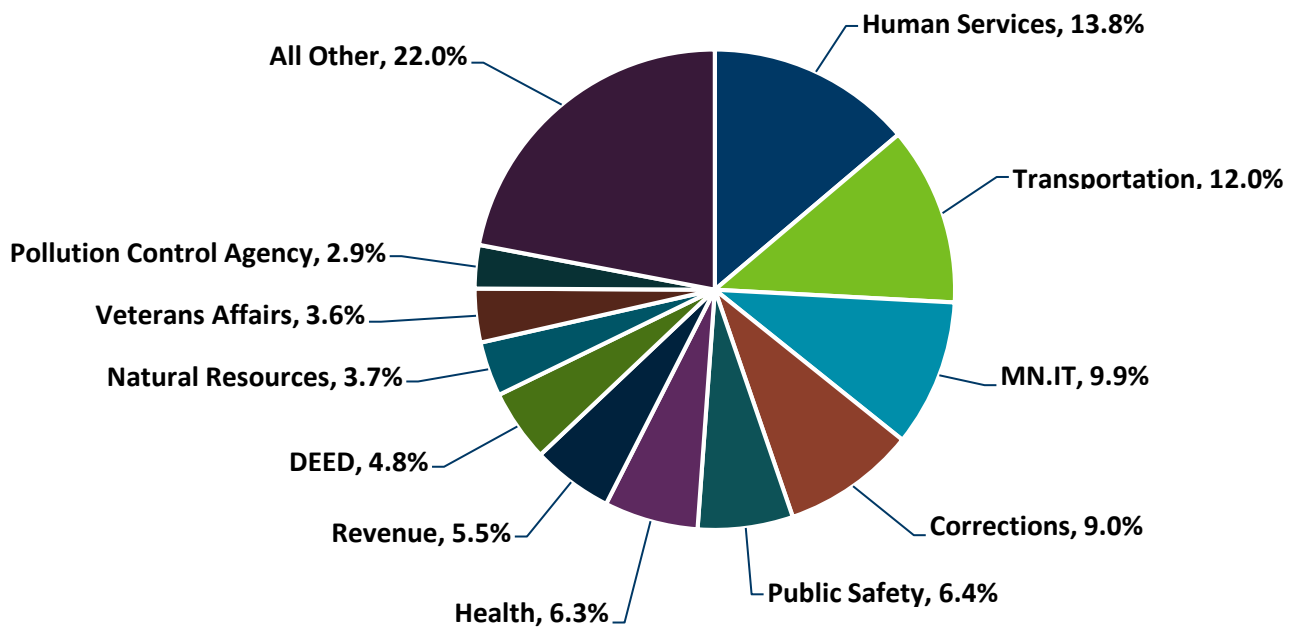
Employee Age Demographics	Southwest MN Employment	Total State Employment
Average employee age	42.9 Years	45.2 Years
Percent employees over age 50	32.0%	42.0%
Retirements at a % of total employment	2.5%	3.2%
Average new hire age	33.4 Years	36.1 Years
Voluntary turnover	8.8%	8.8%

- Employees in Southwest Minnesota are younger (on average) as the statewide workforce-42.9 years versus 45.2 years. About 32% of Southwest employees are over age 50 compared to 42% across the state. Retirements as a percent of total workforce are lower than the entire state at 2.5% in FY 2017.
- The average age of new hires in the Southwest Region is about 2.5 years younger than the entire state at 33.4 years.
- Regional voluntary turnover (retirements and resignations) stand at 8.8%- equal to the turnover rate of the entire state.

Executive Branch Regional Employment Profile: Twin Cities (7-County) Metro Region

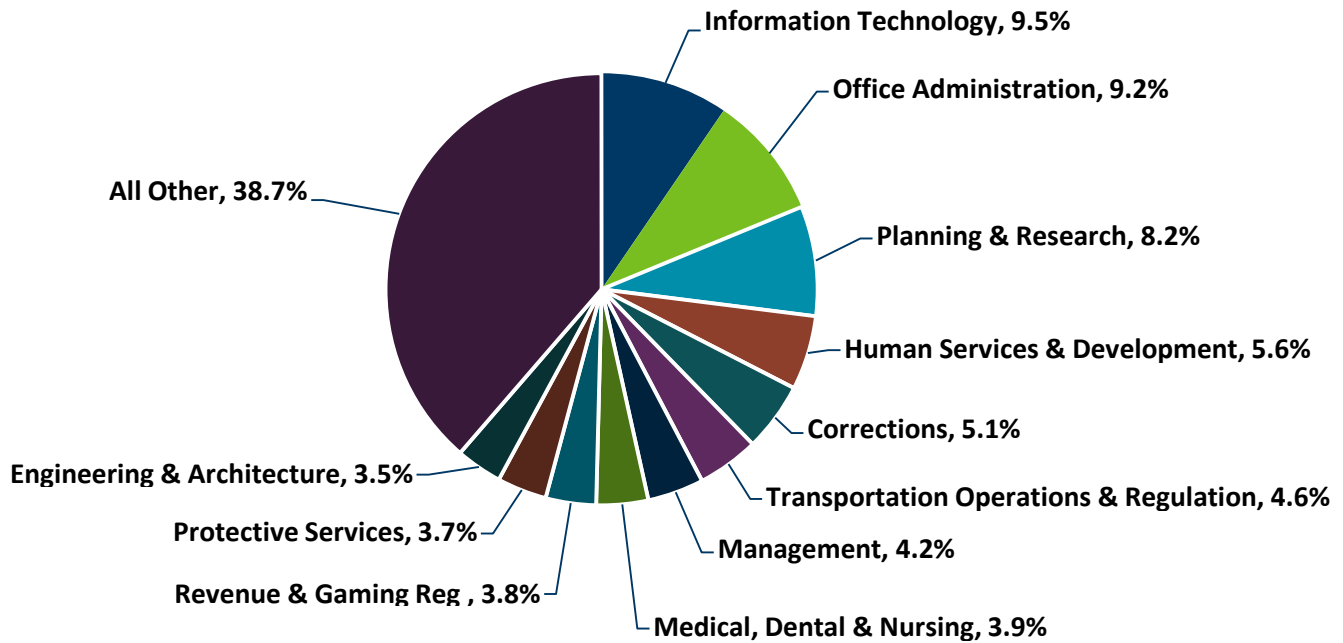
- There are 21,875 state employees in the 7 counties of the Metro Region. This represents 61 percent of the total Executive Branch employment in the state.
- With 14% of employment, the Department of Human Services employs the most state workers in the region. The Department of Transportation and MN.IT Services employ about 12% and 10% of regional state workers respectively.

Figure 35: State Employment by Agency, Twin Cities Metro Region FY 2017



- Regional employment is spread across a wide array of career families. High concentrations of information technology (9.5%), Office and Administrative (9.2%) and Planning and Research (8.2%) careers are driven by the presence of agency headquarters being located in the Metro Region.

Figure 36: State Employment by Career Family, Twin Cities Metro Region FY 2017



- About 17 percent of Metro employees are racial/ethnic minorities compared to 12 percent of total state employees.
- Employees with disabilities represent 7.1% of Metro employees compared to 6.6% across the state.
- About 54% of Metro employees are women compared to about 50 percent for the entire state.
- The region employs a lower percentage of veterans at 6.7% compared to 7.7% of all state workers.

Figure 37: Summary of Employees by Protected Group- Twin Cities Metro Region vs. Total Executive Branch Employment FY 2017

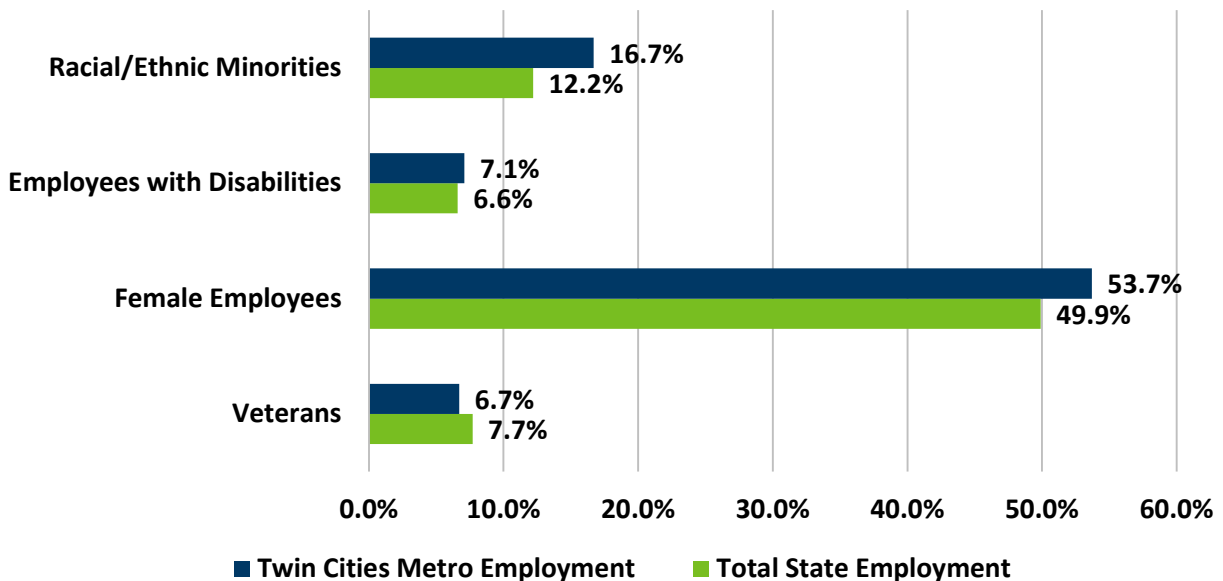


Table 10: Twin Cities Metro State Employee Age Demographics

Employee Age Demographics	Twin Cities Metro Employment	Total State Employment
Average employee age	45.9 Years	45.2 Years
Percent employees over age 50	41.8%	42.0%
Retirements at a % of total employment	3.4%	3.2%
Average new hire age	36.0 Years	36.1 Years
Voluntary turnover	8.9%	8.8%

- Employees in the Twin Cities Region are older (on average) than the statewide workforce-45.9 years versus 45.2 years. About 42% of Metro employees are over age 50- equal to the entire state. Retirements as a percent of total workforce are slightly higher than the entire state at 3.4% in FY 2017.
- The average age of new hires in the Metro Region is about equal to the entire state at 36.0 years.
- Regional voluntary turnover (retirements and resignations) stand at 8.9%- roughly equal to the turnover rate of the entire state.

Appendices

Appendix Table 1: Demographic Composition of the Largest Executive Branch Agencies FY 2017

Executive Branch Agency	Total Appointments	Racial/Ethnic Minority	White	Female/Male Ratio	Persons with Disabilities	Veterans
Human Services	6,813	16.2%	80.3%	67.7%/32.1%	6.8%	5.0%
Transportation	5,029	9.3%	87.6%	22.0%/77.6%	4.5%	9.8%
Corrections	4,379	8.7%	88.4%	40.4%/59.6%	6.8%	12.9%
Natural Resources	3,024	3.9%	91.6%	39.0%/60.1%	6.6%	5.6%
MN.IT Services	2,257	19.0%	77.0%	37.3%/62.6%	6.8%	8.5%
Public Safety	1,973	10.2%	86.2%	42.9%/57.0%	5.6%	12.7%
Health	1,583	13.1%	82.8%	75.7%/24.3%	7.2%	2.6%
Revenue	1,403	15.3%	80.9%	56.9%/43.1%	7.6%	3.9%
Employment & Economic Dev.	1,376	13.2%	82.3%	68.2%/31.7%	12.0%	6.9%
Veterans Affairs	1,376	22.7%	66.9%	69.9%/29.7%	6.9%	9.1%
Pollution Control Agency	876	6.8%	89.4%	48.1%/51.8%	3.5%	3.7%
Agriculture	554	9.6%	85.0%	52.3%/47.1%	4.5%	5.2%
Administration	505	19.0%	77.2%	40.0%/60.0%	5.3%	7.1%
Labor & Industry	452	11.1%	85.4%	45.1%/54.4%	9.3%	8.4%
Military Affairs	420	5.5%	91.4%	21.9%/78.1%	2.1%	37.6%
Education	395	11.9%	84.6%	77.5%/22.5%	5.8%	2.0%
Commerce	363	13.5%	82.1%	51.8%/47.9%	4.7%	5.2%
MN Zoo	348	6.3%	89.4%	60.1%/39.9%	3.7%	4.9%
Attorney General	332	11.1%	88.9%	60.8%/39.2%	11.1%	2.1%
MN State Academies	316	0.9%	90.8%	74.7%/25.3%	22.5%	1.3%
Housing Finance Agency	248	16.5%	82.3%	71.4%/28.6%	11.7%	3.2%
MN Management & Budget	247	17.0%	76.9%	66.0%/34.0%	5.3%	2.8%
MNsure	179	31.3%	63.7%	60.9%/39.1%	4.5%	1.7%
Lottery	166	11.4%	80.1%	46.4%/50.6%	9.0%	6.6%
Water & Soil Resources Bd.	113	0.9%	87.6%	40.7%/58.4%	4.4%	3.5%
All Other Agencies	1,105	13.8%	77.6%	65.2%/34.7%	5.2%	4.0%
Total Appointments	35,832	12.2%	83.7%	49.9%/49.8%	6.6%	7.7%

Appendix Table 2: Employee Age and Service Demographics by Largest Agency (FY 2017)

Agency	Average Age	Average Years of Service	Total Retirements	Retirement Change from FY 2016
Human Services	45	10	204	-17
Transportation	46	13	151	18
Corrections	43	11	142	13
Natural Resources	45	13	103	15
MN.IT Services	49	13	73	17
Public Safety	44	11	65	1
Health	46	11	45	0
Revenue	43	11	41	-1
Employment & Economic Dev.	48	13	37	-22
Veterans Affairs	46	9	73	36
Pollution Control Agency	46	15	27	3
Agriculture	45	11	13	-6
Administration	48	11	12	-5
Labor & Industry	52	14	22	3
Military Affairs	43	9	13	4
Education	49	12	16	-5
Commerce	46	12	9	-2
MN Zoo	39	8	7	0
Attorney General	42	8	20	11
MN State Academies	47	12	6	2
Housing Finance Agency	47	10	7	-1
MN Management & Budget	45	11	8	1
MNsure	37	3	1	1
Lottery	47	13	2	-1
Water & Soil Resources Bd.	45	10	6	5
Total Appointments	45	12	1,148	82

Appendix Table 3: Occupations with the Most Job Openings in FY 2017

Occupation Group	Job Family	Number of Openings
Office & Administrative Specialists	Administrative Support & Hospitality	443
Information Technology Specialists	Information Technology	307
State Program Administrators	General Administration	234
Student Workers and Interns	General Administration	246
Management Analysts	General Administration	157
State Program Administrator Managers & Directors	Executive Leadership & Management	129
Customer Services Specialists	Administrative Support & Hospitality	125
Registered Nurses	Health Care & Human Services	120
Transportation Generalists	Construction, Maintenance, Manufacturing & Transportation	111
General Maintenance Workers	Construction, Maintenance, Manufacturing & Transportation	114
Engineers	Engineering & Architecture	89
Revenue Tax Specialists	Finance, Regulatory & Economic Development	84
Correctional Officers	Corrections, Public Safety & Legal	83
Human Services Technicians	Health Care & Human Services	66
Licensed Practical Nurses	Health Care & Human Services	64
Natural Resources Specialists	Environmental Sciences	64
Planners	General Administration	59
Accounting Officers	Finance, Regulatory & Economic Development	56
Clinical Program Specialists	Health Care & Human Services	55
Work Therapy Technicians	Health Care & Human Services	50
Building & Grounds Workers	Construction, Maintenance, Manufacturing & Transportation	47
Account Clerks	Finance, Regulatory & Economic Development	47
Transportation Specialists	Construction, Maintenance, Manufacturing & Transportation	43
Human Services Specialists	Employment	42
Food Service Workers	Administrative Support & Hospitality	41
Accounting Technicians	Finance, Regulatory & Economic Development	39
Engineering Specialists	Engineering & Architecture	37
Research Specialists	General Administration	37
Laborer General	Construction, Maintenance, Manufacturing & Transportation	32
Total Job Openings		5,444

Definitions and Technical Notes

Appointment: Appointment counts are the number of filled positions. An employee with multiple concurrent jobs (e.g., two part-time jobs at the same time) will be counted once for each job or position regardless if both positions are in the same agency or job class. Because one employee can hold more than one appointment, appointment counts are usually larger than the number of actual employees.

Average: The most representative score in a distribution. The total divided by the number of cases: for example, the average age of the group is determined by adding all ages together and dividing by the number of individuals.

Baby Boom Generation: The U.S. population born between 1946 and 1964 according to Harvard University's Joint Center for Housing Studies.

Calendar year: January 1 through December 31 of a given year.

Central MN Region: The 13 counties of Minnesota encompassing Benton, Chisago, Isanti, Kanabec, Kandiyohi, McLeod, Meeker, Mille Lacs, Pine, Renville, Sherburne, Stearns and Wright counties.

Classified: Most positions in state government are designated as classified status. Classified positions require open competition under state law and a probationary period in order to obtain permanent status. (Compare to [unclassified](#) below.)

Contingent workforce: Temporary, emergency, and provisional employees hired for a limited time-period within the span of a fiscal year.

Executive Branch: Agencies of state government established by Minnesota Statute 43A that have statewide jurisdiction and are not within the Legislative or Judicial branches of government.

Fiscal Year: State government fiscal year runs July 1 of one year through June 30 of the following year. Fiscal year 2015 runs from July 1, 2014 through June 30, 2015 and is the time period used for this report.

FTE: Full Time Equivalent, or FTE, is a calculation of how much work was compensated last fiscal year. This is represented in 2,080 hour increments or what a regular full-time employee would have worked in one fiscal year. Average Annual Salary per FTE represents the total salary compensation (dollars) divided by the calculated FTE total.

Generation X: The U.S. population born between 1965 and 1984 according to Harvard University's Joint Center for Housing Studies.

Median: The point at which half of cases in a distribution fall below and half fall above in a given range. For example, the median age of state workers was 48 years (half were younger and half were older).

Millennial Generation: That U.S. population born after 1985 according to Harvard University's Joint Center for Housing Studies.

Northeast Minnesota Region: The seven counties of Minnesota encompassing Aitkin, Carlton, Cook, Itasca, Koochiching, Lake and St. Louis counties.

Northwest Minnesota Region: The 26 counties of Minnesota encompassing Becker, Beltrami, Cass, Clay, Clearwater, Crow Wing, Douglas, Grant, Hubbard, Kittson, Lake of the Woods, Mahnomen, Marshall, Morrison, Norman, Otter Tail, Pennington, Polk, Pope, Red Lake, Roseau, Stevens, Todd, Traverse, Wadena and Wilkin counties.

Southeast Minnesota Region: The 11 counties of Minnesota encompassing Dodge, Fillmore, Freeborn, Goodhue, Houston, Mower, Olmsted, Rice, Steele, Wabasha, and Winona counties.

Southwest Minnesota Region: The 23 counties of Minnesota encompassing Big Stone, Blue Earth, Brown, Chippewa, Cottonwood, Faribault, Jackson, Lac Qui Parle, Le Sueur, Lincoln, Lyon, Martin, Murray, Nicollet, Nobles, Pipestone, Redwood, Rock, Sibley, Swift, Waseca, Watonwan and Yellow Medicine counties.

Turnover: For the purposes of this report, turnover is defined as being due to staff voluntarily leaving state government -through resignation or retirement. The number of staff leaving in a year is divided by the total number of staff as of Q4, 2017.

Twin Cities Region: The 7 counties of Minnesota encompassing Anoka, Carver, Dakota, Hennepin, Ramsey, Scott and Washington counties.

Unclassified: Jobs designated as unclassified status are [specifically designated in statute](#). They are specifically identified, such as elected officials, heads of agencies, judicial branch employees, legislative employees, and academic positions. Other statute allows for professional, managerial, or supervisory positions to have a maximum duration of up to three years.

Unlimited status: Employees hired on an unlimited status is an appointment for which there is no specified maximum duration.