



State of Minnesota Executive Branch Biennial Affirmative Action Report

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by Minnesota Management and Budget
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Questions regarding this report may be directed to Nickyia Cogshell, Assistant Director of Equal Opportunity with Minnesota Management and Budget, nickyia.cogshell@state.mn.us or 651-201-8207.

To request an alternative format of this document, contact Nickyia Cogshell at 651-201-8207, or nickyia.cogshell@state.mn.us.

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Introduction

Minnesota communities throughout the state are becoming more diverse. The FY2017 State of Minnesota Workforce Planning report indicates racial and ethnic minorities make up a larger share of Minnesota's population and labor force. It further cites that the racial and ethnic minority population in Minnesota grew by 47% over a ten-year timeframe (2005 – 2015) compared to 10% of the entire population. Trends indicate Minnesota's racial and ethnic minority population will grow 50% over a ten year timeframe (2015 – 2035) compared to 13% of the entire population. Currently, people of color (those who identify as a race other than White alone and/or those who are Hispanic) comprise 20% of the state's total population. Minnesota's unemployment rate is 3.3% at time of publishing. However, the unemployment rate for individuals with disabilities is 9.9% which is 2.5 times higher than the general unemployment rate. Individuals with disabilities continue to be underutilized in the workforce. Currently, females comprise 51% of the labor force and the State of Minnesota workforce.

Each of the above data points present opportunities to engage, recruit, and retain these protected groups in the State of Minnesota's workforce. Protected groups in the State of Minnesota are: individuals with disabilities, females, racial/ethnic minorities, and (for Minnesota State Colleges and Universities) veterans.

The State of Minnesota's equity and inclusion practices are integrated into recruitment and retention strategies throughout state government. [Minnesota Statutes section 43A.191, subdivision 3 \(e\) encourages](#) state departments, commissions, boards and institutions to develop innovative ways to promote awareness, acceptance, and appreciation for diversity and affirmative action.

Minnesota state agencies in the executive branch have developed Affirmative Action plans for the 2016-2018 biennium that contain strategies for increasing the diversity of their workforce including equal employment opportunity and a focus on protected class individuals. Affirmative Action plans should be used as workforce planning guides to assure positions in the executive branch are equally accessible to all qualified individuals and to eliminate the underutilization of qualified protected group individuals and to ultimately guide the unique recruitment and retention efforts at each agency.

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

Biennially, agencies submit Affirmative Action plans to Minnesota Management and Budget. MMB reviews agency plans to ensure compliance prior to agencies communicating their plans internally and externally. Estimated costs to prepare Affirmative Action plan reports across agencies for the 2016-2018 biennium was approximately \$67,500.

Role of Minnesota Management and Budget

Minnesota Management and Budget 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 and ADA reports, interpretation and communication of applicable federal and state laws, and preparation of reports to the Minnesota Legislature and the federal government.

Statewide Focus on Diversity, Equity, and Inclusion

The State of Minnesota's leadership has focused on diversity, equity, and inclusion over the past biennium. Following are definitions of each term. Improving agencies' organizational culture is essential to supporting a diverse workforce. These concepts have been incorporated into Enterprise Talent Development (ETD) CORE training modules to ensure broad dissemination to managers, supervisors, and human resource practitioners.

Diversity reflects the ways in which we are different and the ways we are the same. Diversity is one of our greatest assets in the State of Minnesota. Our goal is to have a workforce that reflects the rich diversity of Minnesota. We aim to leverage the diversity of all employees to create positive and equitable outcomes for all Minnesotans.

Equity provides employees with what they need to be successful in the workplace. Equity creates access and opportunity for all employees to do their best work and reduces and eventually eliminates barriers to workplace success.

Inclusion creates an environment where all employees feel valued, respected, and supported. An inclusive workplace is where all employees can bring their full selves to work to fully engage and connect.

Various recruitment efforts are being used by cabinet-level state agencies to increase the representation of protected groups. The improved recruitment of protected group individuals demonstrates the positive momentum these efforts are making to diversify the State of Minnesota's workforce. As we continue to improve statewide recruitment strategies, creating inclusive environments is crucial for state agencies to maintain and grow a diverse workforce that represents those we serve.

Statewide Support from the Governor's Office

- Implemented and expanded unconscious bias and inclusive leadership training for all executive branch leaders.
- Increased state spending on procurement contracts with the following groups: females,

individuals with disabilities, veterans, economically disadvantaged, and racial and ethnic minorities. Data provided reveals that overall spending with protected groups has increased by nearly \$20,000.00 over a three-year timeframe, \$65,423,600 at the end of FY2015 to \$85,093,400 at the end of FY2018.

- Applied recommendations in the hiring and retention of employees from the 2016 Carlson Consulting Enterprise report on *Increasing Inclusion and Diversity*.
- Established MN Pathways in 2017 to support the administration's goal of hiring a diverse workforce that reflects the changing demographics of Minnesota communities. The goal of MNPathways is to hire and create pathways for individuals from underrepresented communities to grow long-term careers in state government and address underutilization. This is a collaboration between the state of Minnesota, cities of St. Paul, Minneapolis, and Ramsey and Hennepin counties. Nine career pathways were established, and eighteen state agencies participated resulting in 175 individuals gaining job experience with the state of Minnesota over the biennium.
- Provided Sexual Harassment Prevention Training in 2018 for all cabinet commissioners and senior leaders, 150 human resource directors and staff, labor relations, and Affirmative Action officers. Conducted train-the-trainer sessions with 137 agency trainers preparing them to deliver in-person manager/supervisor sexual harassment prevention training to all agency managers and supervisors by May 31, 2018. In 2018, 33,792 employees completed the online Sexual Harassment Prohibited policy review and acknowledgement.

Statewide Support from Minnesota Management and Budget

- Hired executive leaders. Enterprise Human Capital, a division within Minnesota Management and Budget, manages the human resources of the State of Minnesota workforce. Since January 2015, the state has hired about 370 executives. Of those new hires, 54% are female, 7.9% report having a disability, and 21.7% identify as racial/ethnic minorities.
- Restructured the Recruitment, Retention, and Affirmative Action division of MMB to better serve agencies and build stronger relationships with community organizations to support diversity and inclusion statewide. The purpose of the unit is to support state agencies by aligning agency recruitment, retention, and affirmative action practices. The unit is comprised of eight employees serving in the following roles: Director of Recruitment, Retention, and Affirmative Action; Assistant Director of Equal Opportunity; Assistant Director of Talent Acquisition; Statewide Affirmative Action Officer; Statewide Talent Pipeline Coordinator; and two Senior Recruiters.
- Chaired the Alliance for Cooperation and Collaboration in Employment and State Services (ACCESS) Partnership. This partnership is comprised of Affirmative Action Officers, ADA Coordinators, and Diversity and Inclusion Practitioners from state agencies and Minnesota State. The mission is to ensure implementation of equal employment opportunity and affirmative action laws across state government. This group meets monthly to discuss pertinent affirmative action and ADA issues, and learn from subject matter experts.
- Chaired 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.

- Delivered courses to sharpen skills in current roles, develop potential for advancement, and elevate leadership effectiveness. Enterprise Talent Development (ETD) offered the following training courses over the biennium: Diversity and Cultural Inclusion, Respectful Workplace training for leaders, Respectful Workplace training for all employees, Preventing Sexual Harassment for Managers and Supervisors, Prohibition of Sexual Harassment Policy Review and Acknowledgement. ETD's mission is to help build skills, cultivate careers, and develop leaders with Minnesota's government employees.
- Launched statewide Employee Resource Groups (ERGs) to support the retention of state of Minnesota employees. In addition to statewide Employee Resource Groups, some agencies host agency specific employee resource groups to support the retention of employees.
- Launched a statewide employee exit survey to learn more about the experiences of employees separating from state employment. Thirty-three state agencies are participating in statewide exit surveys. All cabinet level state agencies are participating.
- Increased workforce representation through Connect 700, a program that allows eligible individuals with disabilities the opportunity to be selected to demonstrate their ability to perform a specific position for up to 700 hours on the job. The program was relaunched in October 2016. As of October 2019, Minnesota Management and Budget has issued approximately 1,441 Connect 700 certificates to applicants and employees to apply for State of Minnesota positions through the program. The hiring goal of 7% was achieved in August 2018 as set by the previous Executive Order 14-14. A new hiring goal of 10% has been established in Executive Order 19-15.
- Developed relationships with diverse community organizations to strengthen our talent pipelines. Some community partners include: State of Minnesota Ethnic Councils, the Minnesota Council on Disabilities, Project for Pride in Living, HIRED, the Coalition of Asian American Leaders, and American Indian OIC St. Paul Chamber.

State of Minnesota Protected Group Workforce Snapshot

Over the past two years, Minnesota's executive branch agencies increased the diversity of their workforces by improving the representation of racial/ethnic minorities, individuals with disabilities, and females. Intentional efforts have focused on diversity recruitment over the past biennium; however, this must 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 our recruitment efforts and focus on retaining, supporting, and developing the talent we attract. This includes transforming agency cultures into inclusive environments where all employees feel welcome. This transformation begins with affirmative action planning.

Cabinet-level state agencies have improved the rate at which they are hiring protected group individuals. Efforts to recruit more diverse candidates have proven successful and underscore the need to continue this work. Below is a summary of the representation of protected groups for fiscal years 2017 and 2018.

Table 1. Representation of Protected Groups

Total Staffing of Cabinet Agencies	FY16	FY17	FY18
Females	48.8%	49.0%	50.0%
Employees with Disabilities	6.1%	6.5%	6.8%
Racial/Ethnic Minorities	11.1%	12.3%	13.1%

- The overall representation individuals with disabilities and racial/ethnic minorities has increased by .7% and .8% respectively since FY16.
- Cabinet-level state agencies have hired racial/ethnic minorities at a higher rate than overall representation for the past 3 years. Currently, racial/ethnic minorities comprise 13.1% of the state of Minnesota's total workforce. This is up .8% in the last fiscal year.

Compliance Standards

In accordance with [Minnesota Statutes section 43A.191, subdivision 3 \(b\)](#), this report describes agency requirements and efforts in affirmative action and equal employment opportunity, recruitment, retention, and diversity initiatives from July 1, 2016 to June 30, 2018.

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.

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:

[19.1 Affirmative Action Plan Requirements \(pdf\)](#)

Affirmative Action and Equal Employment Opportunity

[Minnesota Statutes section 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.”

Affirmative Action is defined as a set of management principles developed to remedy past discrimination and to achieve equal opportunity in employment. It involves 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 (females, minorities, and individuals with a disability). Additionally, Minnesota State’s Affirmative Action plans include a fourth protected group (veterans). State agencies develop program activities which demonstrate a good faith effort to eliminate the underutilization in the workforce of these protected groups.

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: Sex (Gender), National Origin, Color, Race, Age, Marital Status, Disability, Religion, Sexual Orientation, Familial Status, Membership in a Human Rights Commission, Status with Regard to Public Assistance, and creed.

Availability is an estimate of the number of qualified protected group members (racial/ethnic minorities, females, individual with disabilities, or veterans (for Minnesota State)) available for employment in a given job group, expressed as a percentage of all qualified persons available for employment in the job group. When a vacancy exists in a job group where there is an underutilization, the agency Affirmative Action Officers and designees work with agency human resources staff to recruit members of the protected group for which the agency is underutilized.

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

State of Minnesota’s agency selection process centers 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 procedures

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:

- The Statewide Affirmative Action Officer is available to provide guidance and consultation to agency Affirmative Action Officers and human resource staff as issues arise. Training, individual consultation, and coaching is available as agencies develop their biennial Affirmative Action plans.
- Affirmative action and other program tools and resources are provided in MMB's HR Toolbox 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, report templates, goal and timetable instructions, worksheets with automated calculations, two-factor analysis guide and worksheet, and PowerPoint presentations.
- ADA resources include, but are not limited to, accessibility checklists, ADA annual report summary, auxiliary aids and services, ADA Title II policy, ADA Title I Reasonable

Accommodation policy, procedures, and applicable forms.

Movement of Protected Group Employees in 2018

The following three tables indicate the movement of protected group 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.

Movement of Racial/Ethnic Minority Employees In Cabinet Agencies

Table 1. Movement of Racial/Ethnic Minority Employees in FY 2018

Resignations and Dismissals/Non-Certifications were factored into this data. Retirements, Layoffs and Terminations without Rights have not been included.

Job Categories	Racial/Ethnic Minority Hires	Racial/Ethnic Minority Separations	Overall Representation of Racial/Ethnic Minority Employees	Total Population of Cabinet Agency Employees
Officials/Administrators	12	<10	140 (10.2%)	1,374
Professionals	446	171	2,274 (13.9%)	16,376
Paraprofessionals	267	150	667 (20.3%)	3,288
Protected Services	54	30	355 (10.4%)	3,399
Office/Clerical	154	43	406 (16.1%)	2,527
Technicians	72	35	310 (9.9%)	3,131
Skilled Craft	<10	<10	26 (4.2%)	624
Maintenance Services	135	39	368 (10.5%)	3,503
TOTAL	1,145	474	4,546 (13.3%)	34,222

Key Insights

- Overall, the number of racial/ethnic minorities hired exceeds that of racial/ethnic minorities separated across all job categories. This contributed to an increase in the total racial/ethnic minority workforce rate (from 11.1% in FY 2016 to 13.3% in FY 2018) in cabinet level agencies.

The estimated racial/ethnic minority population in Minnesota's labor force is 15.6%.¹ The total representation of racial/ethnic minorities in the state of Minnesota's workforce is 13.1%.

- Opportunity exists to retain employees in the following categories: paraprofessionals, protective service, and technicians' job categories as indicated by their separation-hire ratios (56.2%, 55.2%, and 48.6% respectively) by strengthening agency recruitment and retention strategies.

Movement of Female Employees in Cabinet Agencies

Table 2. Movement of Female Employees in FY 2018

Resignations and Dismissals/Non-Certifications were factored into this data. Retirements, Layoffs and Terminations without Rights have not been included.

Job Categories	Female Hires	Female Separations	Overall Representation of Female Employees	Total Population of Cabinet Agency Employees
Officials/Administrators	40	19	718 (52.3%)	1,374
Professionals	1,089	455	9,192 (56.1%)	16,376
Paraprofessionals	629	381	1,894 (57.6%)	3,288
Protected Services	112	63	683 (20.1%)	3,399
Office/Clerical	373	116	2,146 (84.9%)	2,257
Technicians	261	130	1,312 (41.9%)	3,131
Skilled Craft	<10	0	8 (1.3%)	624
Maintenance Services	284	110	860 (24.6%)	3,503
TOTAL	2,789	1,274	16,813 (49.1%)	34,222

Key Insights

- Females comprise approximately 50% of the state of Minnesota's workforce, which is on par with

¹ American Fact Finder (<https://factfinder.census.gov/faces/tableservices/jsf/pages/productview.xhtml?src=bkmk>). This percentage is based on estimated racial/ethnic minority population regardless of the labor force participation status.

Minnesota's overall female population (50.2%).²

- Opportunity exists to retain female employees in the following job categories: officials/administrators, paraprofessionals, protective service, and technicians' job categories (separation-hire ratios are 47.5%, 60.6%, 56.3%, and 49.8% respectively) by strengthening agency recruitment and retention strategies.

Movement of Employees with Disabilities in Cabinet Agencies

Table 3. Movement of Employees with Disabilities in FY 2018

Resignations and Dismissals/Non-Certifications were factored into this data. Retirements, Layoffs and Terminations without Rights have not been included.

Job Categories	Hires: Employees with Disabilities	Separations: Employees with Disabilities	Overall Representation of Employees with Disabilities	Total Population of Cabinet Agency Employees
Officials/Administrators	<10	<10	118 (8.6%)	1,374
Professionals	139	56	1,234 (7.5%)	16,376
Paraprofessionals	79	42	179 (5.4%)	3,288
Protected Services	26	17	86 (5.5%)	3,399
Office/Clerical	71	19	279 (11.0%)	2,527
Technicians	9	13	150 (4.8%)	3,131
Skilled Craft	<10	<10	29 (4.6%)	624
Maintenance Services	57	14	170 (4.9%)	3,503
TOTAL	415	170	2,345 (6.9%)	34,222

Key Insights

- The percentage of employees with disabilities increased from 6.0% in FY 2016 to 6.8% in FY18. The percentage of individuals with disabilities in Minnesota's labor force from 2013-2017 was 7.3%.³
- Opportunity exists to retain employees with disabilities in the office/clerical, officials/administrators, paraprofessionals, protective service job categories (separation-hires ratios are 71.4%, 53.2%, 65.4%, and 57.1% respectively) by strengthening agency recruitment

² American Fact Finder (<https://factfinder.census.gov/faces/tableservices/jsf/pages/productview.xhtml?src=bkmk>). This percentage is based on estimated femalesfemale population regardless of the labor force participation status.

³ Quick Facts Minnesota, United States Census Bureau (<https://www.census.gov/quickfacts/fact/table/mn/DIS010217#DIS010217>). This includes individuals with disabilities under age 65 years old.

and retention strategies.

- Increased workforce representation through Connect 700, a program that allows eligible individuals with disabilities the opportunity to be selected to demonstrate their ability to perform a specific position for up to 700 hours on the job. The program was relaunched in October 2016. As of October 2019, Minnesota Management and Budget has issued approximately 1,441 Connect 700 certificates to applicants and employees to apply for State of Minnesota positions through the program. The hiring goal of 7% was achieved in August 2018 as set by the previous Executive Order 14-14. A new hiring goal of 10% has been established in Executive Order 19-15.

Agency Progress to Eliminate Workforce Underutilization

Agencies in the executive branch have submitted Affirmative Action plans in compliance with Minnesota Statutes, Rules, and Administrative Procedures. Agencies are required to complete a Monitoring the Hiring Process form to monitor appointments when there is an underutilization of protected class members as described by M.S. 43A.191, subd. 3 (c) and Minn. Rules 3905.0600. Below is a summary of competitive and non-competitive hiring data at the enterprise level.

Underutilization in an agency's workforce varies. In the appendix section of this report, see *Cabinet Agency Underutilization for 2016-2018* for an overview of underutilization across cabinet level agencies. Underutilization is determined by analyzing the demographics of an agency's workforce and comparing that workforce to the availability of females, minorities, and individuals with disabilities who have the requisite skills in the relevant recruitment area. Availability percentages for females, racial/minorities, and individuals with disabilities are determined using the U.S. Census EEO Data Tool.

Unlimited, classified multi-source competitive appointments are appointments to positions in the classified service made through successful competition in a selection process and appointment from a finalist pool.

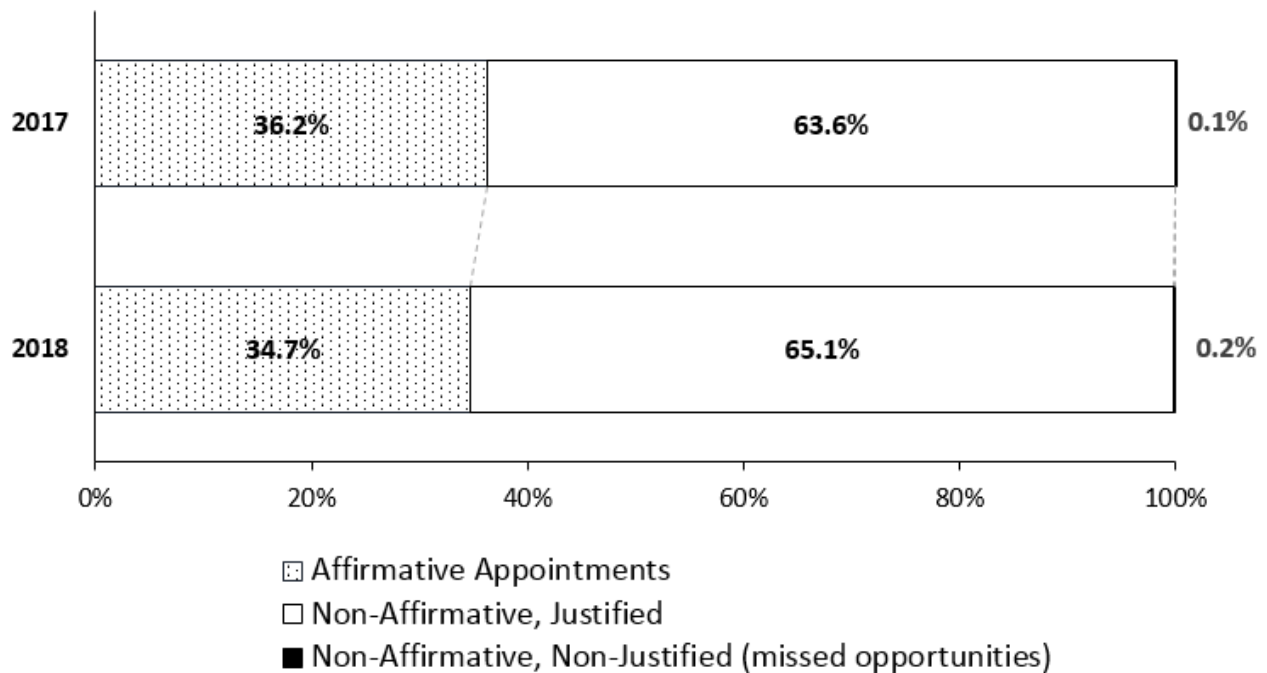
Non-competitive qualifying appointments are appointments to positions in the classified service made other than by appointment from a finalist pool as provided in M.S. 43A.15 and other law.

The graphs include three key legends as follows:

- Affirmative Appointments – Appointments of protected group members.
- Non-Affirmative Appointments, Justified – Appointments of non-protected group members but the appointments were justified.
- Non-Affirmative Appointments, Non-Justified – Appointments of non-protected group members for which no justification was provided. This is an opportunity missed to appoint a qualified person who is a protected group member.

Unlimited, Classified Multi-source Competitive Appointments

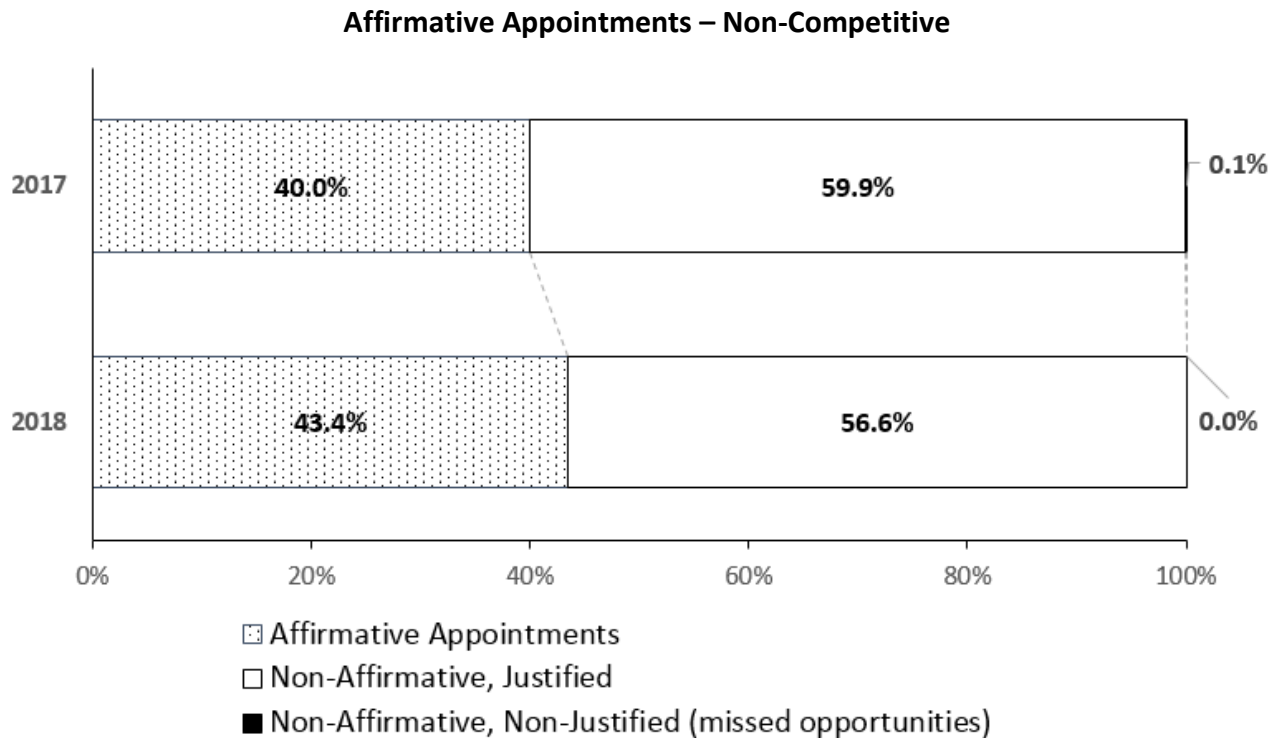
Affirmative Appointments – Competitive



Key Insights

- There were 3,518 competitive appointments in 2017 and 3,415 in 2018. The competitive affirmative appointments have slightly decreased from 36.2% to 34.7% in 2017 and 2018 respectively.
- Overall non-affirmative appointments have slightly increased from 63.7% to 65.3% in 2017 and 2018 respectively. Of them, the non-justified non-affirmative appointments have slightly increased from 0.1% to 0.2% from 2017 to 2018. This means some opportunities existed to appoint protected group members, but affirmative appointments were not made.
- The results may indicate that it is imperative to increase brand awareness of state agencies by increasing outreach and recruitment strategies to reach diverse communities. Innovative and creative recruitment is key to attracting qualified people from the protected groups.
- We can improve by decreasing non-justified, non-affirmative appointments. It is important to provide ongoing training to all hiring managers/supervisors on affirmative action concepts and responsibilities.

Non-Competitive, Qualifying Appointments



Key Insights

- There were 1,420 non-competitive appointments in 2017 and 1,372 in 2018. The non-competitive affirmative appointments have increased from 40.0% to 43.4% in 2017 and 2018 respectively.
- Overall non-affirmative non-competitive appointments have decreased from 60.0% to 56.6% in 2017 and 2018 respectively. Of them, the non-justified non-affirmative appointments have decreased from 0.1% in 2017 to none in 2018. It appears that more qualified candidates from the protected groups were identified and considered.
- The positive movement from 2017 to 2018 indicates the internal strategies for non-competitive appointments have been effective, and we continue making efforts to develop pipelines including career development for all employees and identifying qualified people from the protected groups.

Successful Practices for Affirmative Action and Equal Employment Opportunity

Agencies are making good faith efforts to uphold and apply Affirmative Action and Equal Opportunity laws and policies. Below we highlight some successful practices by cabinet level state agencies:

- Using Affirmative Action plans as a workforce planning guide to measure progress toward eliminating the underutilization of protected class employees, thus improving diversity in the organization and retention of employees.

- Incorporating the agency's executive level leadership in the execution and implementation of agency Affirmative Action plans.
- Involving the agency's executive leadership in the *Monitoring the Hiring Process* and/or using the *Monitoring the Hiring Process* with all agency hires. Currently, a few agencies require Deputy Commissioners or Executive Directors to approve agencies taking missed opportunities on non-justified, non-affirmative hires.
- Using a diverse hiring panel when interviewing candidates.
- Maintaining a respectful and inclusive workplace by providing training for employees, managers, and supervisors focused on diversity, equity, and inclusion. Some examples of training include: unconscious bias, cultural awareness, respectful communication, managing a diverse and multi-generational workforce, conflict resolution, and preventing discrimination and harassment.
- On a quarterly basis, analyze hiring, separation, and retirement data for protected group employees and compare this data to the agency hiring goals listed in the agency's Affirmative Action plan. Affirmative Action Officers provide quarterly progress reports to agency leadership and business units.
- Ensure all employees are aware of the agency complaint process and procedures. Provide training to managers and supervisors regarding the benefits of using alternative dispute resolution techniques to resolve workplace disputes.
- Provide Affirmative Action, Equal Opportunity, Diversity, Inclusion and ADA training during new hire orientation for all employees.

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 high quality diverse applicant pool is only the first step. Once hired, the next step is to ensure we retain employees. An essential element of retention is the agency's demonstrated commitment to equity and inclusion. State agencies are improving the diversity of their workforce through recruitment efforts, yet, there is more to do to create inclusive work environments that improve retention.

Minnesota Management and Budget partners with cabinet level state agencies to implement effective recruitment efforts aimed at increasing the diversity and quality of their workforce while addressing underutilization in the agency's workforce. During the past two years, MMB's Statewide Executive Recruitment team has partnered with state agency recruiters to fill positions, particularly those that are 15M or above leadership positions.

Additionally, they have sponsored and/or coordinated recruitment and networking events. Below is a summary of these events.

Recruitment and Networking Events

Minnesota Management and Budget partnered with the Governor's office and state agencies to

coordinate and host several recruitment and networking events in 2017 and 2018 to promote state agency employment opportunities. These recruitment and networking events assist state agencies to increase brand awareness and promote employment opportunities. Daily, there are approximately three-hundred available jobs in state agencies. Recruitment efforts are a key strategy to diversifying the workforce and addressing the underutilization of protected groups. Below are highlights of recruitment events.

2017

- *Make It MSP* is a movement of individuals and organizations working together to make the Minneapolis-St. Paul region the best place in the world for talented people to come, stay, and thrive. State agencies participate in relevant *Make It MSP* events.
- MaxAbility Job Fair offers the opportunity for targeted recruitment of individuals with disabilities. This reverse job fair offers the opportunity for candidates to highlight their skills and experiences by setting up displays. Employers rotate from table to table to build connections with jobseekers and share state agency employment opportunities based on their skills, qualifications, and experiences.

2018

- The state of Minnesota participated the People of Color (POC) Career Fair at the Minneapolis Convention Center. The POC Career Fair is one of the Twin Cities premier career fairs for professionals of color seeking employment opportunities and agencies seeking diverse talent.
- The state of Minnesota in partnership with the City of St. Paul hosted a Career Fair at the Roy Wilkins Auditorium in St. Paul. Approximately fifteen-hundred jobseekers were in attendance. Twenty-three cabinet level agencies participated, in addition to boards and commissions, the Connect 700 program, Employee Benefits, the Judicial Branch, Procurement and Supplier Diversity, Talent Pipeline Programs, the Minnesota Zoo, and Anoka Ramsey Community College.
- Four *Lead-In Events* were held throughout the reporting period. These events are culturally responsive networking events designed to build brand awareness and build relationships with diverse Minnesota communities to increase diverse applicants for state agency leadership positions. The focus of lead-in events include six main objectives: 1) to promote recruitment opportunities and offer guidance on how to apply for jobs with state agencies; 2) to recruit for boards and commissions; 3) supplier diversity procurement; 4) promoting the Minnesota Pathways program; 5) to learn about disparities facing certain communities; 6) promote civic engagement.
- In June 2018, the state of Minnesota exhibited at the annual Twin Cities Pride celebration. This was an opportunity to organize an enterprise presence and increase brand awareness. Additionally, our participation demonstrated a commitment to Minnesota's LGBTQ+ community and allies. 40 state agency employees staffed the Pride booth and 100+ employees and partners participated in the parade.
- In July 2018, the Minnesota Department of Employment and Economic Development and the Minnesota Department of Veterans Affairs sponsored a Veteran Career Fair held at Earle Brown Center in Brooklyn Park attracting 600 former and current military members and 167 public and private sector agencies/companies. MMB partnered to ensure enterprise-wide participation.

Military members in attendance reported the fair as a “great experience” and “great diversity of industries.”

- Yearly, the state of Minnesota has a booth at the Minnesota State Fair. This multi-agency effort increases brand awareness and exposes Minnesotans to the various jobs available with state agencies.

Talent Pipeline Programs

Developing and maintaining talent pipelines is essential to diversifying our workforce. Internships and fellowships are recruitment strategies to expose high school, college, and university students to valuable work experience. Minnesota Management and Budget provides strategic leadership and partners with three premier youth development organizations committed to establishing talent pipelines. Throughout the reporting period over two-hundred interns and fellows gained valuable work experience with state agencies through these programs.

Star of the North Fellowship

Star of the North is a fellowship program open to applicants who have earned or will soon earn advanced degrees, and who demonstrate an interest in a career in public service. In 2017 and 2018, state agencies hosted a total of twenty-two fellows. To date 43% of Star of the North Fellows have been hired for state agency employment after their fellowships.

Youth and leadership development partnerships:

Right Track (St. Paul)

The Right Track Program’s mission is to bring together the City of St. Paul, St. Paul Public Schools, state agencies, local businesses, and community-based organizations to provide employment opportunities and professional skills training for diverse youth. These opportunities help local youth explore diverse career interests, gain valuable skills, make professional connections, and prepare them for meaningful careers. Since Right Track’s inception, state agencies have been featured as a model employer on Right Track’s marketing materials and promotional items. In 2017 and 2018, state agencies hosted 94 participants.

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 2017 and 2018, state agencies hosted 45 participants.

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 2017 and 2018, state agencies hosted 56 interns, with the highest number of returning scholars.

Tools and Resources

The following is a list of tools and resources state agencies use to enhance their recruitment strategies.

- Talent communicates enable prospective applicants the opportunity to submit their resume to a “career family” on the Careers website. As positions become available, state agency recruiters can review resumes to match skills to open positions.
- The Minnesota State Government Executive Jobs newsletter is distributed biweekly to approximately 10,000 statewide community organizations and representatives, professional diversity groups, and disability organizations. Additionally, it features a spotlight on a state leader in a senior level position and highlights open state agency positions.
- A robust online recruitment directory provides agencies with contact information and descriptions for various youth employment programs, colleges and universities, diversity organizations, community organizations, and recruitment websites.
- MMB chairs the Statewide Recruiters meeting. This group provides a platform for agency staff to communicate, cooperate, and collaborate on successful practices in recruitment, affirmative action, and equal opportunity.
- Advertising contracts with McFarlane Media and Graystone Group Advertising 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. Standard recruitment brochures and materials are available for agencies to print and bring to job fairs 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, recommendations, 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.

Practices in Recruitment, Retention, Development, and Advancement

To continue to make progress to attract and retain talent, executive branch cabinet-level agencies are making progress in aligning their recruitment, retention, and affirmative action strategies. This requires collaboration across the agency from senior leaders, to human resource staff, Affirmative Action Officers, and ADA Coordinators. In the following sections we highlight examples of agency-specific recruitment programs and partnerships and retention programs.

- The agency’s talent development processes have resulted in equitable and accessible recruitment, retention, and advancement and a pervasive feeling of inclusion.
- The workforce across all levels and functions is generally representative of the agency’s labor market.
- The agency’s reputation for high quality diversity and inclusion efforts enhances its ability to attract and retain employees who contribute to outstanding agency results.

- Turnover of members of underrepresented groups is in parity with that of majority employees.

Agency Specific Recruitment Programs and Partnerships

State agencies use various approaches to increase diverse talent pools. For example, partnering with Employee Resources Groups (ERGs), promoting/marketing agencies through appropriate social media platforms, attending career fairs, hosting/participating in conferences, participating in traditional and non-traditional job fairs, and using the Connect 700 program. Following we highlight some agency-specific activities.

Department of Corrections

The Minnesota Department of Correction launched the Women in Corrections Leadership Program to develop a pipeline for women leaders. This program emphasizes the professional development, cultivation, and retention of high-potential leaders currently serving in other job categories.

Department of Natural Resources

The Department of Natural Resources has established a partnership with Conservation Corps of Minnesota and Iowa to develop a new talent pipeline program to bridge students with identified barriers from secondary school through college and into employment in natural resources. The Legislative-Citizen Commission on Minnesota Resources funded this partnership.

Minnesota Department of Transportation

The Minnesota Department of Transportation leverages four long-standing student recruitment programs and one summer program. Each program targets a different career level and develops future pipelines.

- **Phoenix Program:** provides internship opportunities for high school seniors enrolled in pre-engineering classes and serves as a feeder program for the Seeds Student Worker Program.
- **Civil Engineering Internship Program:** provides summer internships to civil engineering students. The program hires the interns through its partnership with the University of Minnesota's Center for Transportation Studies and through other recruitment methods located in various locations throughout Minnesota. These internships allow students to participate in hands-on transportation related experience.
- **Seeds Student Worker Program:** provides job opportunities for minority students, economically disadvantaged students, and students with disabilities. It focuses on permanent placement upon graduation. The purpose of Seeds is to prepare students for full-time, permanent employment at the agency. This is a collaborative youth education and employment effort between MnDOT Seeds, City of Minneapolis, the Minnesota Internship Center, and Emerge Street Works program.
- **Grad Engineer/Land Surveyor Program:** this two-year rotation program is designed to recruit and retain civil engineers land surveyors. The program allows the participant to gain firsthand knowledge of the various transportation fields and to grow as an engineer or land surveyor.
- **Urban Youth Corps Program:** is a temporary summer program for high school students and/or recent graduates planning to attend college. The program focuses on highway maintenance work.

Minnesota IT Services

Minnesota IT Services piloted a work-trainee pathway program, partnering with the Minnesota Department of Human Services, Minnesota Department of Education, and Minnesota Management and Budget. This program was implemented to prepare individuals for an entry level position with MNIT.

Minnesota Pollution Control Agency

Minnesota Pollution Control Agency uses two programs for both entry and professional level positions. These programs introduce the agency's job opportunities to jobseekers and future pipelines.

- Summer internship program for entry level positions partners with youth development programs, Right Track (city of Minneapolis) and Step-Up (city of St. Paul). This internship opportunity provides high school students pathways to full-time employment opportunities.
- Increasing Diversity in Environmental Careers provides access to job information and/or role models by placing interns in positions with the goal of introducing underrepresented groups to STEM related fields with state environmental agencies.

Other Successful Practices

- The **Department of Agriculture** personally reaches out to job candidates by promoting the Minnesota Department of Agriculture emphasizing an inclusive work environment.
- The **Department of Human Services** launched the first diversity recruitment survey to gain insights into the candidate experience for underrepresented candidates interested in working at DHS. Additionally, the agency established a Diversity and Inclusion Team to strategically reach diverse candidates. Lastly, DHS hosted a seminar on resume development, held mock interviews, participated in student networking events, marketed DHS internships and job opportunities to students, shared personal career path stories, and discussed career paths available at DHS.
- **Minnesota IT Services (MNIT)** is committed to increasing the representation of veterans in the agency workforce by matching the percent of qualified individuals who self-identify as veterans and are minimally qualified.

Agency Specific Retention Programs

State agencies have implemented and have been leveraging programs to retain employees. Common practices across agencies are reviewing policies, internal communications and trainings on respectful workplace, ERG utilization, and partnerships with human resources and hiring managers. Below we highlight efforts of distinct programs.

Minnesota Department of Corrections

The Department of Corrections established an Integrated Conflict Management unit to retain employees by resolving conflicts at the earliest possible opportunity. Supervisors and managers are encouraged 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.

Minnesota Department of Public Safety

The Department of Public Safety implemented and has been making use of the Law Enforcement Training Opportunity (LETO) program. Through the LETO program, diverse applicants are able to obtain the educational training sufficient to meet Peace Officer Standards and Training licensing requirements. LETO participants complete education requirements by attending classes from October through December. In January, LETO participants continue training by participating in an academy required for all state troopers. The guaranteed funding authorized by Chapter 189, Article 4, Section 7 (d) of the 2016 Session Laws for fiscal years 2018 and 2019 enabled continued recruitment and hiring of females.

Minnesota Department of Transportation

The Department of Transportation implements a Training Academy Pilot Program. This is a one-year program designed to provide employees with specialized training and skills development to promote success at MnDOT. Skills learned include basic hand tools, performing routine scheduled equipment maintenance, performing roadway maintenance, using computers for simple data entry and data transfer, operating maintenance vehicles, and operating mobile and two - way radio systems. The completion of this program potentially provides opportunities for career advancement.

Minnesota Housing Finance Agency

The Housing Finance Agency has been providing training and career development opportunities to develop internal qualified diverse talent pools, especially leadership level roles. Currently, these efforts include the agency's tuition assistance program, Emerging Leaders Institute, Senior Leadership Institute, Mentoring Program, and other leadership development efforts. These efforts are monitored to ensure that minority employees are receiving equitable access to development opportunities.

Other Successful Practices

- The **Minnesota Department of Transportation** has a Language Services Division that provides sign language interpretation and accent modification services to improve communication internally and externally.

- The **Minnesota Department of Administration** has been providing opportunities for cross-training/ education within the agency to support and promote career growth.
- **Minnesota Pollution and Control Agency** continues to offer telecommuting and compressed time schedules to retain employees, especially individuals with disabilities. Work schedules require supervisory approval and must adhere to agency's guidelines.
- The **Minnesota Department of Corrections** hosted a biennial Diversity Symposium, highlighting staff training opportunities in discrimination-free workplace and implicit bias.

Americans with Disabilities Act (ADA) and Reasonable Accommodations

[Minnesota Statute 43A.191 Subdivision 2 \(b\)](#) states: “The agency [affirmative action] 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 the Minnesota Human Rights Act. 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 have reasonable accommodation policies and procedures that address the requirements of the ADA and Minnesota Human Rights Act. The plans also include the process by which an applicant or employee can request a reasonable accommodation.

Annual ADA Reporting

State agencies must 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 received for reasonable accommodations, the agency response to the request, and additional data. Below is a summary of agency data submitted for fiscal years 2017 and 2018.

State agencies are committed to ensuring employees, applicants, service recipients, and program participants who identify as having a disability have equal access to employment opportunities. Many strategies are being used to ensure the success of individuals with disabilities in state agencies' workforce. Some strategies include: providing training on ADA requirements with staff, promoting activities during October's Disability Employment Awareness Month, and providing reasonable accommodations. State agencies have dedicated staff, ADA Coordinators (for Title I and II), who work with employees, applicants, service recipients, and program participants to fulfill reasonable accommodation requests.

2017 Annual ADA Summary

Executive branch cabinet-level state agencies reported **1028** reasonable accommodation requests under Title I of the Americans with Disabilities Act. Annual costs were approximately **\$231,650** across cabinet-level state agencies. Average costs were \$225/per accommodation request.

The top five most provided accommodations were: 1) provision of a qualified reader, writer, sign language interpreter, or other assistant; 2) acquisition of alternative devices, adaptive equipment, or assistive technology; 3) job restructuring; 4) permission for a part-time or modified work schedule; 5) provision of an alternative work area.

2018 Annual ADA Summary

Executive branch cabinet-level state agencies reported **1820** reasonable accommodation requests under Title I of the Americans with Disabilities Act. Annual costs were approximately **\$246,600** across cabinet-level state agencies. The average costs were \$135/per accommodation request.

The top five provided accommodations were: 1) acquisition of alternative devices, adaptive equipment, and assisted technology; 2) job restructuring; 3) part time or modified work schedule; 4) modification of devices, equipment or technology; 5) provision of a qualified reader, writer, sign language interpreter, or other assistant.

ADA Tools and Resources

MMB provides the following tools and resources to state agencies and Minnesota State:

- MMB served as chair of the Executive Order 14-14 Committee. The committee was established to provide guidance on ways to increase the number of individuals with disabilities in state agency employment. In 2016, the Executive Order 14-14 set a goal of 7% for hiring individuals with disabilities and called for specific recruitment, hiring, training, accessibility, and the relaunch of the Connect 700 program. We met the 7% goal in In August 2018.

- Supervisory Development Core Training includes modules on the ADA, reasonable accommodation process, applicable laws and policies, and ways to integrate ADA and employment practices.
- ADA resources on MMB's website and HR Toolbox including accessibility guides, ADA Title I and II policy, Reasonable Accommodation policy and process, accommodation forms, annual ADA reporting templates, archive of past ADA reports, and other information pertaining to Title I and Title II of the ADA.
- Agencies can access resources and services provided by the Department of Administration's Minnesota STAR program. This is a federally funded program whose mission is to help all Minnesotans with disabilities gain access to and acquire the assistive technology they need to live, learn, work, and play. The program serves Minnesotans across all environments—home, school, work, and community. Minnesotans do not need to show proof of disability to meet income requirements to access these services. STAR offers assistive technology device demonstrations and loans to assist agencies in fulfilling reasonable accommodation requests of employees. Additionally, they provide a grant program to assist agencies with assistive technology purchases. In fiscal year 2017, \$170,000 was available to reimburse agencies with assistive technology and other reasonable accommodation requests.

Complaint Resolution Report

Minnesota Administrative Rule 3905 requires all Affirmative Action plans to include an internal complaint policy and procedure. An integral part of an employer's non-discrimination and harassment prevention 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 status. The policy and procedure include agency commitments to submit dispositions of complaints to the Commissioner of Minnesota Management and Budget within 30 days of dissolution.

The summary below highlights the basis of complaints and the total number of complaints received by cabinet-level state agencies.

Summary of Cabinet Level State Agency Internal Annual Complaints

Table 2. 2017 and 2018 Report Data

Basis of Complaints	FY17 Total # of Complaints	FY18 Total # of Complaints
Race	47	62
Gender	84	134
National Origin	14	9
Color	17	8
Disability	17	29
Age	7	13
Religion	6	5
Sexual Orientation	2	3
Marital Status	1	4
Reliance on Public Assistance	1	1
Creed	0	0

Basis of Complaints Reported for Calendar Year 2018	FY17 Total # of Complaints	FY18 Total # of Complaints
Membership or Activity in Human Rights Commission	0	0
TOTAL	211	237

The totals provided above may not equal the sum of all complaints. Some complaints were filed more than once.

Applicants and employees have the option of filing a complaint with the U.S. Equal Opportunity Commission or Minnesota Department of Human Rights. Data on charges filed with the U.S. Equal Opportunity Commission can be found at: <http://www.eeoc.gov/eeoc/statistics/enforcement/index.cfm>.

Agency Snapshots

The following pages are workforce snapshots of cabinet level agencies (with more than 25 employees) as well as a snapshot of cabinet agency data at the enterprise level. The information provided cites data from July 1, 2018 as this marks the end of the previous affirmative action biennium and the beginning of a new reporting period.

The following information is included in the snapshots:

Overview

The total number of employees and the number of employees by protected group (on July 1, 2018).

Agency Representation of Protected Group Individuals

The agency's overall representation of each protected group (as of July 1, 2018):

- Females
- Race – Racial/ethnic Minorities
- IWD - Individuals with disabilities

Each protected group category has the following bars:

- **The blue bar represents protected group employees at the agency.**
- **The white bar represents protected group employees at all cabinet agencies.**
- **The horizontal striped bar represents protected group employees at all executive branch agencies.**

Underutilization Progress Report

An underutilization progress report provides an at-a-glance view of how an agency is trending in eliminating underutilization of protected group individuals in their respective workforces. These reports can guide agency strategic recruitment and retention workforce planning efforts to create and maintain a diverse workforce that represents the people living in Minnesota.

The underutilization progress report is broken down by EEO4 (Equal Employment Opportunity) job categories used by state agencies and by protected groups. 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 group) 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 protected group employees (in the respective job categories) named in agencies 2016-2018 Affirmative Action plans. This is determined by comparing underutilization patterns in agencies' 2016-2018 and 2018-2020 Affirmative Action plans.

Color indicators and symbols are included in job categories the agency may not have an underutilization, showing the movement of the utilization of each job category per protected group. Tracking this movement shows when agencies are trending unfavorably so they can make strategic plans to achieve aspirational hiring goals.

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

- **Favorable Change (*) - Underutilization has decreased since the previous biennium.**
- **Unfavorable Change (~) - Underutilization has grown since the previous biennium.**
- **No Change (No Symbol) - Underutilization has remained the same since the previous biennium.**

Hiring and Separation Rates for Protected Group Individuals

If the hire or separation numbers of protected groups are under 10, "DP" is used to ensure data privacy.

Hiring Rates

This data can be used to analyze the rate at which protected group individuals have been hired at the agency over the previous biennium (2016-2018).

Separation Rates

This data can be used to analyze the rate at which protected group employees have separated from the agency over the previous biennium (2016-2018).

m Minnesota Cabinets and Executive Branches

Overview (July 1, 2018)

- 34,222 Employees
- 16,813 Females
- 4,546 Racial/Ethnic Minorities
- 2,345 Individuals with Disabilities

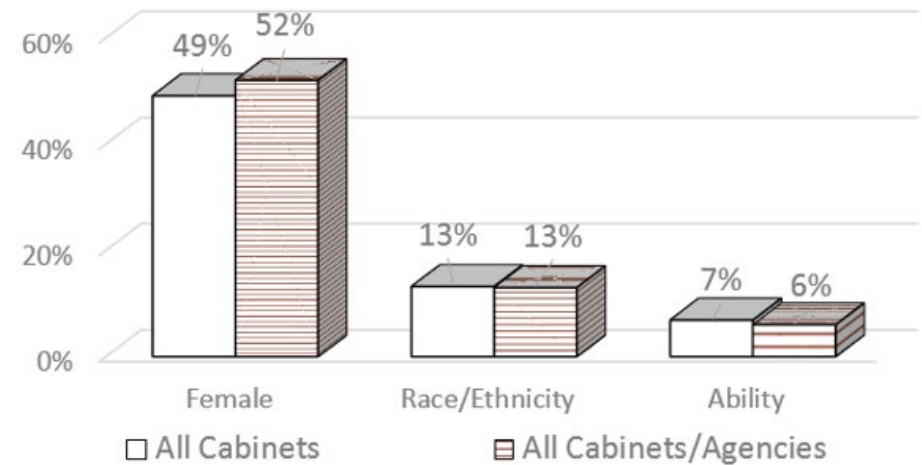
Underutilization Progress Report

(From FY 2017 - FY 2018)

Protected Group/ Job Category	Females	Racial/Ethnic Minorities	Individuals with Disabilities
Officials and Administrators	*86	*24	*16
Professionals	*862	*287	*170
Protected Services Sworn	*953	*169	*188
Protected Services Non-Sworn	~55	~1	~0
Office/Clerical	*260	*32	*62
Technicians	*138	*157	~87
Skilled Craft	*33	*31	*26
Service Maintenance	*181	*176	*125

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

Representation of Protected Groups



2016 – 2018 Hiring Rates

Protected Group	FY 2016	FY 2017	FY 2018
Females	49%	51%	50%
Individuals with Disabilities	4%	6%	7%
Racial/Ethnic Minorities	17%	19%	21%
Total Number of Hires	5047	5481	5537

2016 – 2018 Separation Rates

Protected Group	FY 2016	FY 2017	FY 2018
Women	59%	59%	59%
Individuals with Disabilities	4%	6%	8%
Racial/Ethnic Minorities	18%	19%	22%
Total Number of Hires	2218	2173	2170

If the actual number of hires or separation is under 10, "DP" is used to ensure data privacy.



Department of Administration

Overview (July 1, 2018)

- 524 Employees
- 220 Females
- 106 Racial/Ethnic Minorities
- 36 Individuals with Disabilities

Underutilization Progress Report

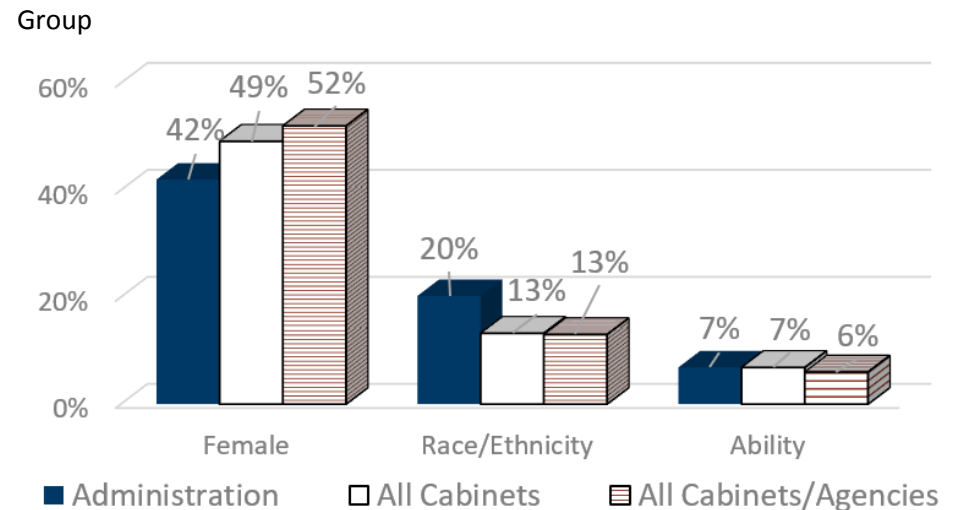
(From FY 2017-FY 2018)

Protected Group/ Job Category	Females	Racial/ Ethnic Minorities	Individuals with Disabilities
Officials and Administrators	0	0	1*
Professionals	0	0	0
Office/Clerical	0	0	1*
Technicians	0	1*	0
Paraprofessionals	0	0	0
Skilled Craft	3*	2*	3*
Service Maintenance	25~	2*	4*

*Favorable Change
(No Symbol) No change

~Unfavorable Change

Representation of Protected Groups



2016 – 2018 Hiring Rates

Protected Group	FY 2016	FY 2017	FY 2018
Females	34%	40%	44%
Individuals with Disabilities	DP	DP	18%
Racial/Ethnic Minorities	25%	29%	34%
Total Number of Hires	61	82	88

2016 – 2018 Separation Rates

Protected Group	FY 2016	FY 2017	FY 2018
Females	45%	45%	DP
Individuals with Disabilities	DP	DP	DP
Racial/Ethnic Minorities	DP	DP	36%
Total Number of Hires	29	31	36

If the actual number of hires or separation is under 10, "DP" is used to ensure data privacy.



Department of Agriculture

Overview (July 1, 2018)

- 576 Employees
- 312 Females
- 52 Racial/Ethnic Minorities
- 30 Individuals with Disabilities

Underutilization Progress Report

(From FY 2017 - FY 2018)

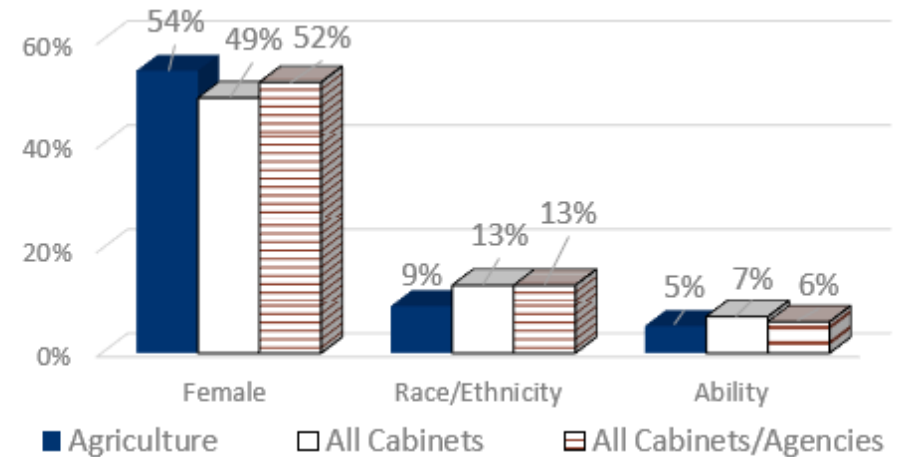
Protected Group/ Job Category	Females	Racial/Ethnic Minorities	Individuals with Disabilities
Officials and Administrators	0 *	2*	0 *
Professionals	15*	36*	12*
Office/Clerical	0 *	2*	2
Technicians	3*	4*	0
Service Maintenance	0*	9~	2

*Favorable Change

~Unfavorable Change

(No Symbol) No change

Representation of Protected Groups



2016 – 2018 Hiring Rates

Protected Group	FY 2016	FY 2017	FY 2018
Females	51%	54%	56%
Individuals with Disabilities	DP	DP	DP
Racial/Ethnic Minorities	14%	18%	13%
Total Number of Hires	116	124	116

2016 – 2018 Separation Rates

Protected Group	FY 2016	FY 2017	FY 2018
Females	42%	53%	50%
Individuals with Disabilities	DP	DP	DP
Racial/Ethnic Minorities	DP	DP	DP
Total Number of Hires	19	30	20

If the actual number of hires or separation is under 10, "DP" is used to ensure data privacy.



Department of Commerce

Overview (July 1, 2018)

- 367 Employees
- 184 Females
- 48 Racial/Ethnic Minorities
- 23 Individuals with Disabilities

Underutilization Progress Report

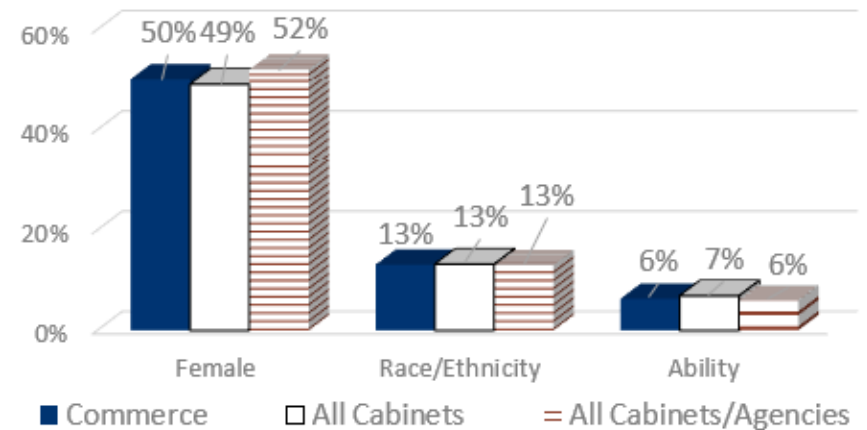
(From FY 2017 - FY 2018)

Protected Groups/ Job Category	Women	Racial/Ethnic Minorities	Individuals with Disabilities
Officials and Administrators	0	2*	2*
Professionals	16*	8*	3
Protected Services Sworn	0~	0	2
Office/Clerical	0	0	1
Technicians	6*	3*	0

*Favorable Change
(No Symbol) No change

~Unfavorable Change

Representation of Protected Groups



2016 – 2018 Hiring Rates

Protected Group	FY 2016	FY 2017	FY 2018
Females	59%	65%	43%
Individuals with Disabilities	DP	DP	DP
Racial/Ethnic Minorities	DP	24%	18%
Total Number of Hires	70	63	60

2016 – 2018 Separation Rates

Protected Group	FY 2016	FY 2017	FY 2018
Females	DP	50%	DP
Individuals with Disabilities	DP	DP	DP
Racial/Ethnic Minorities	DP	DP	DP
Total Number of Hires	21	22	16

If the actual number of hires or separation is under 10, "DP" is used to ensure data privacy.



Department of Corrections

Overview (July 1, 2018)

- 4,377 Employees
- 1,769 Females
- 332 Racial/Ethnic Minorities
- 388 Individuals with Disabilities

Underutilization Progress Report

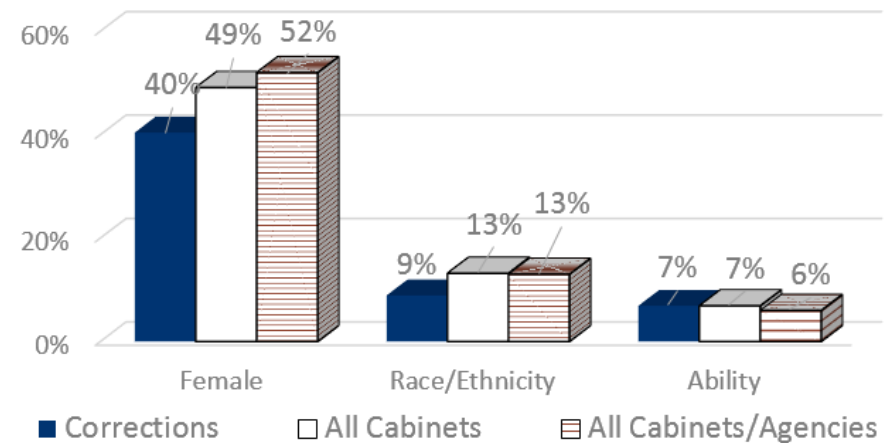
(From FY 2017 - FY 2018)

Protected Groups/ Job Category	Females	Racial/Ethnic Minorities	Individuals with Disabilities
Officials and Administrators	81*	9*	7*
Professionals	485*	62*	62*
Protected Services Sworn	923*	150*	166*
Office/Clerical	258*	22*	28*
Technicians	73*	12*	8*
Skilled Craft	8*	12*	9*
Service Maintenance	100*	46*	16*

*Favorable Change
(No Symbol) No change

~Unfavorable Change

Representation of Protected Groups



2016 – 2018 Hiring Rates

Protected Group	FY 2016	FY 2017	FY 2018
Females	44%	49%	45%
Individuals with Disabilities	4%	6%	8%
Racial/Ethnic Minorities	12%	14%	12%
Total Number of Hires	431	497	464

2016 – 2018 Separation Rates

Protected Group	FY 2016	FY 2017	FY 2018
Females	45%	48%	50%
Individuals with Disabilities	5%	7%	10%
Racial/Ethnic Minorities	14%	14%	13%
Total Number of Hires	243	254	252

If the actual number of hires or separation is under 10, "DP" is used to ensure data privacy.



Overview (July 1, 2018)

- 1,344 Employees
- 933 Females
- 189 Racial/Ethnic Minorities
- 165 Individuals with Disabilities

Underutilization Progress Report

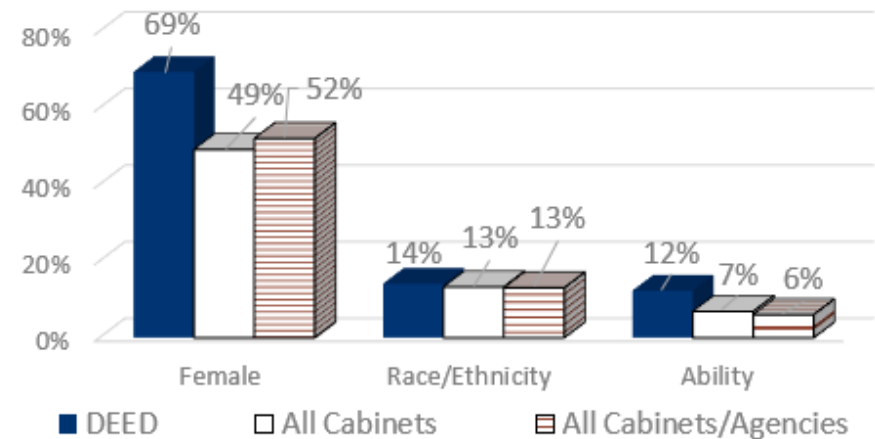
(From FY 2017 - FY 2018)

Protected Groups/ Job Category	Females	Racial/Ethnic Minorities	Individuals with Disabilities
Officials and Administrators	0*	0	0
Professionals	0*	0	0
Office/Clerical	0*	0	0
Technicians	0	1*	0
Service Maintenance	5*	0	0

*Favorable Change
(No Symbol) No change

~Unfavorable Change

Representation of Protected Groups



2016 – 2018 Hiring Rates

Protected Group	FY 2016	FY 2017	FY 2018
Females	68%	66%	70%
Individuals with Disabilities	9%	10%	11%
Racial/Ethnic Minorities	25%	31%	21%
Total Number of Hires	122	162	145

2016 – 2018 Separation Rates

Protected Group	FY 2016	FY 2017	FY 2018
Females	71%	65%	55%
Individuals with Disabilities	DP	DP	DP
Racial/Ethnic Minorities	18%	35%	DP
Total Number of Hires	62	63	55

If the actual number of hires or separation is under 10, "DP" is used to ensure data privacy.



Department of Natural Resources

Overview (July 1, 2018)

- 3,008 Employees
- 1,187 Females
- 149 Racial/Ethnic Minorities
- 198 Individuals with Disabilities

Underutilization Progress Report

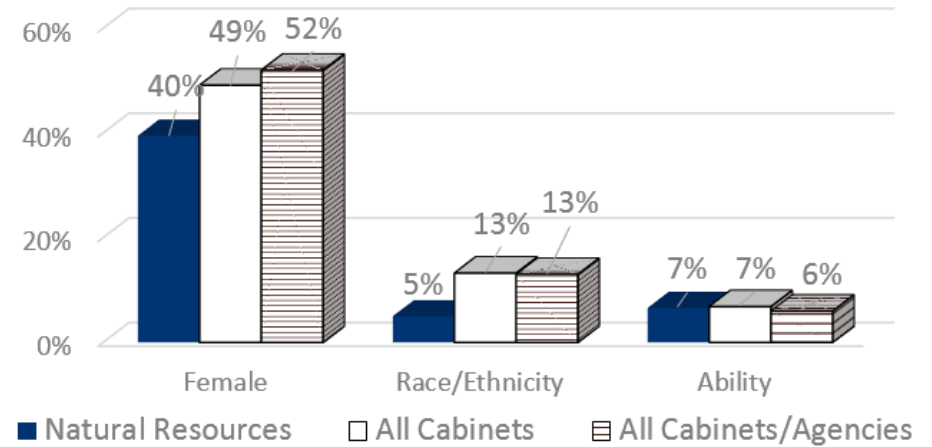
(From FY 2017 - FY 2018)

Protected Group/ Job Category	Females	Racial/ Ethnic Minorities	Individuals with Disabilities
Officials and Administrators	0	0	0
Professionals	78*	25~	0
Protected Services Sworn	11*	7*	9
Protected Services Non-Sworn	2~	0~	0~
Office/Clerical	0	7*	0
Technicians	39~	8~	8*
Skilled Craft	0~	0	1
Service Maintenance	7~	32~	22*

*Favorable Change
(No Symbol) No change

~Unfavorable Change

Representation of Protected Groups



2016 – 2018 Hiring Rates

Protected Group	FY 2016	FY 2017	FY 2018
Females	39%	40%	40%
Individuals with Disabilities	3%	4%	5%
Racial/Ethnic Minorities	6%	7%	10%
Total Number of Hires	576	555	532

2016 – 2018 Separation Rates

Protected Group	FY 2016	FY 2017	FY 2018
Females	46%	50%	50%
Individuals with Disabilities	PD	7%	5%
Racial/Ethnic Minorities	6%	7%	8%
Total Number of Hires	203	213	223

If the actual number of hires or separation is under 10, "DP" is used to ensure data privacy.



Department of Education

Overview (July 1, 2018)

- 382 Employees
- 299 Females
- 50 Racial/Ethnic Minorities
- 28 Individuals with Disabilities

Underutilization Progress Report

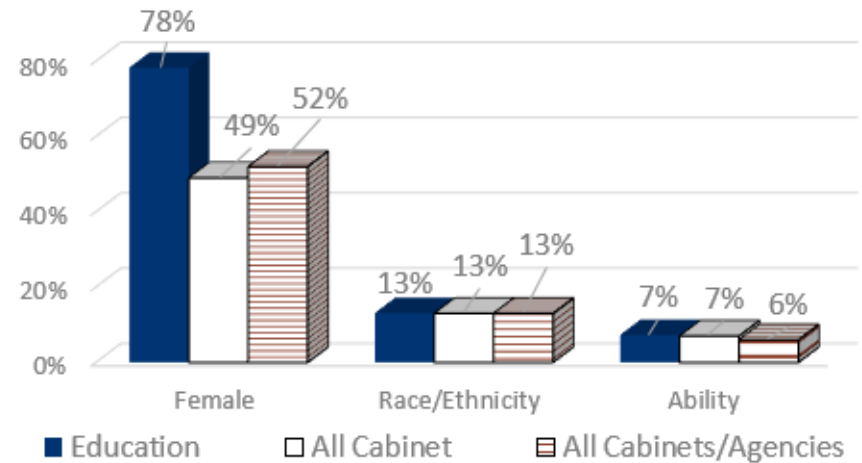
(From FY 2017 - FY 2018)

Protected Group/ Job Category	Females	Racial/Ethnic Minorities	Individuals with Disabilities
Officials and Administrators	0	0	2~
Professionals	0	7*	0
Office/Clerical	0	0~	0*
Technicians	0	1*	0*

*Favorable Change
(No Symbol) No change

~Unfavorable Change

Representation of Protected Groups



2016 – 2018 Hiring Rates

Protected Group	FY 2016	FY 2017	FY 2018
Females	75%	72%	82%
Individuals with Disabilities	DP	DP	DP
Racial/Ethnic Minorities	DP	20%	DP
Total Number of Hires	44	54	45

2016 – 2018 Separation Rates

Protected Group	FY 2016	FY 2017	FY 2018
Females	54%	73%	69%
Individuals with Disabilities	0%	DP	0%
Racial/Ethnic Minorities	DP	DP	DP
Total Number of Hires	13	11	13

If the actual number of hires or separation is under 10, "DP" is used to ensure data privacy.



Department of Health

Overview (July 1, 2018)

- 1,573 Employees
- 1,185 Females
- 218 Racial/Ethnic Minorities
- 120 Individuals with Disabilities

Underutilization Progress Report

(From FY 2017 - FY 2018)

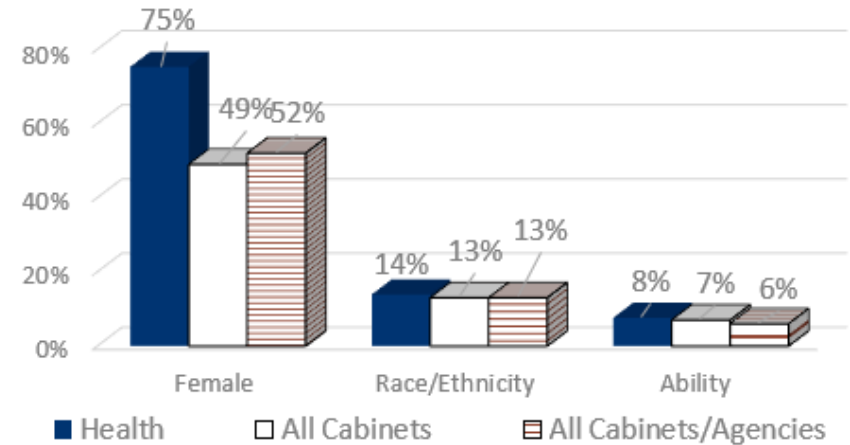
Protected Group/ Job Category	Females	Racial/Ethnic Minorities	Individuals with Disabilities
Officials and Administrators	0	0*	2
Professionals	0	4*	27*
Office/Clerical	0	0	0
Technicians	0	0	2

*Favorable Change

~Unfavorable Change

(No Symbol) No change

Representation of Protected Groups



2016 – 2018 Hiring Rates

Protected Group	FY 2016	FY 2017	FY 2018
Females	76%	76%	76%
Individuals with Disabilities	DP	DP	5%
Racial/Ethnic Minorities	20%	26%	26%
Total Number of Hires	255	262	213

2016 – 2018 Separation Rates

Protected Group	FY 2016	FY 2017	FY 2018
Females	70%	78%	83%
Individuals with Disabilities	DP	DP	DP
Racial/Ethnic Minorities	14%	18%	26%
Total Number of Hires	139	96	98

If the actual number of hires or separation is under 10, "DP" is used to ensure data privacy.



Office of Higher Education

Overview (July 1, 2018)

- 65 Employees
- 47 Females
- 18 Racial/Ethnic Minorities
- 6 Persons with Disabilities

Underutilization Progress Report

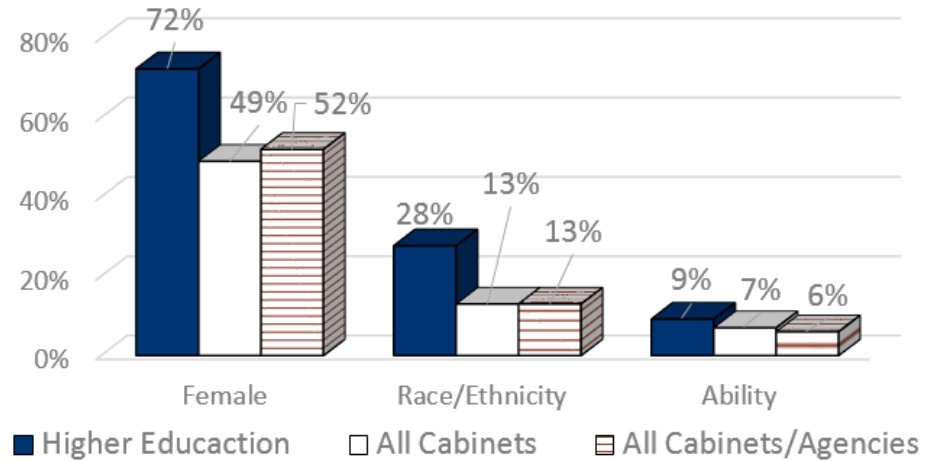
(From FY 2017 - FY 2018)

Protected Group/ Job Category	Females	Racial/Ethnic Minorities	Individuals with Disabilities
Officials and Administrators	0	0	0
Professionals	0	0	0
Office/Clerical	0	0~	0
Technicians	0	0	1*

*Favorable Change
(No Symbol) No change

~Unfavorable Change

Representation of Protected Groups



2016 – 2018 Hiring Rates

Protected Group	FY 2016	FY 2017	FY 2018
Females	DP	79%	DP
Individuals with Disabilities	DP	DP	DP
Racial/Ethnic Minorities	DP	DP	DP
Total Number of Hires	13	19	9

2016 – 2018 Separation Rates

Protected Group	FY 2016	FY 2017	FY 2018
Females	DP	DP	DP
Individuals with Disabilities	DP	DP	DP
Racial/Ethnic Minorities	DP	DP	DP
Total Number of Hires	7	7	5

If the actual number of hires or separation is under 10, "DP" is used to ensure data privacy.



Minnesota Housing Finance Agency

Overview (July 1, 2018)

- 244 Employees
- 176 Females
- 39 Racial/Ethnic Minorities
- 29 Individuals with Disabilities

Underutilization Progress Report

(From FY 2017 - FY 2018)

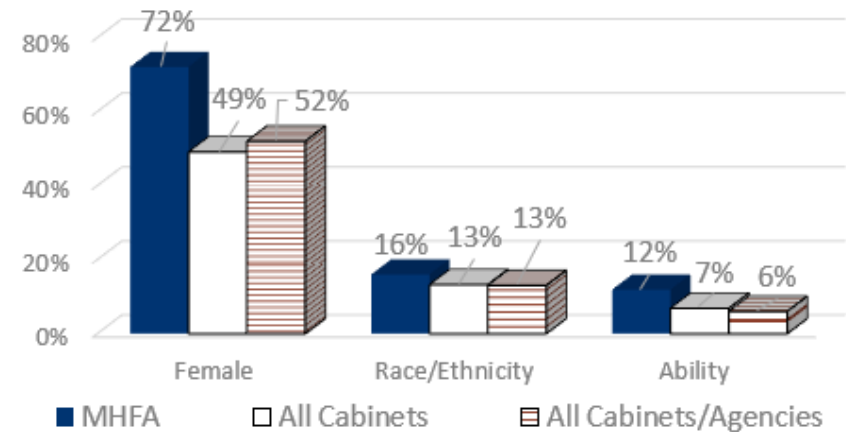
Protected Group/ Job Category	Females	Racial/Ethnic Minorities	Individuals with Disabilities
Officials and Administrators	0	2*	0
Professionals	0	0	0
Office/Clerical	0	0	0
Technicians	0	0	0

*Favorable Change

~Unfavorable Change

(No Symbol) No change

Representation of Protected Groups



2016 – 2018 Hiring Rates

Protected Group	FY 2016	FY 2017	FY 2018
Females	57%	75%	80%
Individuals with Disabilities	DP	DP	DP
Racial/Ethnic Minorities	DP	DP	DP
Total Number of Hires	37	24	30

2016 – 2018 Separation Rates

Protected Group	FY 2016	FY 2017	FY 2018
Females	DP	DP	68%
Individuals with Disabilities	DP	DP	DP
Racial/Ethnic Minorities	DP	DP	DP
Total Number of Hires	17	9	19

If the actual number of hires or separation is under 10, "DP" is used to ensure data privacy.



Department of Human Services

Overview (July 1, 2018)

- 7,158 Employees
- 4,853 Females
- 1185 Racial/Ethnic Minorities
- 518 Individuals with Disabilities

Underutilization Progress Report

(From FY 2017 - FY 2018)

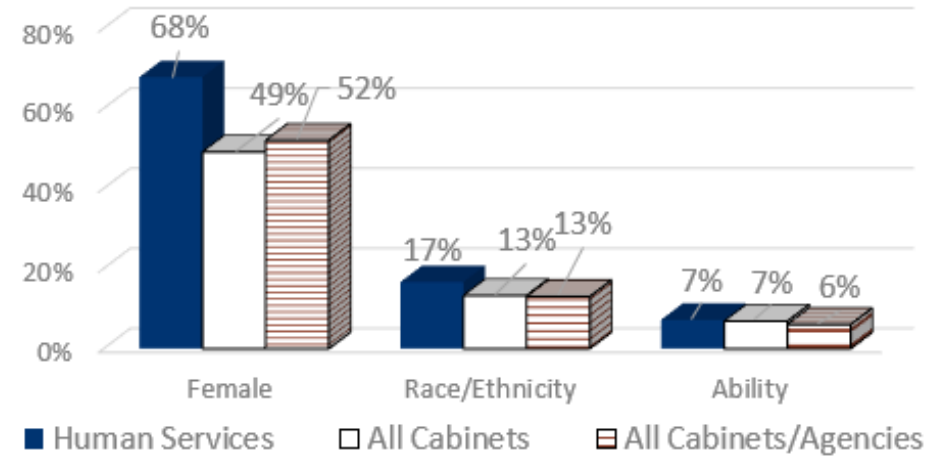
Protected Group/ Job Category	Females	Racial/Ethnic Minorities	Individuals with Disabilities
Officials and Administrators	1	3*	16*
Professionals	0	99*	170*
Office/Clerical	0	12*	62*
Technicians	0	122*	87*
Skilled Craft	1	3*	23~
Service Maintenance	0~	16*	125*

*Favorable Change

~Unfavorable Change

(No Symbol) No change

Representation of Protected Groups



2016 – 2018 Hiring Rates

Protected Group	FY 2016	FY 2017	FY 2018
Females	67%	67%	67%
Individuals with Disabilities	6%	8%	8%
Racial/Ethnic Minorities	20%	19%	20%
Total Number of Hires	1292	1327	1457

2016 – 2018 Separation Rates

Protected Group	FY 2016	FY 2017	FY 2018
Females	70%	69%	68%
Individuals with Disabilities	5%	7%	8%
Racial/Ethnic Minorities	18%	19%	26%
Total Number of Hires	710	721	771

If the actual number of hires or separation is under 10, "DP" is used to ensure data privacy.

m Minnesota Information Technology Services

Overview (July 1, 2018)

- 2,363 Employees
- 894 Females
- 533 Racial/Ethnic Minorities
- 180 Individuals with Disabilities

Underutilization Progress Report

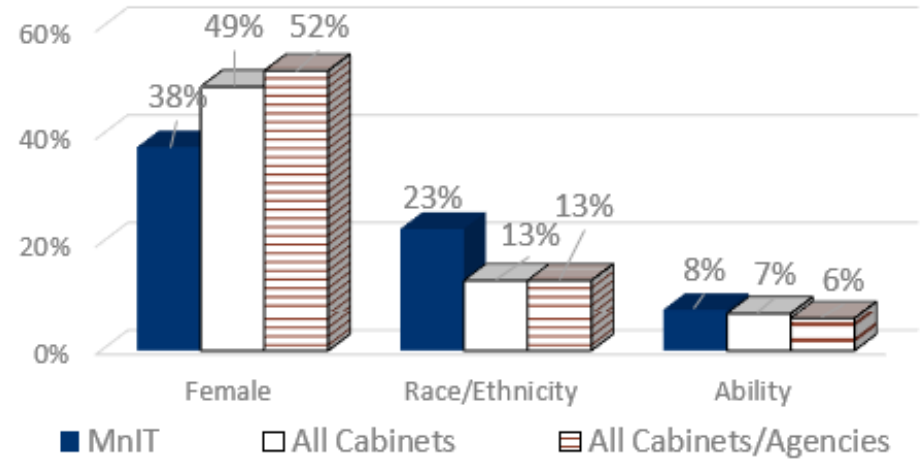
(From FY 2017 - FY 2018)

Protected Group/ Job Category	Females	Racial/Ethnic Minorities	Individuals with Disabilities
Officials and Administrators	0	1	0
Professionals	0	12*	0
Paraprofessional	0	0	0
Office/Clerical	2*	0	1*
Technicians	0	0	0~

*Favorable Change
(No Symbol) No change

~Unfavorable Change

Representation of Protected Groups



2016 – 2018 Hiring Rates

Protected Group	FY 2016	FY 2017	FY 2018
Females	33%	32%	39%
Individuals with Disabilities	DP	6%	10%
Racial/Ethnic Minorities	30%	39%	45%
Total Number of Hires	208	256	304

2016 – 2018 Separation Rates

Protected Group	FY 2016	FY 2017	FY 2018
Females	36%	25%	40%
Individuals with Disabilities	PD	PD	PD
Racial/Ethnic Minorities	23%	23%	20%
Total Number of Hires	73	56	65

If the actual number of hires or separation is under 10, "DP" is used to ensure data privacy.



Iron Range Resources and Rehabilitation Board

Overview (July 1, 2018)

- 41 Employees
- 23 Females
- 2 Racial/Ethnic Minorities
- 2 Individuals with Disabilities

Underutilization Progress Report

(From FY 2017 - FY 2018)

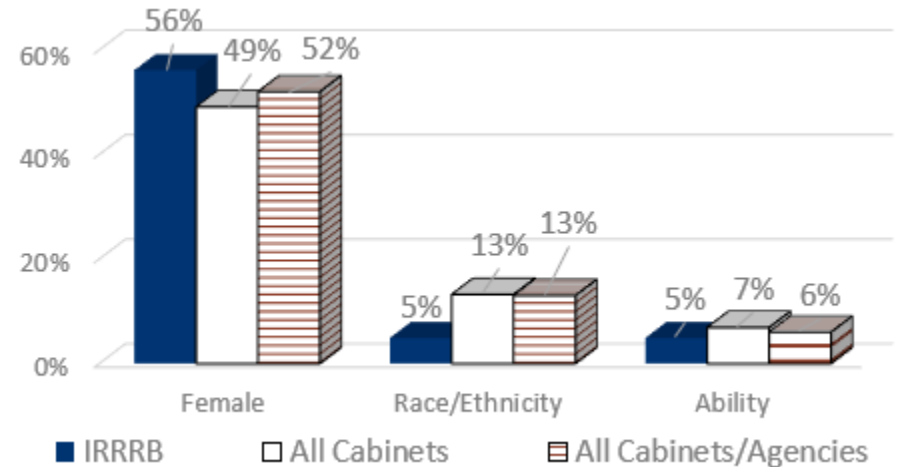
Protected Group/ Job Category	Females	Racial/Ethnic Minorities	Individuals with Disabilities
Officials and Administrators	0	0	0
Professionals	1*	1	1
Office/Clerical	0	0~	0
Skilled Craft	1*	0*	0
Service Maintenance	3*	0~	0*

*Favorable Change

~Unfavorable Change

(No Symbol) No change

Representation of Protected Groups



2016 – 2018 Hiring Rates

Protected Group	FY 2016	FY 2017	FY 2018
Females	27%	25%	DP
Individuals with Disabilities	DP	DP	DP
Racial/Ethnic Minorities	DP	DP	DP
Total Number of Hires	50	60	4

2016 – 2018 Separation Rates

Protected Group	FY 2016	FY 2017	FY 2018
Females	DP	DP	DP
Individuals with Disabilities	DP	DP	DP
Racial/Ethnic Minorities	DP	DP	DP
Total Number of Hires	2	3	3

If the actual number of hires or separation is under 10, "DP" is used to ensure data privacy.



Department of Labor and Industry

Overview (July 1, 2018)

- 459 Employees
- 205 Females
- 47 Racial/Ethnic Minorities
- 38 Individuals with Disabilities

Underutilization Progress Report

(From FY 2017 - FY 2018)

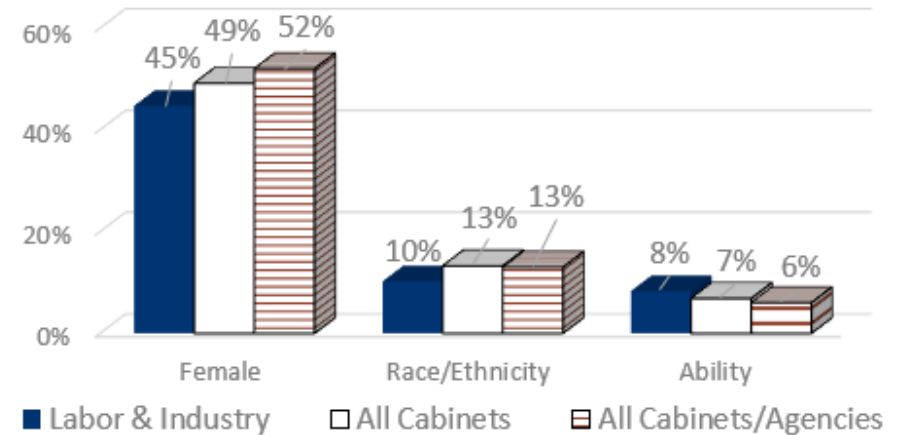
Protected Group/ Job Category	Females	Racial/Ethnic Minorities	Individuals with Disabilities
Officials and Administrators	0	0	0
Professionals	28*	0	0
Office/Clerical	0	0	0~
Technicians	0~	0	0
Skilled Craft	1	3~	0

*Favorable Change

~Unfavorable Change

(No Symbol) No change

Representation of Protected Groups



2016 – 2018 Hiring Rates

Protected Group	FY 2016	FY 2017	FY 2018
Females	31%	36%	36%
Individuals with Disabilities	DP	DP	DP
Racial/Ethnic Minorities	19%	DP	DP
Total Number of Hires	64	45	59

2016 – 2018 Separation Rates

Protected Group	FY 2016	FY 2017	FY 2018
Females	DP	DP	DP
Individuals with Disabilities	DP	DP	DP
Racial/Ethnic Minorities	DP	DP	DP
Total Number of Hires	9	6	11

If the actual number of hires or separation is under 10, "DP" is used to ensure data privacy.



Department of Human Rights

Overview (July 1, 2018)

- 45 Employees
- 29 Females
- 20 Racial/Ethnic Minorities
- 9 Individuals with Disabilities

Underutilization Progress Report

(From FY 2017 - FY 2018)

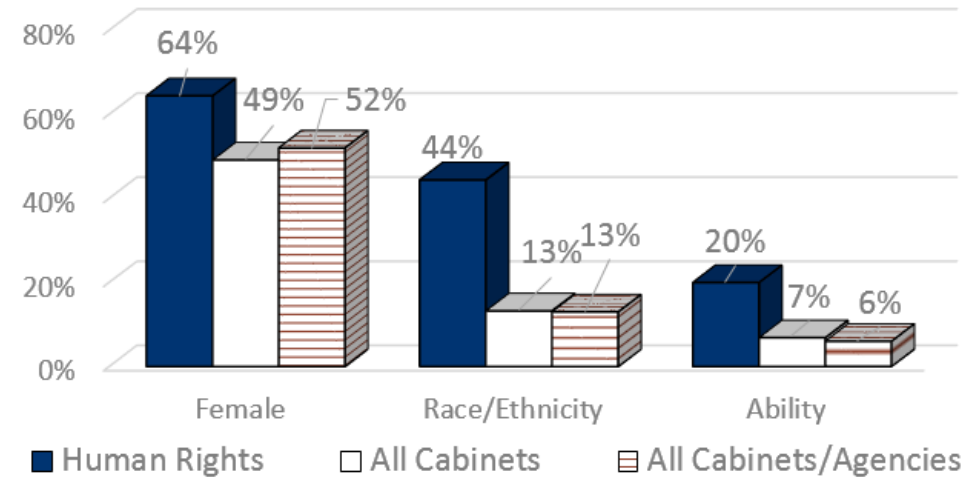
Protected Group/ Job Category	Females	Racial/Ethnic Minorities	Individuals with Disabilities
Officials and Administrators	0	0	0
Professionals	3*	0	0
Office/Clerical	0	0	0
Technicians	0	0	0

*Favorable Change

~Unfavorable Change

(No Symbol) No change

Representation of Protected Groups



2016 – 2018 Hiring Rates

Protected Group	FY 2016	FY 2017	FY 2018
Women	DP	54%	DP
Individuals with Disabilities	DP	DP	DP
Racial/Ethnic Minorities	DP	46%	DP
Total Number of Hires	6	24	11

2016 – 2018 Separation Rates

Protected Group	FY 2016	FY 2017	FY 2018
Women	DP	DP	DP
Individuals with Disabilities	DP	DP	DP
Racial/Ethnic Minorities	DP	DP	DP
Total Number of Hires	4	9	5

If the actual number of hires or separation is under 10, "DP" is used to ensure data privacy.



Department of Military Affairs

Overview (July 1, 2018)

- 458 Employees
- 100 Females
- 31 Racial/Ethnic Minorities
- 15 Individuals with Disabilities

Underutilization Progress Report

(From FY 2017 - FY 2018)

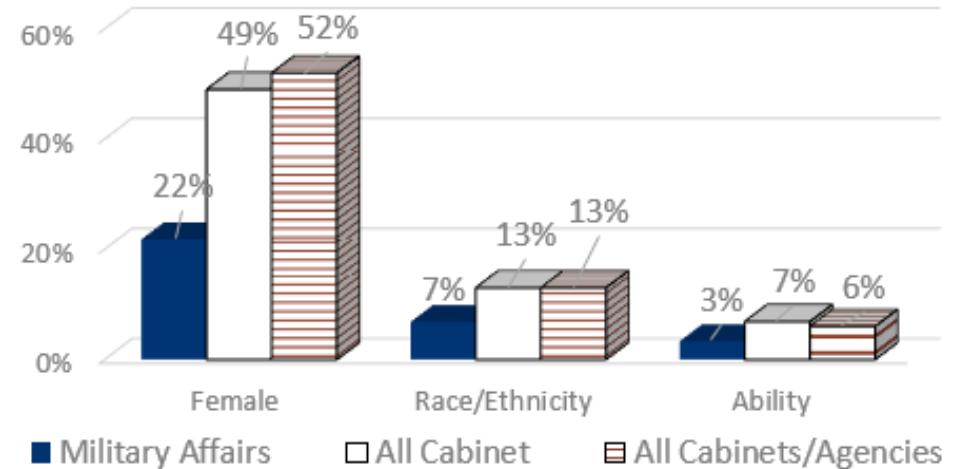
Protected Group/ Job Category	Females	Racial/Ethnic Minorities	Individuals with Disabilities
Officials and Administrators	0	0	0
Professionals	12~	3*	8
Protected Services Sworn	0	0	1
Protected Services Non-Sworn	26~	1~	0
Office/Clerical	0	1~	0~
Technicians	1~	1	1
Skilled Craft	1~	2~	1~
Service Maintenance	5*	6~	5~

*Favorable Change

~Unfavorable Change

(No Symbol) No change

Representation of Protected Groups



2016 – 2018 Hiring Rates

Protected Group	FY 2016	FY 2017	FY 2018
Females	DP	19%	15%
Individuals with Disabilities	DP	DP	DP
Racial/Ethnic Minorities	DP	11%	15%
Total Number of Hires	75	102	127

2016 – 2018 Separation Rates

Protected Group	FY 2016	FY 2017	FY 2018
Females	DP	DP	DP
Individuals with Disabilities	DP	DP	DP
Racial/Ethnic Minorities	DP	DP	DP
Total Number of Hires	22	15	17

If the actual number of hires or separation is under 10, "DP" is used to ensure data privacy.



Minnesota Pollution Control Agencies

Overview (July 1, 2018)

- 871 Employees
- 419 Females
- 75 Racial/Ethnic Minorities
- 42 Individuals with Disabilities

Underutilization Progress Report

(From FY 2017 - FY 2018)

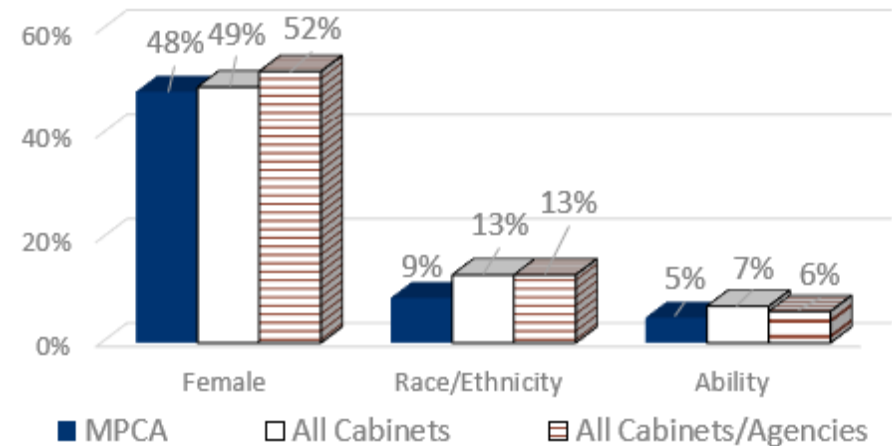
Protected Group/ Job Category	Females	Racial/Ethnic Minorities	Individuals with Disabilities
Officials and Administrators	0	0~	0~
Professionals	42*	30*	27*
Technicians	3*	0~	0~
Office/Clerical	0	0~	2~

*Favorable Change

~Unfavorable Change

(No Symbol) No change

Representation of Protected Groups



2016 – 2018 Hiring Rates

Protected Group	FY 2016	FY 2017	FY 2018
Females	48%	61%	50%
Individuals with Disabilities	PD	PD	14%
Racial/Ethnic Minorities	PD	PD	25%
Total Number of Hires	56	89	88

2016 – 2018 Separation Rates

Protected Group	FY 2016	FY 2017	FY 2018
Females	69%	63%	PD
Individuals with Disabilities	PD	PD	PD
Racial/Ethnic Minorities	PD	PD	PD
Total Number of Hires	16	24	13

If the actual number of hires or separation is under 10, "DP" is used to ensure data privacy.



Minnesota Management and Budget

Overview (July 1, 2018)

- 253 Employees
- 169 Females
- 48 Racial/Ethnic Minorities
- 15 Individuals with Disabilities

Underutilization Progress Report

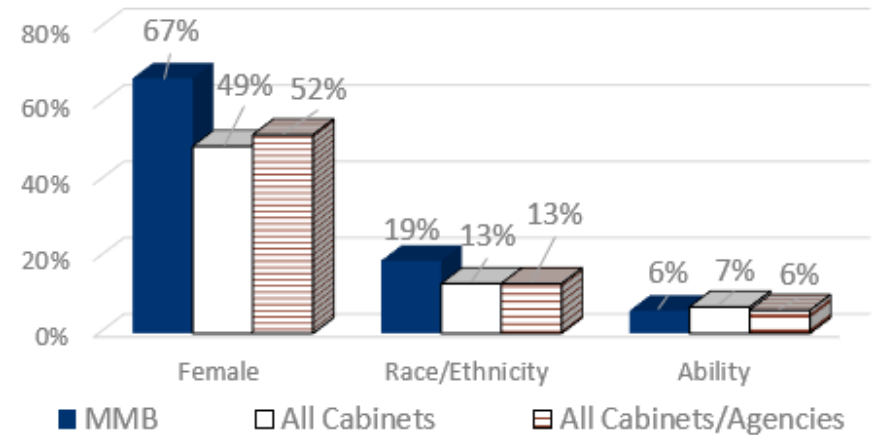
(From FY 2017 - FY 2018)

Protected Groups/ Job Category	Females	Racial/Ethnic Minorities	Individuals with Disabilities
Officials and Administrators	0	2*	0~
Professionals	0	0	1*
Paraprofessionals	0	0	0
Office/Clerical	0	0	0
Technicians	0	0	1*

*Favorable Change
(No Symbol) No change

~Unfavorable Change

Representation of Protected Groups



2016 – 2018 Hiring Rates

Protected Group	FY 2016	FY 2017	FY 2018
Females	56%	66%	76%
Individuals with Disabilities	PD	PD	PD
Racial/Ethnic Minorities	25%	59%	56%
Total Number of Hires	48	44	45

2016 – 2018 Separation Rates

Protected Group	FY 2016	FY 2017	FY 2018
Females	69%	68%	PD
Individuals with Disabilities	PD	PD	PD
Racial/Ethnic Minorities	PD	PD	PD
Total Number of Hires	29	22	9

If the actual number of hires or separation is under 10, "DP" is used to ensure data privacy.



Department of Public Safety

Overview (July 1, 2018)

- 2,024 Employees
- 869 Females
- 235 Racial/Ethnic Minorities
- 129 Individuals with Disabilities

Underutilization Progress Report

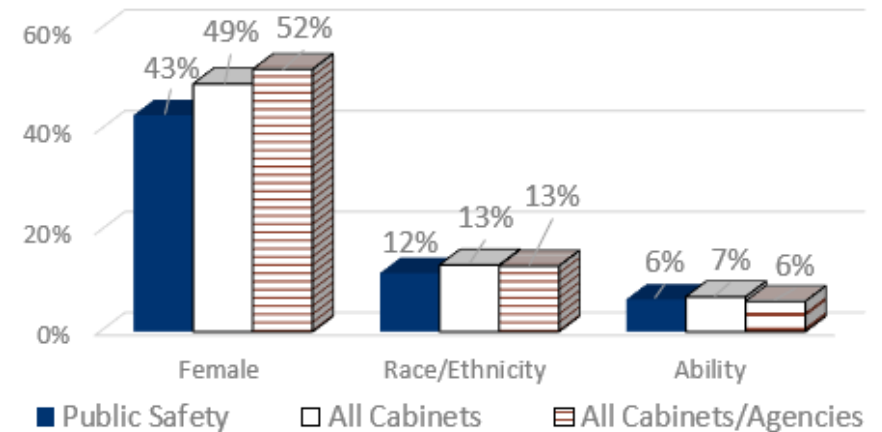
(From FY 2017 - FY 2018)

Protected Group/ Job Category	Females	Racial/Ethnic Minorities	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*0	4*	1*
Service Maintenance	0	0	0

*Favorable Change
(No Symbol) No change

~Unfavorable Change

Representation of Protected Groups



2016 – 2018 Hiring Rates

Protected Group	FY 2016	FY 2017	FY 2018
Females	44%	49%	52%
Individuals with Disabilities	PD	9%	9%
Racial/Ethnic Minorities	22%	22%	27%
Total Number of Hires	233	213	237

2016 – 2018 Separation Rates

Protected Group	FY 2016	FY 2017	FY 2018
Females	47%	50%	52%
Individuals with Disabilities	PD	PD	PD
Racial/Ethnic Minorities	19%	28%	24%
Total Number of Hires	88	101	83

If the actual number of hires or separation is under 10, "DP" is used to ensure data privacy.



Department of Revenue

Overview (July 1, 2018)

- 1,468 Employees
- 835 Females
- 247 Racial/Ethnic Minorities
- 116 Individuals with Disabilities

Underutilization Progress Report

(From FY 2017 - FY 2018)

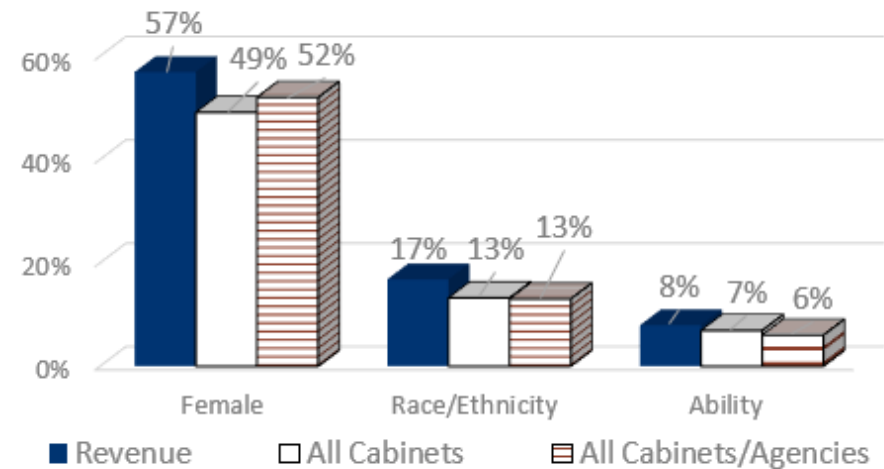
Protected Group/ Job Category	Females	Racial/Ethnic Minorities	Individuals with Disabilities
Officials and Administrators	0	1	0
Professionals	0	0	10*
Office/Clerical	0	0	0*
Technicians	0	0	0

*Favorable Change

~Unfavorable Change

(No Symbol) No change

Representation of Protected Groups



2016 – 2018 Hiring Rates

Protected Group	FY 2016	FY 2017	FY 2018
Females	50%	51%	53%
Individuals with Disabilities	PD	7%	10%
Racial/Ethnic Minorities	24%	26%	31%
Total Number of Hires	179	249	264

2016 – 2018 Separation Rates

Protected Group	FY 2016	FY 2017	FY 2018
Females	62%	51%	49%
Individuals with Disabilities	PD	PD	14%
Racial/Ethnic Minorities	27%	31%	34%
Total Number of Hires	103	113	113

If the actual number of hires or separation is under 10, "DP" is used to ensure data privacy.



Department of Transportation

Overview (July 1, 2018)

- 5,192 Employees
- 1,126 Females
- 520 Racial/Ethnic Minorities
- 237 Individuals with Disabilities

Underutilization Progress Report

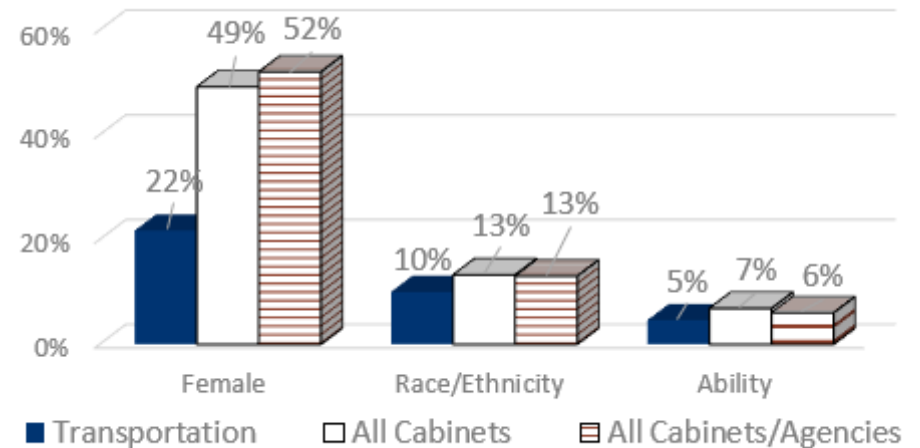
(From FY 2017 - FY 2018)

Protected Group/ Job Category	Females	Racial/Ethnic Minorities	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
(No Symbol) No change

~Unfavorable Change

Representation of Protected Groups



2016 – 2018 Hiring Rates

Protected Group	FY 2016	FY 2017	FY 2018
Females	19%	22%	21%
Individuals with Disabilities	2%	3%	4%
Racial/Ethnic Minorities	11%	13%	15%
Total Number of Hires	779	895	909

2016 – 2018 Separation Rates

Protected Group	FY 2016	FY 2017	FY 2018
Females	28%	21%	24%
Individuals with Disabilities	PD	PD	PD
Racial/Ethnic Minorities	15%	18%	19%
Total Number of Hires	120	136	124

If the actual number of hires or separation is under 10, "DP" is used to ensure data privacy.



Department of Veterans Affairs

Overview (July 1, 2018)

- 1,416 Employees
- 974 Females
- 343 Racial/Ethnic Minorities
- 107 Individuals with Disabilities

Underutilization Progress Report

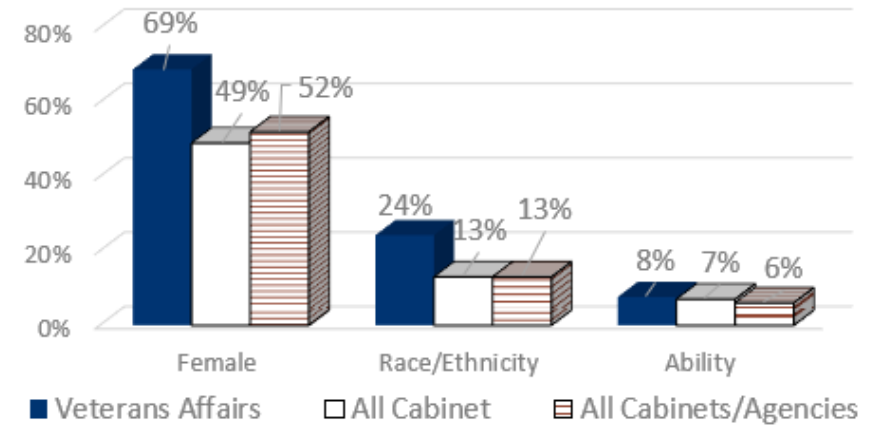
(From FY 2017 - FY 2018)

Protected Group/ Job Category	Females	Racial/Ethnic Minorities	Individuals with Disabilities
Officials and Administrators	1	2*	0
Professionals	0	0	0
Office/Clerical	0	0	10*
Technicians	0	0	13*
Skilled Craft	1*	0	0
Service Maintenance	0	0	8*

*Favorable Change
(No Symbol) No change

~Unfavorable Change

Representation of Protected Groups



2016 – 2018 Hiring Rates

Protected Group	FY 2016	FY 2017	FY 2018
Females	71%	76%	69%
Individuals with Disabilities	PD	4%	8%
Racial/Ethnic Minorities	19%	26%	26%
Total Number of Hires	326	331	328

2016 – 2018 Separation Rates

Protected Group	FY 2016	FY 2017	FY 2018
Females	76%	79%	77%
Individuals with Disabilities	5%	PD	5%
Racial/Ethnic Minorities	29%	23%	22%
Total Number of Hires	284	231	218

If the actual number of hires or separation is under 10, "DP" is used to ensure data privacy.

Appendix

X represents underutilization.



2016-2018 Cabinet Agency Underutilizations

	Administration	Agriculture	Commerce	Corrections	DEED	Education	Health	Higher Education	Housing	Human Rights	Human Services	Information Technology	IRRRB	Labor and Industry	Management & Budget	Military Affairs	MNSure	Natural Resources	Pollution Control	Public Safety	Revenue	Transportation	Veteran Affairs
Officials and Administrators																							
Racial and Ethnic Minorities		X	X	X					X		X	X			X						X		X
Individuals with Disabilities	X	X	X	X		X	X				X											X	
Females				X							X											X	X
Professionals																							
Racial and Ethnic Minorities		X	X	X		X	X				X	X	X			X		X	X	X			
Individuals with Disabilities		X	X	X			X				X		X		X	X			X	X	X	X	
Females		X	X	X						X				X		X		X	X			X	
Technicians																							
Racial and Ethnic Minorities	X	X	X	X	X	X					X		X			X		X		X			
Individuals with Disabilities				X			X	X			X		X		X	X		X		X		X	X
Females		X	X	X									X			X		X	X	X		X	
Protected Service Workers																							
Racial and Ethnic Minorities				X												X		X		X			
Individuals with Disabilities			X	X														X		X			
Females				X												X		X		X			
Non-Protected Service Workers																							
Racial and Ethnic Minorities																X							
Individuals with Disabilities																							
Females																X		X		X			

2016-2018 Cabinet Agency Underutilizations

	Administration	Agriculture	Commerce	Corrections	DEED	Education	Health	Higher Education	Housing	Human Rights	Human Services	Information Technology	IRRRB	Labor and Industry	Management & Budget	Military Affairs	MNsure	Natural Resources	Pollution Control	Public Safety	Revenue	Transportation	Veteran Affairs
Paraprofessionals																							
Racial and Ethnic Minorities																							
Individuals with Disabilities																							
Females																							
Office Clerical/Administrative Support																							
Racial and Ethnic Minorities		x		x							x					x		x					
Individuals with Disabilities	x	x	x	x							x	x							x				x
Females				x								x											
Skilled Craft Workers																							
Racial and Ethnic Minorities	x			x							x			x		x						x	
Individuals with Disabilities	x			x							x					x		x				x	
Females	x			x									x	x		x						x	x
Service Maintenance																							
Racial and Ethnic Minorities	x	x		x							x					x		x				x	
Individuals with Disabilities	x	x		x							x					x		x				x	x
Females	x			x	x								x			x		x				x	