



June 4, 2021

Governor Tim Walz
130 State Capitol
75 Rev. Dr. Martin Luther King Jr. Blvd.
St. Paul, MN 55155

Sen. Julie A. Rosen, Chair, Finance Committee
2113 Minnesota Senate Bldg.
St. Paul, MN 55155

Rep. Rena Moran, Chair, Ways and Means Committee of the House of Representatives
449 State Office Building
St. Paul, MN 55155

Sen. Mary Kiffmeyer, Chair, State Government Finance and Elections Committee
3103 Minnesota Senate Bldg.
St. Paul, MN 55155

Rep. Michael Nelson, Chair, State Government Finance and Elections Committee
585 State Office Building
St. Paul, MN 55155

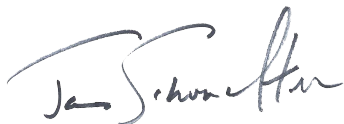
Michelle Weber, Director, Legislative Coordinating Commission
100 Rev. Dr. Martin Luther King Jr. Blvd.
State Office Building, Room 72
St. Paul, MN 55155

Dear Governor Walz, Senators, Representatives, and Ms. Weber:

Please find enclosed a copy of the annual *Minnesota State Agency Affirmative Action Biennial Report* required by M.S. 43A.191 Subd. 3. The report was prepared by Minnesota Management and Budget with support from the executive branch agencies.

If you have questions regarding the enclosed report, please contact Laura Lane, Minnesota Management and Budget, at Laura.E.Lane@state.mn.us or Dori Leland at Dorilee.leland@state.mn.us.

Sincerely,

A handwritten signature in dark ink, appearing to read "Jim Schowalter". The signature is fluid and cursive, with the first name "Jim" and last name "Schowalter" clearly distinguishable.

Jim Schowalter

Commissioner, Minnesota Management and Budget



State of Minnesota Executive Branch Biennial Affirmative Action Report

Submitted to the Minnesota Legislature
by Minnesota Management and Budget
Reporting Period: July 1, 2018 - June 30, 2020

Please direct questions or requests for alternative formats of this document to Dori Leland
(Dorilee.leland@state.mn.us).

Table of Contents

Introduction	2
Affirmative Action and Equal Employment Opportunity.....	7
Recruitment and Retention of a Diverse Workforce	13
Americans with Disabilities Act (ADA) and Reasonable Accommodations	17
Internal Complaints.....	20
Appendix A: Agency Snapshots	21

Introduction

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, 2018 to June 30, 2020. During the final quarter (March through June, 2020), many Minnesota State government resources were diverted to address the ongoing COVID-19 pandemic and the civil unrest and reforms following the murder of George Floyd in Minneapolis. As agencies responded to these crises, it hampered their ability to provide all of the data typically provided for this report, and some of the agency-specific data elements incorporated here are, therefore, incomplete.

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 Reporting

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

Minnesota communities throughout the state are becoming more diverse. Racial and ethnic minorities make up a larger share of Minnesota's population and labor force than they have in years past. Consider these statistics:

- The racial and ethnic minority population in Minnesota grew by 31% over a 10-year timeframe (2010 – 2019) compared to 6% of the entire population.
- Trends indicate Minnesota's racial and ethnic minority population will grow 108% over a 35-year timeframe (2018 – 2053) compared to 16% 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 21% of the state's total population.

In 2019, Minnesota's unemployment rate was 3.6%. However, the unemployment rate for certain populations was significant higher – for example, individuals with disabilities experience an unemployment rate of 8.6%. Disparities between the lived experiences of individuals with disabilities, females, racial/ethnic minorities, and veterans versus majority populations present opportunities to engage, recruit, and retain these statutorily protected groups in the Minnesota executive branch workforce.

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, to achieve greater success in the future, diversity recruitment efforts much grow. For state government to achieve a workforce that reflects the rich diversity of Minnesotans throughout the state, it is essential that we build our recruitment efforts and focus on retaining, supporting, and developing our talent. 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 2018 through 2020.

Table 1. Representation of Protected Groups

Total Staffing of Cabinet Agencies	FY18	FY19	FY20
Females	49.0%	49.2%	49.4%
Employees with Disabilities	6.8%	7.0%	7.9%
Racial/Ethnic Minorities	13.3%	13.9%	14.5%

- The overall representation of individuals with disabilities and racial/ethnic minorities has increased by 1.1% and 2.2% respectively since FY18.
- Cabinet-level state agencies have hired racial/ethnic minorities at a higher rate than overall representation for the past three years. Currently, racial/ethnic minorities comprise 14.5% of the Minnesota executive branch total workforce. This is up .6% in the last fiscal year.

Partners in Building an Inclusive Workforce

Governor's Office of Inclusion

The Governor's Office drives many of the diversity and inclusions efforts in the executive branch. The Governor's Office of Inclusion works to embed equity and shift cultures at state agencies so that everyone feels valued and included in the work environment. The Office is working to build and incorporate a framework at each agency that aligns with the equity work happening across the enterprise.

During this biennial reporting period, Governor Tim Walz's administration created an Office of Inclusion, with a mandate to enhance diversity, equity, and inclusion practices throughout the enterprise. The Office of Inclusion's work complements the agency work required by. [Minnesota Statutes section 43A.191, subdivision 3 \(e\)](#), which encourages state departments, commissions, boards and institutions to develop innovative ways to promote awareness, acceptance, and appreciation for diversity and affirmative action.

The Governor's Office of Inclusion partners with MMB and other state agencies on a variety of specific diversity, equity, accessibility and inclusion (DEAI) initiatives. This includes recruiting efforts, the biennial enterprise employee engagement and inclusion survey, Employee Resource Groups and use of the Intercultural Development Inventory. The Chief Inclusion Officer also served as a member of the Advisory

Leadership Focus on Diversity, Equity, Inclusion, and Cultural Competency

State agency leadership has focused on diversity, equity, inclusion and cultural competency over the past biennium. 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: We value all the differences that strengthen our state and workforce, including multiple backgrounds, genders, racial and ethnic groups, abilities, nationalities, identities and experiences.

Equity: We strive to ensure fairness and respect for everyone across our state, and that everyone has equal opportunities and support to thrive.

Inclusion: We work to foster an environment where everyone feels respected, welcomed and valued for who they are.

Cultural Competency: Cultural competency is a continuous learning process to develop knowledge, appreciation, acceptance, and skills in different cultural approaches. This includes a willingness to learn and understand where differences are important and the part each person plays in creating a diverse and inclusive workplace. Cultural competence places emphasis on trust and respect toward others with a desire to recognize and communicate with individuals with different backgrounds. It also includes awareness of the worldview and cultural practices held by the individual.

Accessibility: We consider and incorporate the needs of everyone, especially individuals with a disability, by ensuring they have equal access to employment, products, services, premises, and information.

Various recruitment efforts are 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 Minnesota executive branch workforce. As we continue to improve statewide recruitment strategies, fostering inclusive environments is crucial to maintain and grow a diverse workforce that represents those we serve.

Minnesota Management and Budget

MMB's mission is to be stewards of the state's financial and human resources, delivering effective services for the people of Minnesota. Its vision is a high-performing workforce improving the lives of Minnesota. To that end, MMB provides resources to assist state agencies to comply with all state and federal laws, rules, and regulations for Affirmative Action, Equal Opportunity, and ADA programs. MMB accomplishes this by:

- Coordinating and disseminating information and technical assistance
- Offering trainings and development tools

- Maintaining online resources and reporting tools
- Reviewing and approving state agency Affirmative Action and ADA reports
- Interpreting and communicating applicable federal and state laws
- Preparing reports to the Minnesota Legislature and the federal government.

Enterprise Employee Resources

Enterprise Employee Resources (EER), a division within MMB, manages the executive branch human resources framework. The EER Diversity Recruiting team is often involved with sourcing, referring, and interviewing candidates for executive level and hard-to-fill positions. The Diversity Recruiting team serves agencies by building relationships with community organizations to support diversity and inclusion statewide. This unit is continually evaluating and strengthening its strategies to align agency recruitment, retention, and affirmative action practices. The Diversity Recruiting team also chairs the Enterprise Quarterly Recruiters meeting. The Enterprise Quarterly Recruiters Meeting provides a platform for agency HR/Recruiters to communicate, collaborate, share recruiting and retention strategies that build strong community partnerships. During the biennial review period, a subcommittee of recruiters met and began planning for a recurring 'resume roundtable' event hosted on the [People of Color](#) career platform.

Alliance for Cooperation and Collaboration in Employment and State Services (ACCESS)

MMB chairs the ACCESS Partnership. This partnership is made up of Affirmative Action Officers, ADA Coordinators, Diversity and Inclusion practitioners, and others with a passion for these issues and efforts. The mission of ACCESS is to assist implementation of equal employment opportunity and affirmative action laws across state government. This group meets quarterly to discuss pertinent affirmative action and ADA issues, receive training on topics of interest, and learn from subject matter experts.

Enterprise Talent Development (ETD)

MMB's ETD unit has a mission to help state agency employees build skills, cultivate careers, and develop leadership. ETD offered many courses throughout the biennium, including the following training courses:

- Building an Inclusive Workplace
- Connect 700 Program
- Recruitment without Bias
- Avoiding Bias at Critical Management Moments
- Be BOLD and Lead Inclusively
- Engaging in Bold, Inclusive Conversations
- Respectful Workplace training for leaders; Respectful Workplace training for all employees
- Sexual Harassment Prevention for all employees, and for managers and supervisors

Employee Resource Groups (ERGs)

MMB offers support for ERGs to encourage the retention of state agency employees. Statewide employee resource groups that began or continued during this biennium include MNinclusive; the Women Doctoral Network; and Women IT ChangeMakers. The Black, Indigenous, Women of Color ERG and the Equity and

Justice Black Caucus began their ERG organization efforts during the biennial review period.

Exit Survey

MMB continues to collect and evaluate data generated by a statewide employee exit survey to learn more about the experiences of employees separating from state agency employment. All cabinet level state agencies are participating in the survey.

Connect 700 (C700)

The C700 program provides an alternative path to state agency employment for individuals with disabilities that render them unable to compete in the competitive hiring process. Individuals selected for a Connect 700 appointment are given the opportunity 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 June 2020, MMB has issued approximately 1,650 C700 certificates to applicants to apply for state agency positions through the program. The C700 program offers one avenue towards meeting the 10% disability workforce goal established by [Executive Order 19-15](#).

Affirmative Action and Equal Employment Opportunity

As in prior biennial periods, Minnesota state agencies in the executive branch developed Affirmative Action plans for the 2018-20 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 are used as workforce planning guides to help agencies provide equal access to positions in the executive branch 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. Estimated costs to prepare Affirmative Action plan reports across agencies for the 2018-2020 biennium was approximately \$80,000.

The success of affirmative action relies on the commitment of all state agencies and partnerships between 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.

[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." Below are key definitions and principles.

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, racial/ethnic 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/ethnic minorities, and individuals with disabilities are determined using the U.S. Census EEO Data Tool.

State 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

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 Affirmative Action plan checklists, report templates, goal and timetable instructions, worksheets with automated calculations, two-factor analysis guide and worksheet, and PowerPoint presentations.

Protected Group Hires / Separations during Biennium

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

Table 1. Movement of Racial/Ethnic Minority Employees

- 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 13.3% in FY 2018 to 14.5% in FY 2020) in cabinet level agencies. The estimated racial/ethnic minority population in Minnesota's labor force is 17.9%.¹ The total representation of racial/ethnic minorities in the executive branch workforce is 14.5%.
- Opportunity exists to retain employees in the following categories: paraprofessionals, technicians, and professionals job categories as indicated by their separation-hire ratios (64.1%, 59.6%, and 46.5% respectively) by strengthening agency recruitment and retention strategies.

Job Categories	Racial/Ethnic Minority Hires	Racial/Ethnic Minority Separations	Representation of Racial/Ethnic Minority Employees	Total Population of Cabinet Agency Employees
Officials/Administrators	14	12	167 (11.7%)	1,433
Professionals	359	167	2,643 (15.3%)	17,241
Paraprofessionals	198	127	662 (21.3%)	3,106
Protected Services	76	34	396 (11.6%)	3,401
Office/Clerical	130	30	396 (16.9%)	2,344
Technicians	89	53	353 (11.1%)	3,187
Skilled Craft	<10	<10	29 (4.8%)	599
Maintenance Services	113	53	348 (10.6%)	3,273

¹ American Fact Finder (<https://data.census.gov/cedsci/table?q=ACSST1Y2014.S2301&g=0400000US27&tid=ACSST5Y2019.S2301>).

TOTAL	981	476	4,994 (14.4%)	34,584
--------------	------------	------------	----------------------	---------------

Table 2. Movement of Female Employees

- Females comprise approximately 49% of the executive branch workforce, which exceeds Minnesota's overall female population (42.9%).²
- Opportunity exists to retain female employees in the following job categories: paraprofessionals, technicians, protective service, and professional job categories (separation-hire ratios are 65.4%, 57.3%, 55.9%, and 45.1% respectively) by strengthening agency recruitment and retention strategies.

Job Categories	Female Hires	Female Separations	Overall Representation of Female Employees	Total Population of Cabinet Agency Employees
Officials/Administrators	42	32	770 (53.7%)	1,433
Professionals	948	428	9,661 (56.0%)	17,241
Paraprofessionals	456	298	1,793 (57.7%)	3,106
Protected Services	127	71	743 (21.8%)	3,401
Office/Clerical	399	104	1,996 (85.2%)	2,344
Technicians	234	134	1,352 (42.4%)	3,187
Skilled Craft	<10	<10	DP	599
Maintenance Services	351	82	753 (23.0%)	3,273
TOTAL	2,559	1,149	17,077 (49.4%)	34,584

² American Fact Finder (<https://data.census.gov/cedsci/table?q=ACSST1Y2014.S2301&g=0400000US27&tid=ACSST5Y2019.S2301>).

Table 3. Movement of Employees with Disabilities

- The percentage of employees with disabilities increased from 6.8% in FY 2018 to 7.9% in FY20. The percentage of individuals with disabilities in Minnesota’s labor force in 2019 was 4.9%.³
- Opportunity exists to retain employees with disabilities in the protective services, paraprofessionals, technicians and professional job categories (separation-hires ratios are 76.2%, 72.2%, 48.0%, and 35.3% respectively) by strengthening agency recruitment and retention strategies.

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	143 (10.0%)	1,433
Professionals	156	55	1,464 (8.5%)	17,241
Paraprofessionals	54	39	187 (6.0%)	3,106
Protected Services	21	16	193 (5.7%)	3,401
Office/Clerical	80	18	319 (13.6%)	2,344
Technicians	25	12	188 (5.9%)	3,187
Skilled Craft	<10	<10	36(6.0%)	599
Maintenance Services	78	15	196 (6.0%)	3,273
TOTAL	423	158	2,726 (7.9%)	34,584

Agency Progress to Eliminate Workforce Underutilization

Agencies in the executive branch submitted Affirmative Action plans in compliance with Minnesota Statutes, Rules, and Administrative Procedures. Agencies completed Monitoring the Hiring Process forms 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.

Underutilization in an agency’s workforce varies. Appendix A provides both an overall and an agency-specific overview of progress towards improving underutilization identified in agency Affirmative Action plans. Underutilization is determined by analyzing the demographics of an agency’s workforce and comparing that workforce to the availability of females, racial / ethnic minorities, and individuals with

³ American Fact Finder, United States Census Bureau

<https://data.census.gov/cedsci/table?q=ACSST1Y2014.S2301&g=0400000US27&tid=ACSST5Y2019.S2301>). This includes individuals with disabilities under age 65 years old.

disabilities who have the requisite skills in the relevant recruitment area. Availability percentages for females, racial/ethnic minorities, and individuals with disabilities are determined using the U.S. Census EEO Data Tool.

Data collection for affirmative / non-affirmative hires was complicated by limited agency staff resources during the COVID-19 pandemic, and not all agencies were able to timely submit reports with the relevant data. Of the data submitted, approximately 34% of hires were affirmative hires, and 66% were non-affirmative hires. These percentages are relatively unchanged from prior years and indicate an ongoing need to increase awareness of careers at state agencies through stronger outreach and recruitment strategies among diverse communities.

Relatively unchanged discrepancies between affirmative and non-affirmative hires during this biennium points to an enduring need to provide ongoing training to all hiring managers/supervisors on affirmative action opportunities, concepts, and responsibilities. Innovative and creative recruitment is key to attracting qualified applicants.

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 are 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.
- 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, 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.
- 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 candidates who are prepared to meet the state agency's business needs. Achieving a high-quality and diverse applicant pool is only the first step. Once hired, the next step is to retain the employees we hire. One 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.

MMB partners with cabinet level state agencies to implement effective recruitment efforts aimed at increasing the diversity and quality of their workforce while addressing underutilization. During the past two years, MMB's Diversity Recruiting team has partnered with state agency recruiters to fill positions, particularly higher-level management / leadership positions, and other hard-to-fill positions such as those within health-care fields. A description of some of some of their events and efforts are described below.

July 2018 – June 2019

- *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.
- June 2018: The state 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.
- June 2018: UpFront sponsored a lead-in event at Lush for those interested in learning more about career opportunities in government and cultivating partnerships within the state. This event included employees from state agencies and OutFront for an LGBTQIA+ networking event. Leaders from across state government engaged with attendees on ways they can be involved in building a better Minnesota. The event also featured a panel discussion with (now former) State Chief Inclusion Officer James Burroughs, and (now former) Commissioner for Department of Administration, Matt Massman, and was moderated by OutFront Minnesota's Executive Director, Monica Meyer.
- July 2018: Minnesota Department of Employment and Economic Development and the Minnesota Department of Veterans Affairs sponsored a Veteran Career Fair 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 facilitate enterprise-wide participation. Military members in attendance reported the fair as a "great experience" and "great diversity of industries."
- August 2018: A Night at the Zoo was hosted by the MMB Recruiting and Retention team. Leaders from the State, US Bank, Target, Best Buy, 3M, Metronic and General Mills enjoyed an evening of networking for an Adults Night out at the Zoo.
- October 2018: Blacks in Technology (BIT) conference. The Inaugural BIT conference took place on October 11-13th in the Greater Minneapolis-St. Paul area. Events included designing and curating an

interactive and innovative program to provide career and business opportunities for Black professionals in tech as well as provided opportunities to enhance their business acumen and technical expertise. There were over 200 people in attendance.

- December 2018: Takoda Career Fair. The American Indian OIC sponsored the Takoda Career Fair - Networking, Interviewing, & Hidden Opportunities event. Recruiters from state agencies were there to promote openings and to answer questions on how to apply to state agency jobs.
- January 2019: Martin Luther King Jr. event at Orpheum Theatre. State agencies participated in the festivities which included meeting several employees from various agencies who were at the Orpheum to network and discuss state agency employment.
- April 2019: 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 / employers seeking diverse talent.
- Veterans' Summit: 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.

July 2019 – June 2020

- July 2019: Somali Networking Event. There were over 200 professionals in attendance for this networking event. The MMB Diversity Recruiting unit teamed up with Department of Revenue to discuss employment opportunities at state agencies.
- November 2019: MaxAbility Job Fair. Offered 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.
- February 2020: Hire a Hero Virtual Career Fair: Careerforce lead this Hire a Hero Veterans Career Fair. Recruiters met and reviewed several resumes and answered general questions about what it was like to work at state agencies.
- May 2020: Military Virtual Career Fair – Rosser – The Value of a Vet: Six recruiters from the State attended this virtual career fair and chatted with several Vets who were interested in state agency employment after their redeployment.
- May 2020: Virtual Career Fair for Healthcare Practitioners sponsored by DEED: MMB attended this VCF for healthcare professionals.

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. MMB provides strategic leadership and partners with three premier youth development organizations committed to establishing talent pipelines.

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 2019, State agencies hosted twelve fellows. State agencies were unable to host Star of the North fellows during 2020 due to the COVID-19 pandemic and the hiring freeze. MMB hopes to offer a revamped fellowship experience beginning in 2022.

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. During the COVID-19 pandemic in 2020, MMB developed an online "Career Connections" module, co-facilitating an online career curriculum with the Department of Education for Right Track participants to learn more about state service.

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. STEP-UP Achieve also participated in the "Career Connections" module during the summer of 2020.

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 2019, state agencies hosted several dozen interns. State agencies were unable to host interns in 2020 due to the COVID-19 pandemic.

Tools and Resources

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

- Talent communities 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 agency 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 Quarterly 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.
- State agency job postings for managerial and senior leadership openings are posted and shared on the LinkedIn State of Minnesota home page. State agency postings are also shared in various networking groups on LinkedIn.
- State agency positions are shared with other community partners such as
 - Veteran LVERS (Local Veteran’s Employment Representatives)
 - Lee Hecht Harris, an outplacement firm dedicated to matching positions with those in between employment opportunities
 - ERG leaders
 - Handshake, which posts jobs to local colleges within the state
 - Job clubs like Crossroads Career Network and Career Transition Connection
- 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 working to align 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 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.

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. Reasonable accommodations may include, but are 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.

Advisory Taskforce on State Employment and Retention of Employees with Disabilities

During this biennium, an Advisory Taskforce on State Employment and Retention of Employees with Disabilities met regularly and produced [a report](#) on strategies for attracting and retaining individuals with disabilities. The report was completed in early 2021, and its findings were incorporated into Senate File 1570 during the 2021 legislative session.

Annual ADA Reporting

State agencies are committed to providing equal access to employment opportunities to employees, applicants, service recipients, and program participants who identify as having a disability. Many strategies are being used to enhance the success of individuals with disabilities in state agencies' workforce. Some strategies include: providing staff training on ADA requirements, 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.

State agencies 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 2019 and 2020.

2019 Annual ADA Summary

Executive branch cabinet-level state agencies reported approving **2,780** reasonable accommodation requests under Title I of the Americans with Disabilities Act. Annual costs were approximately **\$510,016** across the executive branch. Many accommodations were not associated with a cost; of those with a cost, the average cost was \$1,404.67 per accommodation.

The top five most provided accommodations were:

1. Acquisition of alternative devices, adaptive equipment, or assistive technology;
2. Permission for a part-time or modified work schedule;
3. Provision of a qualified reader, writer, sign language interpreter, or other assistant;
4. Job restructuring, and;
5. Provision of an alternative work area.

2020 Annual ADA Summary

Executive branch cabinet-level state agencies reported **629⁴** reasonable accommodation requests under Title I of the Americans with Disabilities Act. Annual costs were approximately **\$219,232** across the enterprise. The average costs were \$135/per accommodation request.

The top five provided accommodations were:

⁴ Reports were due to MMB in August 2020 while many agencies were actively managing COVID-19-related workforce challenges during a hiring freeze; many agencies were unable to respond timely. 40% of agencies submitted reports as of the writing of this report, so the numbers above are an undercount of actual accommodations provided.

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, and;
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.
- 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 policies, 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.

Internal Complaints

[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. Agencies also are required to submit dispositions of complaints to the Commissioner of MMB within 30 days of dissolution. [Minn. R. 3905.0500](#).

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

Basis of Complaints	Calendar Year 2019 ⁵	Calendar Year 2020 ⁶
Race	199	129
Gender / Sexual Harassment	347	155
National Origin	46	28
Color	67	36
Disability	111	39
Age	42	19
Religion	29	15
Sexual Orientation	19	16
Marital Status	2	4
Reliance on Public Assistance	0	0
Creed	4	2
Membership or Activity in Human Rights Commission	2	0
TOTAL	868	443

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 Employment Opportunity Commission or Minnesota Department of Human Rights. Data on charges filed with the U.S. Equal Employment Opportunity Commission can be found at:

<http://www.eeoc.gov/eeoc/statistics/enforcement/index.cfm>.

⁵ 72% of Agencies reporting

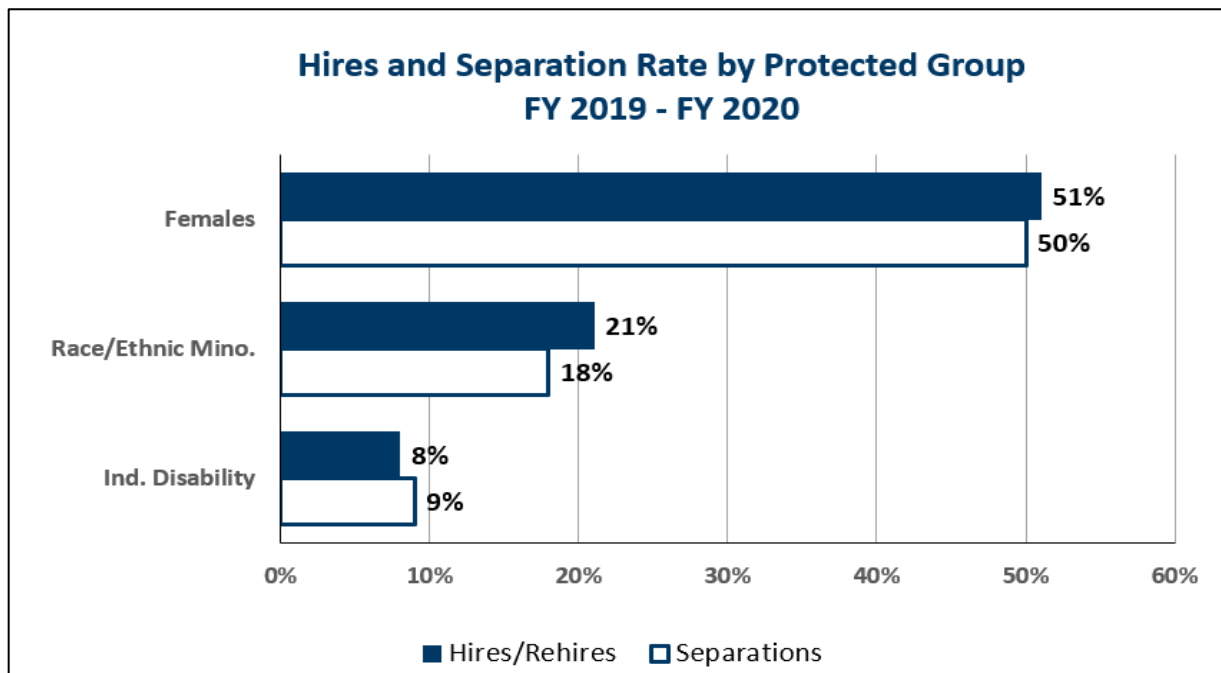
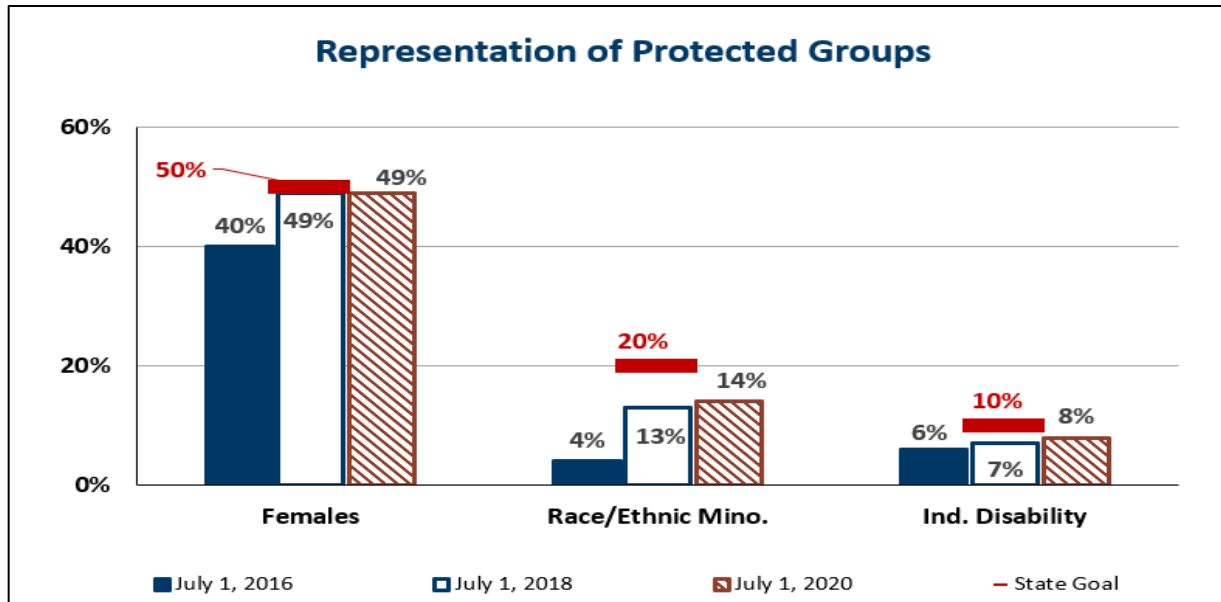
⁶ 35% of Agencies reporting

Appendix A: 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. “DP” designates Data Privacy, when displaying the actual employee numbers would disclose private data on individuals.



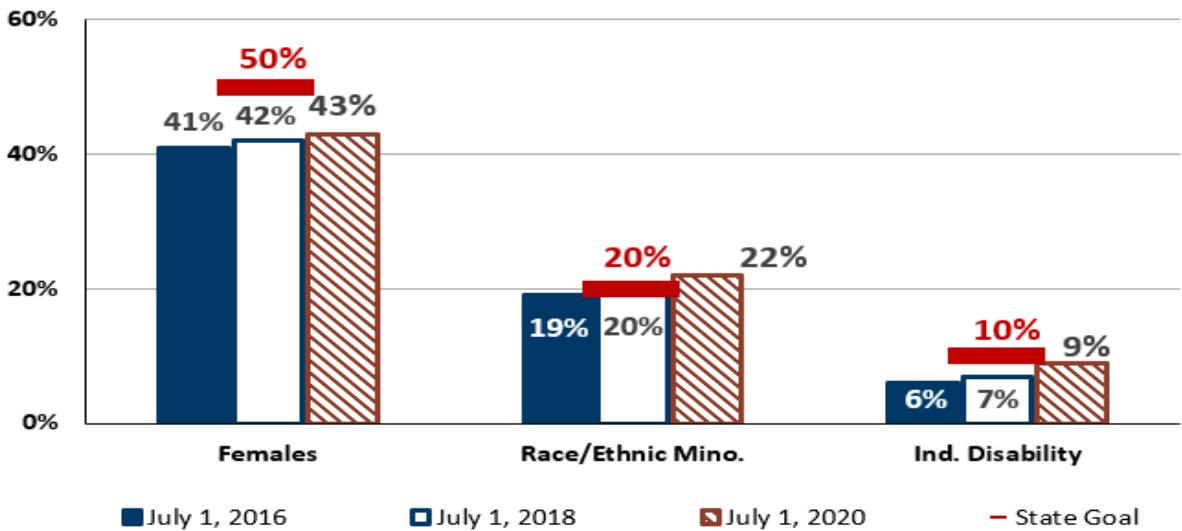
Minnesota All Cabinet Agencies





Department of Administration

Representation of Protected Groups



Progress Report Toward Goals (FY 2019 – FY 2020 AAP Period)

* means the job category had underutilization in FY 2019-2020 AAP period.

Females (Promotion includes both promoted into and within the job category.)

Job Category	Total Females	AAP Year Goals Females	Females Hired	Female Promoted	Actual Females Placement	Females Goals Met?
Officials/Administrators	51.52%	40.00%	33.33%	83.33%	66.67%	Yes
Professionals	57.89%	55.70%	60.53%	76.74%	69.14%	Yes
Technicians	50.00%	51.00%	DP	DP	25.00%	No
Paraprofessionals	71.43%	51.00%	50.00%	DP	66.67%	Yes
Office/Clerical	68.00%	61.30%	85.71%	77.78%	82.61%	Yes
Skilled Craft*	1.96%	6.30%	4.17%	DP	3.33%	No
Service Maintenance*	22.56%	44.40%	16.00%	15.38%	15.87%	No

Racial/Ethnic Minorities (Minorities)

(Promotion includes both promoted into and within the job category.)

Job Category	AAP Total Mino.	AAP Year Goals Mino	Minority Hired	Minority Promoted	Actual Minority Placement	Minority Goals Met?
Officials/Administrators	12.12%	7.60%	33.33%	33.33%	33.33%	Yes
Professionals	18.66%	10.60%	26.32%	32.56%	29.63%	Yes
Technicians*	8.33%	14.00%	DP	DP	75.00%	Yes
Paraprofessionals	28.57%	14.00%	50.00%	DP	33.33%	Yes
Office/Clerical	18.00%	13.40%	42.86%	11.11%	30.43%	Yes
Skilled Craft*	5.88%	8.80%	DP	DP	DP	No
Service Maintenance	29.88%	19.50%	36.00%	15.38%	31.75%	Yes

Individuals with Disabilities (IWD)

(Promotion includes both promoted into and within the job category.)

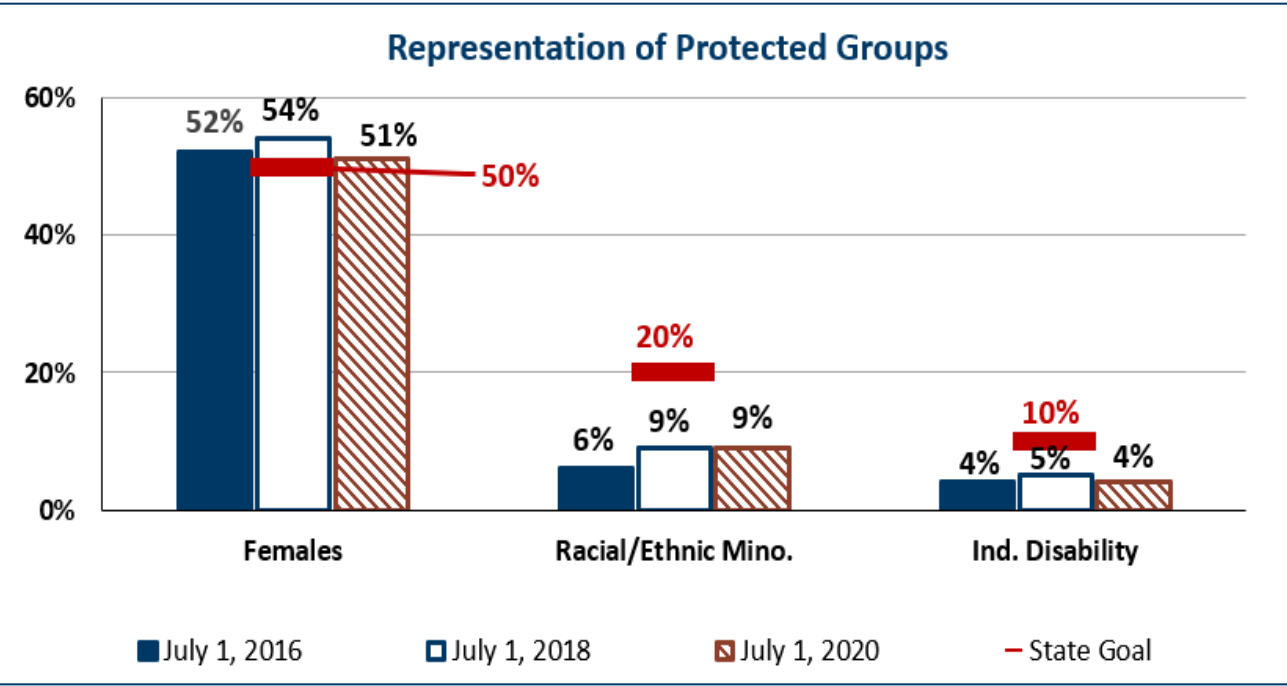
Job Category	Total IWD	AAP Year Goals IWD	IWD Hired	IWD Promoted	Actual IWD Placement	IWD Goals Met?
Officials/Administrators*	3.03%	7.00%	33.33%	DP	11.11%	Yes
Professionals	8.61%	7.00%	15.79%	11.63%	13.58%	Yes
Technicians*	DP	7.00%	33.33%	DP	25.00%	Yes
Paraprofessionals*	DP	7.00%	DP	DP	DP	No
Office/Clerical	8.00%	7.00%	21.43%	22.22%	21.74%	Yes
Skilled Craft*	1.96%	7.00%	8.33%	DP	6.67%	No
Service Maintenance	6.10%	7.00%	10.00%	7.69%	9.52%	Yes

Total Separation FY 2019 – FY 2020

Separation	Females	Racial/Ethnic Minorities	Individuals with Disabilities
Total Separation	37.14%	25.00%	12.14%



Department of Agriculture



Progress Report Toward Goals (FY 2019 – FY 2020 AAP Period)

* means the job category had underutilization in FY 2019-2020 AAP period.

Females (Promotion includes both promoted into and within the job category.)

Job Category	Total Females	AAP Year Goals Females	Females Hired	Female Promoted	Actual Females Placement	Females Goals Met?
Officials/Administrators	47.62%	15.30%	DP	25.00%	14.29%	No
Professionals	53.60%	43.88%	50.00%	60.61%	54.32%	Yes
Technicians	45.45%	35.66%	23.08%	DP	22.22%	No
Paraprofessionals	73.33%	35.66%	61.90%	DP	61.90%	Yes
Office/Clerical	79.41%	36.96%	72.22%	DP	76.19%	Yes
Skilled Craft	44.93%	31.58%	28.75%	DP	28.75%	No

Racial/Ethnic Minorities (Minorities)

(Promotion includes both promoted into and within the job category.)

Job Category	AAP Total Mino.	AAP Year Goals Mino	Minority Hired	Minority Promoted	Actual Minority Placement	Minority Goals Met?
Officials/Administrators	DP	3.14%	DP	DP	DP	No
Professionals	8.19%	8.35%	14.58%	6.06%	11.11%	Yes
Technicians	12.12%	9.61%	7.69%	DP	7.41%	No
Paraprofessionals*	DP	9.61%	DP	DP	DP	No
Office/Clerical	32.35%	8.46%	22.22%	33.33%	23.81%	Yes
Skilled Craft*	4.35%	18.25%	3.75%	DP	3.75%	No

Individuals with Disabilities (IWD)

(Promotion includes both promoted into and within the job category.)

Job Category	Total IWD	AAP Year Goals IWD	IWD Hired	IWD Promoted	Actual IWD Placement	IWD Goals Met?
Officials/Administrators	14.29%	7.00%	DP	DP	DP	No
Professionals*	4.71%	7.00%	6.25%	DP	3.70%	No
Technicians*	DP	7.00%	3.85%	DP	3.70%	No
Paraprofessionals*	DP	7.00%	DP	DP	DP	No
Office/Clerical	11.76%	7.00%	DP	DP	DP	No
Skilled Craft*	4.35%	7.00%	3.75%	DP	3.75%	No

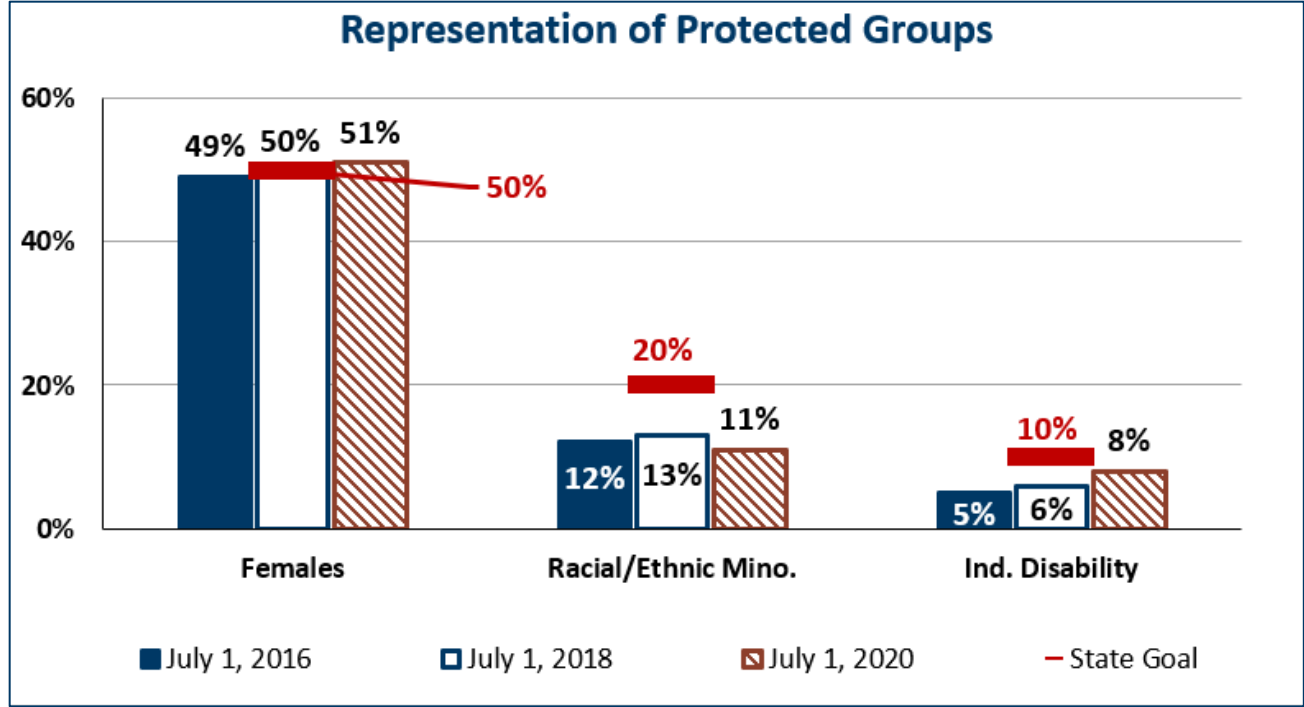
Total Separation FY 2019 – FY 2020

Separation	Females	Racial/Ethnic Minorities	Individuals with Disabilities
Total Separation	48.79%	6.28%	6.28%



Department of Commerce

Representation of Protected Groups



Progress Report Toward Goals (FY 2019 – FY 2020 AAP Period)

* means the job category had underutilization in FY 2019-2020 AAP period.

Females (Promotion includes both promoted into and within the job category.)

Job Category	Total Females	AAP Year Goals Females	Females Hired	Female Promoted	Actual Females Placement	Females Goals Met?
Officials/Administrators	50.00%	48.58%	55.56%	40.00%	50.00%	Yes
Professionals*	49.79%	51.11%	60.00%	33.33%	55.22%	Yes
Technicians	24.00%	24.00%	DP	DP	DP	No
Protective Serv: Sworn*	16.67%	22.20%	50.00%	DP	50.00%	Yes
Paraprofessional**	N/A	N/A	61.11%	DP	61.11%	N/A
Office/Clerical	89.66%	69.40%	85.71%	DP	87.50%	Yes

Racial/Ethnic Minorities (Minorities)

(Promotion includes both promoted into and within the job category.)

Job Category	AAP Total Mino.	AAP Year Goals Mino	Minority Hired	Minority Promoted	Actual Minority Placement	Minority Goals Met?
Officials/Administrators	9.38%	9.40%	22.22%	20.00%	21.43%	Yes
Professionals*	11.20%	11.64%	18.18%	8.33%	16.42%	Yes
Technicians	DP	DP	DP	DP	DP	Yes
Protective Serv: Sworn	16.67%	16.30%	DP	DP	DP	No
Paraprofessional**	N/A	DP	27.78%	DP	27.78%	N/A
Office/Clerical	27.59%	17.45%	42.86%	DP	50.00%	Yes

Individuals with Disabilities (IWD)

(Promotion includes both promoted into and within the job category.)

Job Category	Total IWD	AAP Year Goals IWD	IWD Hired	IWD Promoted	Actual IWD Placement	IWD Goals Met?
Officials/Administrators*	3.13%	7.00%	11.11%	DP	7.14%	Yes
Professionals*	5.81%	7.00%	9.09%	8.33%	8.96%	Yes
Technicians*	DP	7.00%	DP	DP	DP	No
Protective Serv: Sworn*	DP	7.00%	DP	DP	DP	No
Paraprofessional**	N/A	N/A	DP	DP	DP	N/A
Office/Clerical	17.24%	7.00%	14.29%	DP	12.50%	Yes

Total Separation FY 2019 – FY 2020

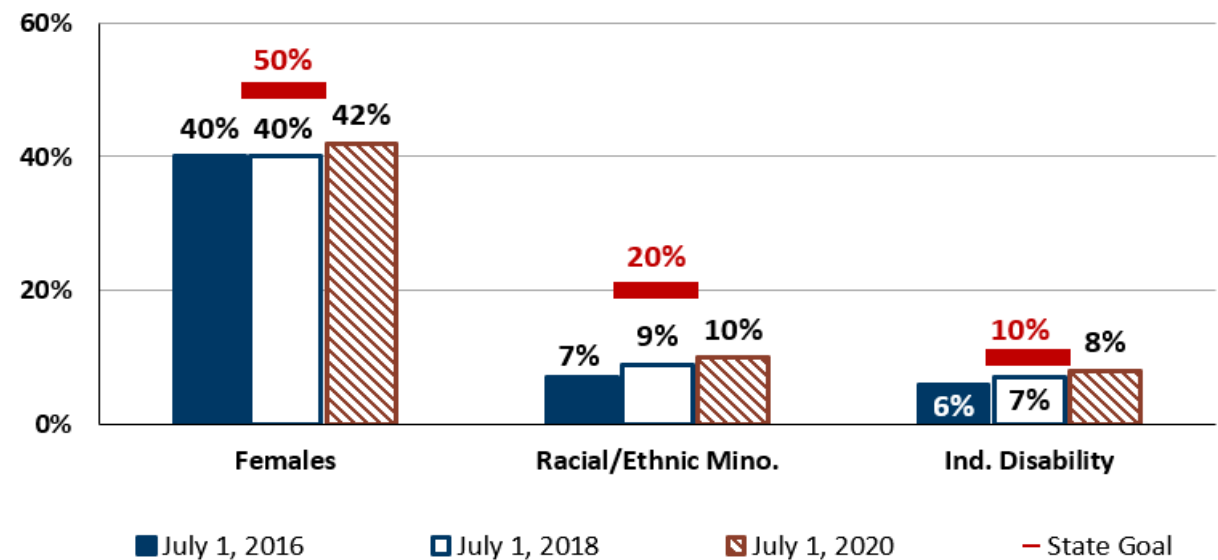
Separation	Females	Racial/Ethnic Minorities	Individuals with Disabilities
Total Separation	48.39%	23.66%	9.68%

**The Department of Commerce recategorized selective jobs into the Paraprofessionals job category for more accurate analyses beginning with the 2020-2022 Affirmative Action Program.



Department of Corrections

Representation of Protected Groups



Progress Report Toward Goals (FY 2019 – FY 2020 AAP Period)

* means the job category had underutilization in FY 2019-2020 AAP period.

Females (Promotion includes both promoted into and within the job category.)

Job Category	Total Females	AAP Year Goals Females	Females Hired	Female Promoted	Actual Females Placement	Females Goals Met?
Officials/Administrators	53.85%	56.83%	51.22%	53.33%	52.11%	No
Professionals	62.32%	59.57%	65.28%	67.63%	65.88%	Yes
Technicians	65.93%	61.08%	75.61%	72.73%	75.27%	Yes
Protective Services*	23.04%	47.41%	33.12%	24.47%	31.45%	No
Office/Clerical	89.44%	78.62%	91.94%	96.67%	92.86%	Yes
Skilled Craft	61.38%	4.57%	5.26%	DP	4.00%	No
Service Maintenance*	24.21%	36.23%	31.31%	31.25%	31.30%	No

Racial/Ethnic Minorities (Minorities)

(Promotion includes both promoted into and within the job category.)

Job Category	AAP Total Mino.	AAP Year Goals Mino	Minority Hired	Minority Promoted	Actual Minority Placement	Minority Goals Met?
Officials/Administrators	9.62%	6.89%	14.63%	10.00%	12.68%	Yes
Professionals*	6.81%	8.28%	11.74%	11.51%	11.68%	Yes
Technicians*	7.41%	8.99%	17.07%	9.09%	16.13%	Yes
Protective Services*	11.06%	12.38%	17.83%	16.49%	17.57%	Yes
Office/Clerical*	6.94%	8.76%	12.10%	10.00%	11.69%	Yes
Skilled Craft*	2.76%	6.82%	5.26%	DP	4.00%	No
Service Maintenance*	5.95%	13.89%	9.09%	6.25%	8.70%	No

Individuals with Disabilities (IWD)

(Promotion includes both promoted into and within the job category.)

Job Category	Total IWD	AAP Year Goals IWD	IWD Hired	IWD Promoted	Actual IWD Placement	IWD Goals Met?
Officials/Administrators	16.35%	7.00%	12.20%	16.67%	14.08%	Yes
Professionals*	6.90%	7.00%	7.09%	7.19%	7.12%	Yes
Technicians*	2.96%	7.00%	9.76%	DP	8.60%	Yes
Protective Services*	6.65%	7.00%	7.01%	9.04%	7.40%	Yes
Office/Clerical	9.72%	7.00%	11.29%	10.00%	11.04%	Yes
Skilled Craft	6.90%	7.00%	7.89%	8.33%	8.00%	Yes
Service Maintenance*	4.37%	7.00%	7.07%	6.25%	6.96%	No

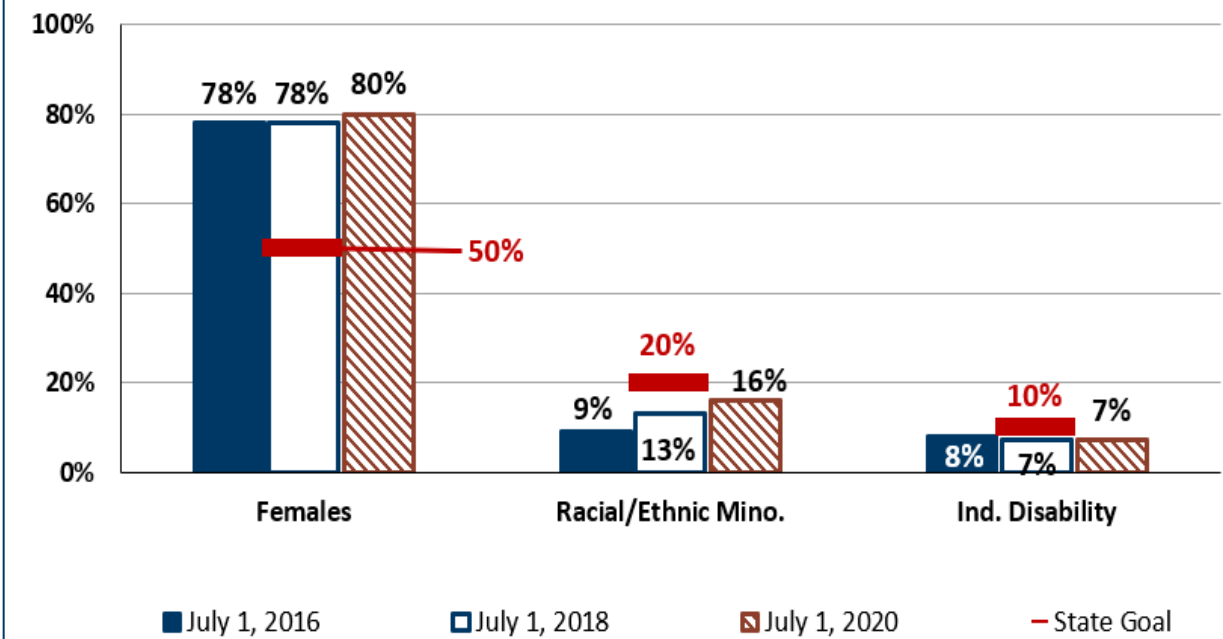
Total Separation FY 2019 – FY 2020

Separation	Females	Racial/Ethnic Minorities	Individuals with Disabilities
Total Separation	44.19%	13.25%	9.00%



Department of Education

Representation of Protected Groups



Racial/Ethnic Minorities (Minorities)

(Promotion includes both promoted into and within the job category.)

Job Category	AAP Total Mino.	AAP Year Goals Mino	Minority Hired	Minority Promoted	Actual Minority Placement	Minority Goals Met?
Officials/Administrators	12.50%	13.50%	83.33%	DP	50.00%	Yes
Professionals*	12.62%	14.50%	20.00%	20.00%	20.00%	Yes
Technicians	33.33%	20.00%	33.33%	DP	33.33%	Yes
Office/Clerical*	14.89%	22.00%	36.36%	33.33%	35.71%	Yes

Individuals with Disabilities (IWD)

(Promotion includes both promoted into and within the job category.)

Job Category	Total IWD	AAP Year Goals IWD	IWD Hired	IWD Promoted	Actual IWD Placement	IWD Goals Met?
Officials/Administrators*	2.50%	10.80%	DP	DP	DP	No
Professionals	7.31%	8.00%	DP	10.00%	1.90%	No
Technicians	33.33%	20.00%	33.33%	DP	33.33%	Yes
Office/Clerical	12.77%	13.30%	DP	DP	DP	No

Progress Report Toward Goals (FY 2019 – FY 2020 AAP Period)

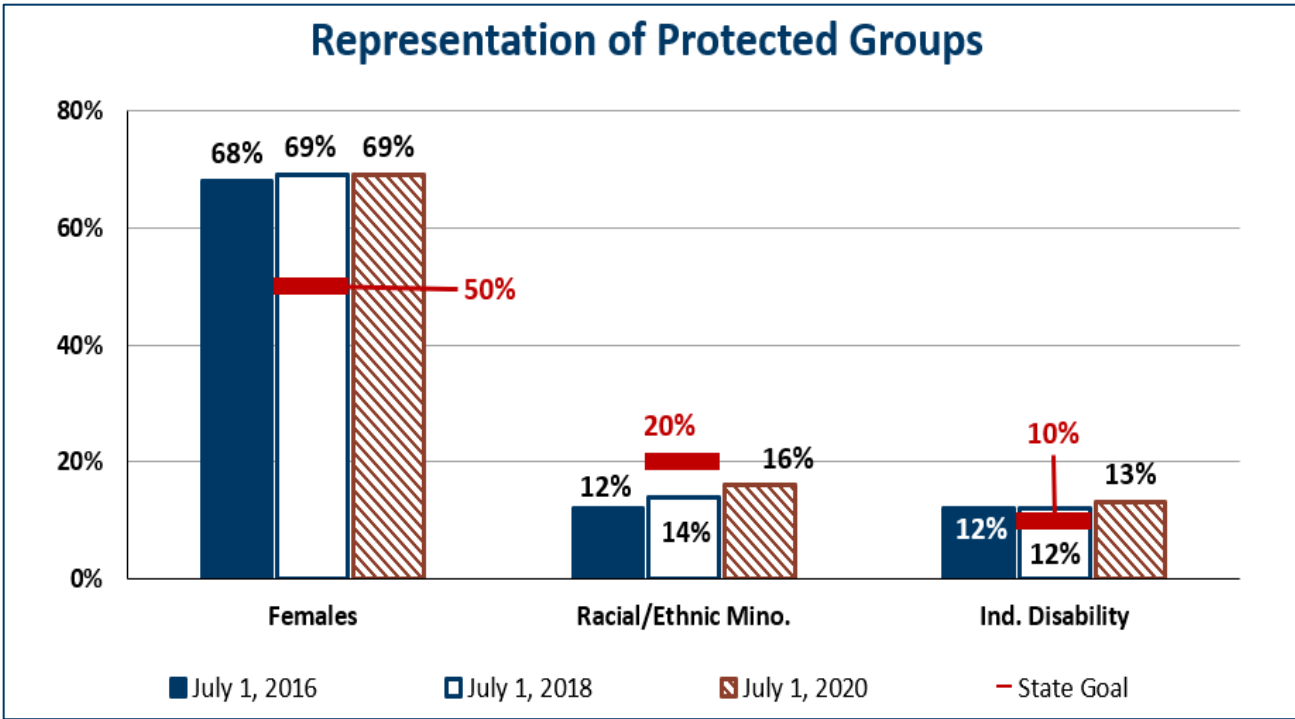
* means the job category had underutilization in FY 2019-2020 AAP period.

Females (Promotion includes both promoted into and within the job category.)

Job Category	Total Females	AAP Year Goals Females	Females Hired	Female Promoted	Actual Females Placement	Females Goals Met?
Officials/Administrators	70.00%	40.20%	83.33%	DP	90.00%	Yes
Professionals	77.41%	69.93%	74.12%	70.00%	73.33%	Yes
Technicians	DP	51.00%	66.67%	DP	66.67%	Yes
Office/Clerical	87.23%	78.48%	63.64%	DP	71.43%	No

Total Separation FY 2019 – FY 2020

Separation	Females	Racial/Ethnic Minorities	Individuals with Disabilities
Total Separation	65.93%	15.38%	8.79%



Progress Report Toward Goals (FY 2019 – FY 2020 AAP Period)

* means the job category had underutilization in FY 2019-2020 AAP period.

Females (Promotion includes both promoted into and within the job category.)

Job Category	Total Females	AAP Year Goals Females	Females Hired	Female Promoted	Actual Females Placement	Females Goals Met?
Officials/Administrators	57.14%	44.82%	50.00%	66.67%	55.56%	Yes
Professionals	67.34%	62.04%	66.48%	69.00%	60.87%	No
Technicians	64.29%	60.74%	75.00%	DP	80.00%	Yes
Office/Clerical	88.50%	74.16%	72.73%	DP	77.50%	Yes
Service Maintenance*	26.32%	32.36%	40.00%	DP	50.00%	Yes

Racial/Ethnic Minorities (Minorities)

(Promotion includes both promoted into and within the job category.)

Job Category	AAP Total Mino.	AAP Year Goals Mino	Minority Hired	Minority Promoted	Actual Minority Placement	Minority Goals Met?
Officials/Administrators	12.09%	8.82%	41.67%	8.33%	30.56%	Yes
Professionals	13.64%	12.26%	25.00%	26.00%	25.36%	Yes
Technicians	14.29%	12.44%	50.00%	50.00%	50.00%	Yes
Office/Clerical	12.39%	11.31%	24.24%	DP	20.00%	Yes
Service Maintenance	21.05%	20.28%	DP	DP	DP	No

Individuals with Disabilities (IWD)

(Promotion includes both promoted into and within the job category.)

Job Category	Total IWD	AAP Year Goals IWD	IWD Hired	IWD Promoted	Actual IWD Placement	IWD Goals Met?
Officials/Administrators	7.69%	7.19%	DP	16.67%	5.56%	No
Professionals	10.83%	9.08%	13.64%	10.00%	12.32%	Yes
Technicians	7.14%	7.07%	12.50%	50.00%	20.00%	Yes
Office/Clerical	12.83%	9.50%	15.15%	14.29%	15.00%	Yes
Service Maintenance	21.05%	14.03%	DP	DP	DP	No

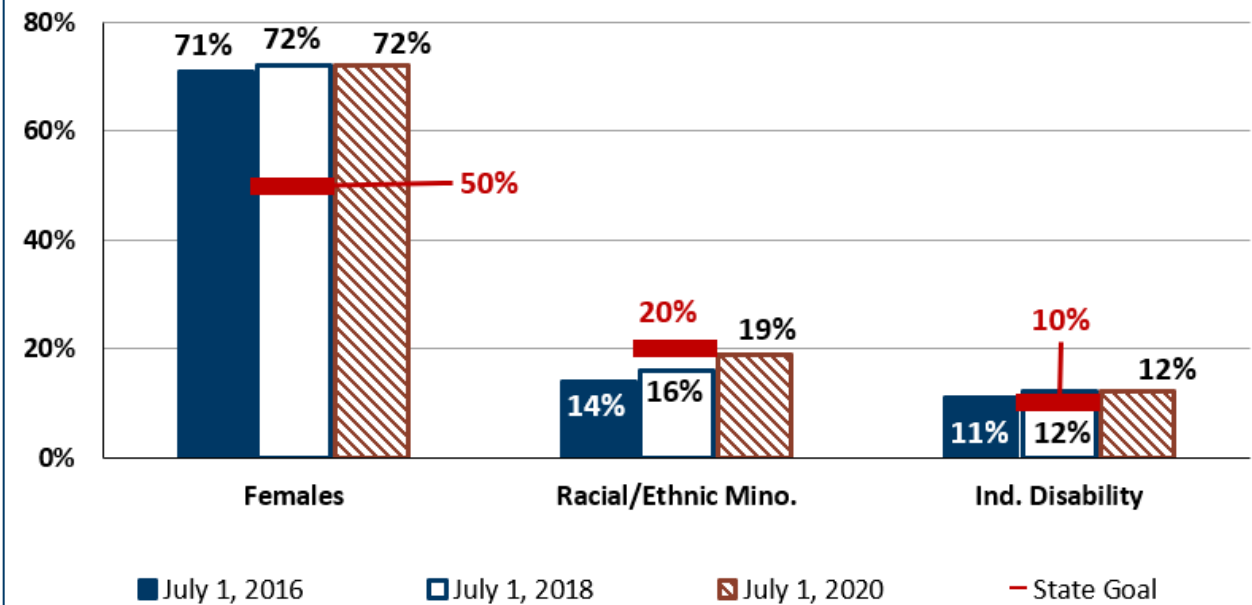
Total Separation FY 2019 – FY 2020

Separation	Females	Racial/Ethnic Minorities	Individuals with Disabilities
Total Separation	66.67%	15.60%	14.98%



Department of Housing

Representation of Protected Groups



Progress Report Toward Goals (FY 2019 – FY 2020 AAP Period)

* means the job category had underutilization in FY 2019-2020 AAP period.

Females (Promotion includes both promoted into and within the job category.)

Job Category	Total Females	AAP Year Goals Females	Females Hired	Female Promoted	Actual Females Placement	Females Goals Met?
Officials/Administrators	58.82%	55.95%	60.00%	80.00%	66.67%	Yes
Professionals	72.00%	51.49	69.23%	84.21%	75.56%	Yes
Technicians	90.00%	79.80	DP	DP	DP	Yes
Paraprofessionals	N/A	N/A	66.67%	DP	85.71%	N/A
Office/Clerical	77.78%	72.50%	83.33%	No Prom	83.33%	Yes

Racial/Ethnic Minorities (Minorities)

(Promotion includes both promoted into and within the job category.)

Job Category	AAP Total Mino.	AAP Year Goals Mino	Minority Hired	Minority Promoted	Actual Minority Placement	Minority Goals Met?
Officials/Administrators*	13.16%	12.89%	20.00%	20.00%	20.00%	Yes
Professionals	22.83%	11.29%	38.46%	15.79%	28.89%	Yes
Technicians	DP	12.90%	DP	DP	DP	No
Paraprofessionals	N/A	N/A	33.33%	DP	28.57%	N/A
Office/Clerical	20.00%	27.78%	16.67%	No Prom	16.67%	No

Individuals with Disabilities (IWD)

(Promotion includes both promoted into and within the job category.)

Job Category	Total IWD	AAP Year Goals IWD	IWD Hired	IWD Promoted	Actual IWD Placement	IWD Goals Met?
Officials/Administrators	8.82	7.00%	10.00%	DP	6.67%	No
Professionals	11.43	7.00%	7.69%	10.53%	8.89%	Yes
Technicians	15.00	7.00%	DP	DP	DP	Yes
Paraprofessionals	N/A	N/A	DP	DP	DP	N/A
Office/Clerical	11.11	7.00%	DP	No Prom	DP	No

Total Separation FY 2019 – FY 2020

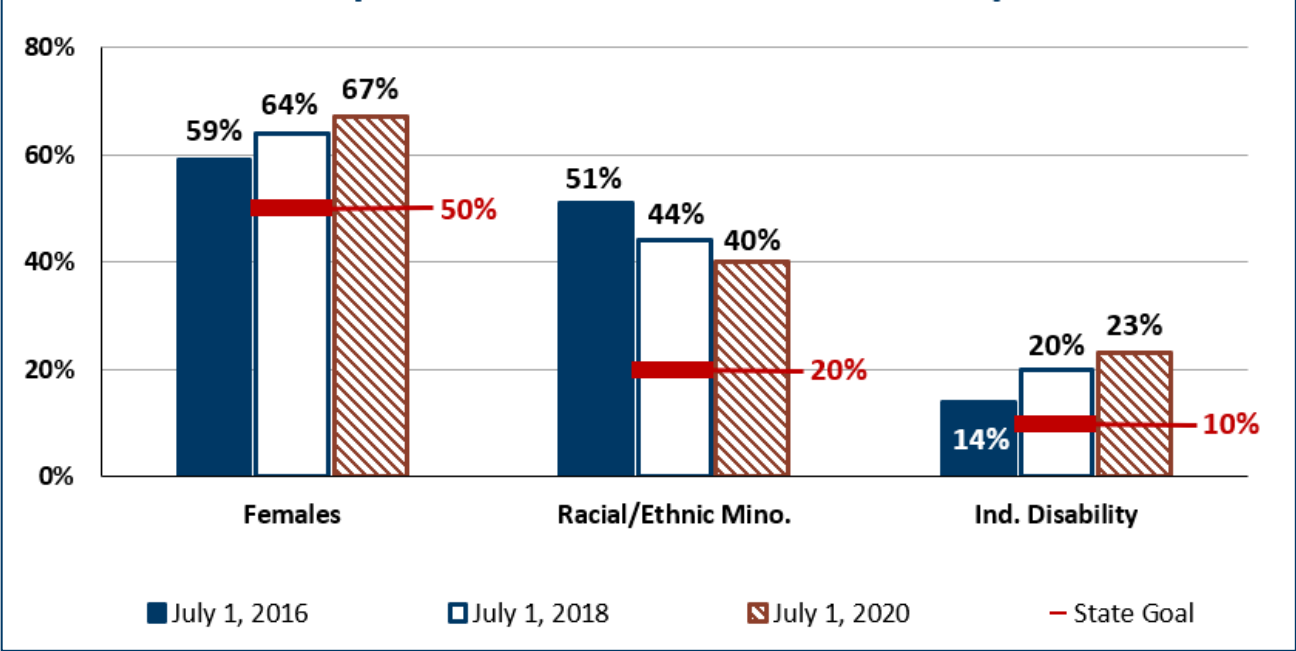
Separation	Females	Racial/Ethnic Minorities	Individuals with Disabilities
Total Separation	75.00%	15.91%	6.82%

The Department of Housing recategorized selective jobs in the Technicians job category into the Paraprofessionals job category for more accurate analyses beginning with the 2020-2022 Affirmative Action Program



Department of Human Rights

Representation of Protected Groups



Progress Report Toward Goals (FY 2019 – FY 2020 AAP Period)

* means the job category had underutilization in FY 2019-2020 AAP period.

Females (Promotion includes both promoted into and within the job category.)

Job Category	Total Females	AAP Year Goals Females	Females Hired	Female Promoted	Actual Females Placement	Females Goals Met?
Officials/Administrators	60.00%	42.90%	33.33%	DP	20.00%	No
Professionals	68.42%	53.70%	72.73%	DP	80.00%	Yes
Technicians	DP	51.00%	DP	DP	DP	No Hire/Prom
Paraprofessionals	DP	NA	DP	DP	DP	NA
Office/Clerical	85.71%	61.30%	DP	75.00%	80.00%	Yes

Racial/Ethnic Minorities (Minorities)

(Promotion includes both promoted into and within the job category.)

Job Category	AAP Total Mino.	AAP Year Goals Mino	Minority Hired	Minority Promoted	Actual Minority Placement	Minority Goals Met?
Officials/Administrators	80.00%	9.50%	DP	DP	DP	No
Professionals	43.75%	12.50%	45.45%	50.00%	46.67%	Yes
Technicians	DP	14.00%	DP	DP	DP	No Hire/Prom
Paraprofessionals	DP	NA	DP	DP	DP	NA
Office/Clerical	28.57%	13.40%	DP	25.00%	40.00%	Yes

Individuals with Disabilities (IWD)

(Promotion includes both promoted into and within the job category.)

Job Category	Total IWD	AAP Year Goals IWD	IWD Hired	IWD Promoted	Actual IWD Placement	IWD Goals Met?
Officials/Administrators	DP	7.00%	DP	50.00%	20.00%	Yes
Professionals	18.75%	7.00%	27.27%	25.00%	26.67%	Yes
Technicians	DP	7.00%	DP	DP	DP	No Hire/Prom
Paraprofessionals	DP	NA	DP	DP	DP	NA
Office/Clerical	28.57%	7.00%	DP	50.00%	40.00%	Yes

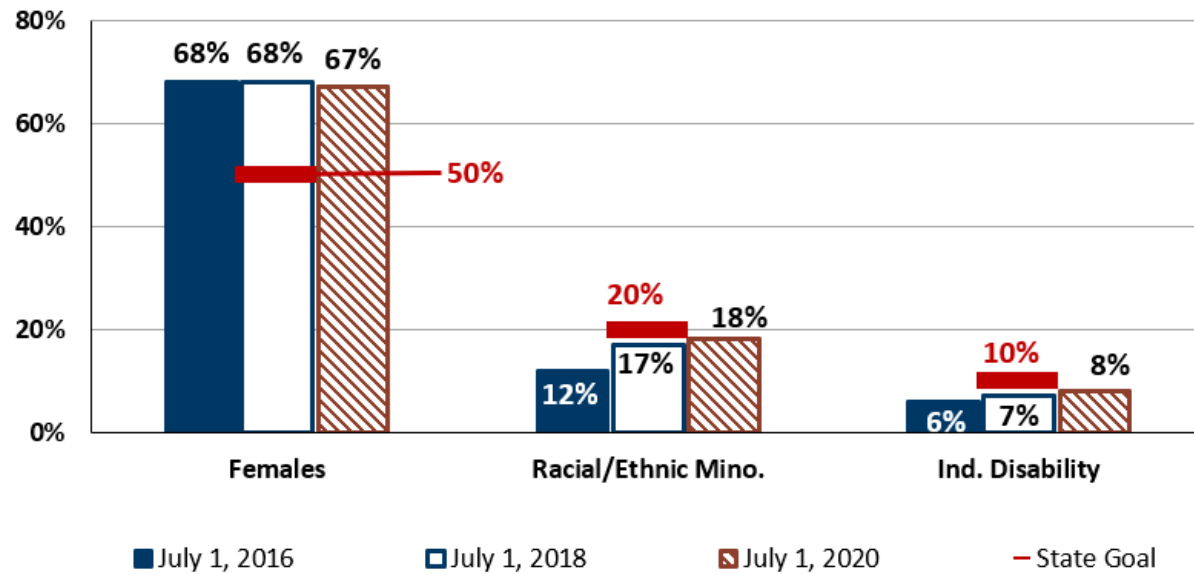
Total Separation FY 2019 – FY 2020

Separation	Females	Racial/Ethnic Minorities	Individuals with Disabilities
Total Separation	70.59%	58.82%	23.53%



Department of Human Services

Representation of Protected Groups



Racial/Ethnic Minorities (Minorities)

(Promotion includes both promoted into and within the job category.)

Job Category	AAP Total Mino.	AAP Year Goals Mino	Minority Hired	Minority Promoted	Actual Minority Placement	Minority Goals Met?
Officials/Administrators*	12.50%	14.38%	20.00%	23.81%	22.08%	Yes
Professionals*	17.13%	20.79%	21.91%	21.25%	21.61%	Yes
Technicians/Paraprofessionals	17.09%	29.93%	25.57%	25.81%	25.59%	No
Office/Clerical*	16.83%	21.35%	23.08%	22.73%	22.99%	Yes
Skilled Craft*	5.17%	12.25%	DP	DP	DP	No
Service Maintenance*	9.38%	24.78%	9.80%	15.38%	10.94%	No

Individuals with Disabilities (IWD)

(Promotion includes both promoted into and within the job category.)

Job Category	Total IWD	AAP Year Goals IWD	IWD Hired	IWD Promoted	Actual IWD Placement	IWD Goals Met?
Officials/Administrators	7.81%	7.60%	2.86%	4.76%	3.90%	No
Professionals	8.58%	7.85%	7.41%	6.41%	6.95%	No
Technicians/Paraprofessionals	5.90%	6.64%	8.44%	7.10%	8.29%	Yes
Office/Clerical	11.11%	9.30%	20.00%	18.18%	19.54%	Yes
Skilled Craft	8.62%	7.74%	16.67%	11.11%	13.33%	Yes
Service Maintenance*	5.00%	6.12%	1.96%	DP	1.56%	No

Progress Report Toward Goals (FY 2019 – FY 2020 AAP Period)

* means the job category had underutilization in FY 2019-2020 AAP period.

Females (Promotion includes both promoted into and within the job category.)

Job Category	Total Females	AAP Year Goals Females	Females Hired	Female Promoted	Actual Females Placement	Females Goals Met?
Officials/Administrators	63.75%	58.56%	60.00%	76.19%	68.83%	Yes
Professionals	72.98%	65.01%	74.23%	74.91%	74.54%	Yes
Technicians/Paraprofessionals	62.20%	58.69%	62.91%	57.42%	62.29%	Yes
Office/Clerical	89.21%	77.67%	83.08%	90.91%	85.06%	Yes
Skilled Craft*	1.72%	40.20%	DP	11.11%	6.67%	No
Service Maintenance	51.25%	47.21%	43.14%	7.69%	35.94%	No

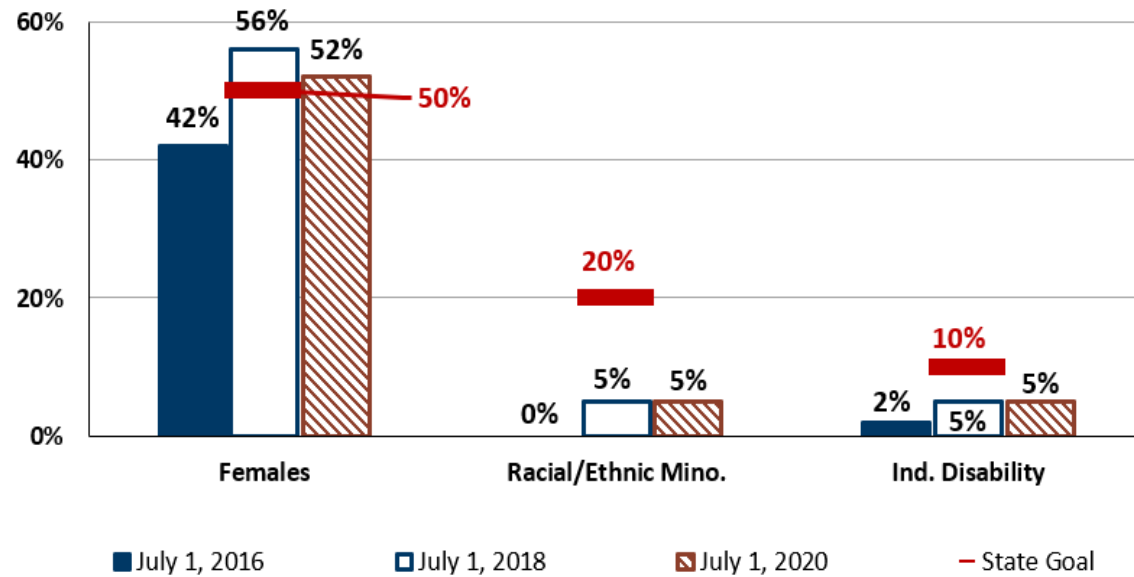
Total Separation FY 2019 – FY 2020

Separation	Females	Racial/Ethnic Minorities	Individuals with Disabilities
Total Separation	67.49%	20.30%	9.75%



Department of Iron Range Resources and Rehabilitation

Representation of Protected Groups



Racial/Ethnic Minorities (Minorities)

(Promotion includes both promoted into and within the job category.)

Job Category	AAP Total Mino.	AAP Year Goals Mino	Minority Hired	Minority Promoted	Actual Minority Placement	Minority Goals Met?
Officials/Administrators	DP	7.60%	DP	DP	DP	No
Professionals*	5.00%	10.60%	DP	DP	DP	No
Paraprofessionals/Office Clerical*	DP	10.50%	DP	DP	DP	No
Skilled Craft	25.00%	8.80%	DP	DP	DP	No
Service Maintenance*	DP	19.50%	DP	DP	DP	No

Individuals with Disabilities (IWD)

(Promotion includes both promoted into and within the job category.)

Job Category	Total IWD	AAP Year Goals IWD	IWD Hired	IWD Promoted	Actual IWD Placement	IWD Goals Met?
Officials/Administrators	DP	7.00%	DP	DP	DP	No
Professionals*	DP	7.00%	DP	DP	DP	No
Paraprofessionals/Office Clerical	12.50%	7.00%	DP	DP	DP	No
Skilled Craft	DP	7.00%	DP	DP	DP	Yes
Service Maintenance	33.33%	7.00%	DP	DP	DP	No

Progress Report Toward Goals (FY 2019 – FY 2020 AAP Period)

* means the job category had underutilization in FY 2019-2020 AAP period.

Females (Promotion includes both promoted into and within the job category.)

Job Category	Total Females	AAP Year Goals Females	Females Hired	Female Promoted	Actual Females Placement	Females Goals Met?
Officials/Administrators	66.67%	40.20%	DP	DP	DP	No
Professionals	60.00%	55.70%	DP	DP	33.33%	No
Paraprofessionals/Office Clerical	87.50%	63.40%	DP	DP	DP	Yes
Skilled Craft	DP	6.30%	DP	DP	DP	No
Service Maintenance*	DP	44.40%	DP	DP	DP	No

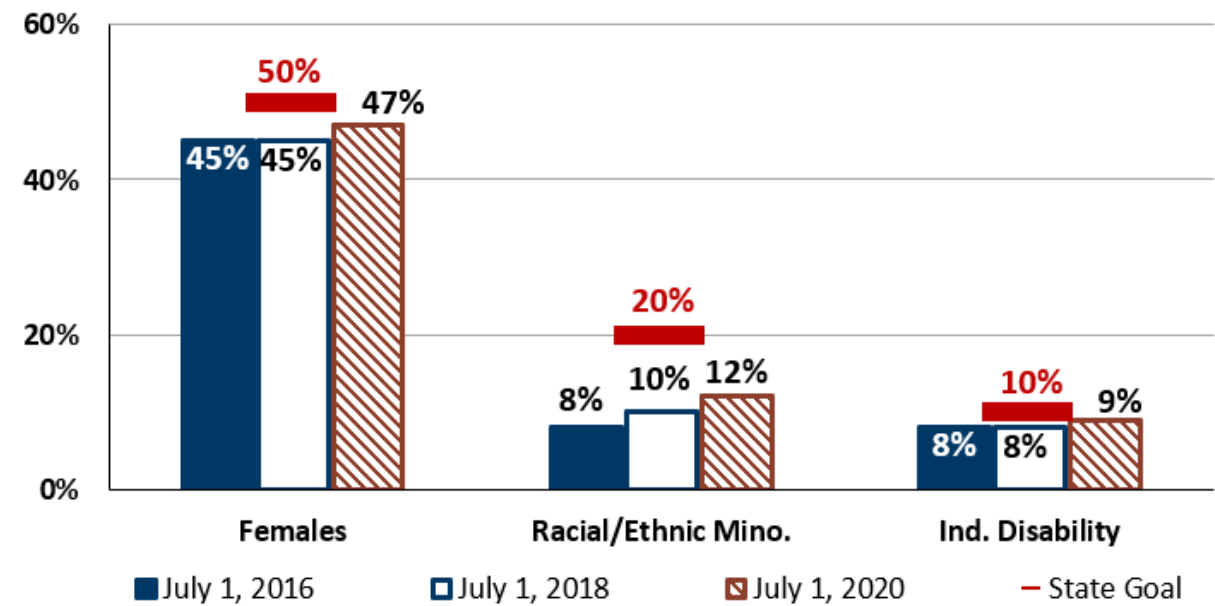
Total Separation FY 2019 – FY 2020

Separation	Females	Racial/Ethnic Minorities	Individuals with Disabilities
Total Separation	12.50%	DP	DP



Department of Labor and Industry

Representation of Protected Groups



Progress Report Toward Goals (FY 2019 – FY 2020 AAP Period)

* means the job category had underutilization in FY 2019-2020 AAP period.

Females (Promotion includes both promoted into and within the job category.)

Job Category	Total Females	AAP Year Goals Females	Females Hired	Female Promoted	Actual Females Placement	Females Goals Met?
Officials/Administrators	43.48%	41.50%	DP	DP	75.00%	Yes
Professionals*	41.45%	47.40%	46.67%	42.86%	44.83%	N
Technicians*	50.00%	57.10%	DP	DP	DP	No*
Office Clerical/Paraprofessionals	80.22%	77.40%	60.00%	66.67%	62.50%	No
Skilled Craft*	2.27%	5.40%	11.11%	DP	8.33%	Yes

Racial/Ethnic Minorities (Minorities)

(Promotion includes both promoted into and within the job category.)

Job Category	AAP Total Mino.	AAP Year Goals Mino	Minority Hired	Minority Promoted	Actual Minority Placement	Minority Goals Met?
Officials/Administrators	17.39%	3.19%	33.33%	DP	25.00%	Yes
Professionals	10.55%	10.30%	13.33%	17.86%	15.52%	Yes
Technicians	12.50%	13.20%	DP	DP	DP	No
Office Clerical/Paraprofessionals	14.29%	14.60%	20.00%	66.67%	37.50%	Yes
Skilled Craft*	2.27%	7.40%	DP	DP	DP	No

Individuals with Disabilities (IWD)

(Promotion includes both promoted into and within the job category.)

Job Category	Total IWD	AAP Year Goals IWD	IWD Hired	IWD Promoted	Actual IWD Placement	IWD Goals Met?
Officials/Administrators	DP	1.80%	33.33%	DP	25.00%	Yes
Professionals	9.09%	8.10%	6.67%	14.29%	10.34%	Yes
Technicians	DP	1.75%	DP	DP	DP	No
Office Clerical/Paraprofessionals*	8.79%	10.10%	DP	33.33%	12.50%	Yes
Skilled Craft	11.36%	6.70%	11.11%	66.67%	25.00%	Yes

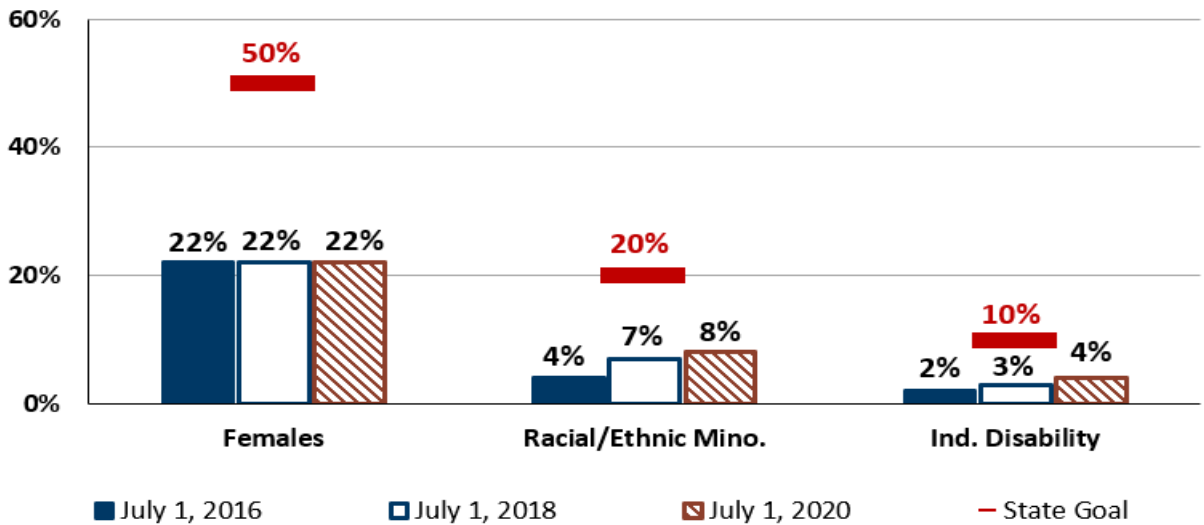
Total Separation FY 2019 – FY 2020

Separation	Females	Racial/Ethnic Minorities	Individuals with Disabilities
Total Separation	43.21%	16.05%	7.41%



Department of Military Affairs

Representation of Protected Groups



Progress Report Toward Goals (FY 2019 – FY 2020 AAP Period)

* means the job category had underutilization in FY 2019-2020 AAP period.

Females (Promotion includes both promoted into and within the job category.)

Job Category	Total Females	AAP Year Goals Females	Females Hired	Female Promoted	Actual Females Placement	Females Goals Met?
Officials/Administrators	33.33%	DP	DP	DP	DP	Yes
Professionals*	22.28%	56.34%	10.88%	DP	11.45%	No
Technicians*	10.53%	14.39%	28.57%	DP	20.00%	Yes
Protective Serv: Non-Sworn*	6.14%	20.27%	20.00%	DP	16.28%	No
Office Clerical	88.46%	77.05%	DP	DP	DP	Yes
Skilled Craft*	1.89%	2.79%	16.67%	DP	10.00%	Yes
Service Maintenance*	32.89%	35.71%	21.43%	DP	20.00%	No

Racial/Ethnic Minorities (Minorities)

(Promotion includes both promoted into and within the job category.)

Job Category	AAP Total Mino.	AAP Year Goals Mino	Minority Hired	Minority Promoted	Actual Minority Placement	Minority Goals Met?
Officials/Administrators	DP	2.04%	DP	DP	DP	No
Professionals*	11.92%	DP	15.65%	DP	13.86%	Yes
Technicians*	5.26%	DP	DP	DP	DP	Yes
Protective Serv: Non-Sworn*	6.14%	14.75%	20.00%	DP	16.28%	Yes
Office Clerical*	3.85%	10.37%	DP	DP	DP	No
Skilled Craft*	3.77%	11.03%	DP	DP	DP	No
Service Maintenance*	3.95%	19.91%	21.43%	DP	20.00%	Yes

Individuals with Disabilities (IWD)

(Promotion includes both promoted into and within the job category.)

Job Category	Total IWD	AAP Year Goals IWD	IWD Hired	IWD Promoted	Actual IWD Placement	IWD Goals Met?
Officials/Administrators	66.67%	DP	DP	DP	DP	Yes
Professionals*	3.63%	4.12%	2.72%	DP	2.41%	No
Technicians*	5.26%	DP	DP	DP	DP	Yes
Protective Serv: Non-Sworn*	2.63%	5.25%	DP	DP	DP	No
Office Clerical*	11.54%	DP	DP	DP	DP	Yes
Skilled Craft*	3.77%	DP	DP	DP	DP	Yes
Service Maintenance*	1.32%	10.04%	DP	DP	DP	No

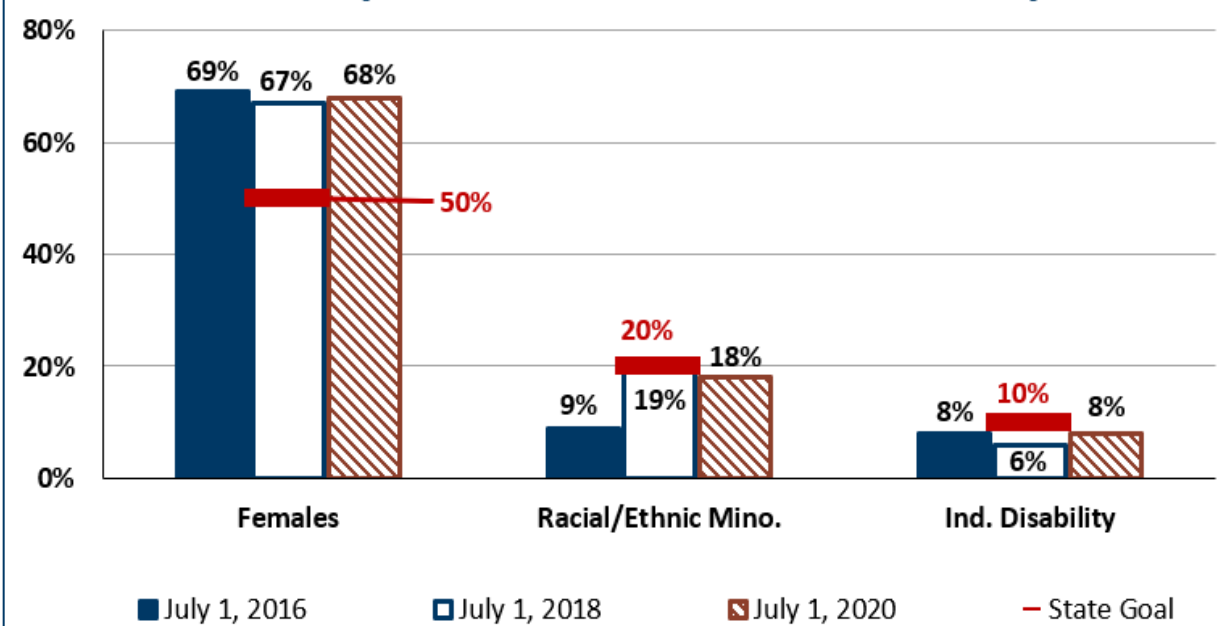
Total Separation FY 2019 – FY 2020

Separation	Females	Racial/Ethnic Minorities	Individuals with Disabilities
Total Separation	24.86%	14.12%	3.39%



Department of Minnesota Management and Budget

Representation of Protected Groups



Progress Report Toward Goals (FY 2019 – FY 2020 AAP Period)

* means the job category had underutilization in FY 2019-2020 AAP period.

Females (Promotion includes both promoted into and within the job category.)

Job Category	Total Females	AAP Year Goals Females	Females Hired	Female Promoted	Actual Females Placement	Females Goals Met?
Officials/Administrators	59.32%	40.20%	88.89%	66.67%	76.19%	Yes
Professionals	67.26%	53.70%	70.37%	77.27%	74.65%	Yes
Technicians	DP	51.00%	DP	DP	DP	Yes
Paraprofessionals	50.00%	51.00%	DP	DP	DP	No Hire/Prom
Office Clerical	80.00%	61.30%	83.33%	DP	90.00%	Yes

Racial/Ethnic Minorities (Minorities)

(Promotion includes both promoted into and within the job category.)

Job Category	AAP Total Mino.	AAP Year Goals Mino	Minority Hired	Minority Promoted	Actual Minority Placement	Minority Goals Met?
Officials/Administrators	15.25%	7.60%	DP	8.33%	4.76%	No
Professionals	13.69%	12.50%	48.15%	31.82%	38.03%	Yes
Technicians	DP	14.00%	DP	DP	50.00%	Yes
Paraprofessionals	50.00%	14.00%	DP	DP	DP	No Hire/Prom
Office Clerical	50.00%	13.40%	16.67%	25.00%	20.00%	Yes

Individuals with Disabilities (IWD)

(Promotion includes both promoted into and within the job category.)

Job Category	Total IWD	AAP Year Goals IWD	IWD Hired	IWD Promoted	Actual IWD Placement	IWD Goals Met?
Officials/Administrators*	1.69%	7.00%	DP	8.33%	4.76%	No
Professionals	7.14%	7.00%	14.81%	11.36%	12.68%	Yes
Technicians	DP	7.00%	DP	DP	DP	No
Paraprofessionals	25.00%	7.00%	DP	DP	DP	No Hire/Prom
Office Clerical	10.00%	7.00%	16.67%	DP	10.00%	Yes

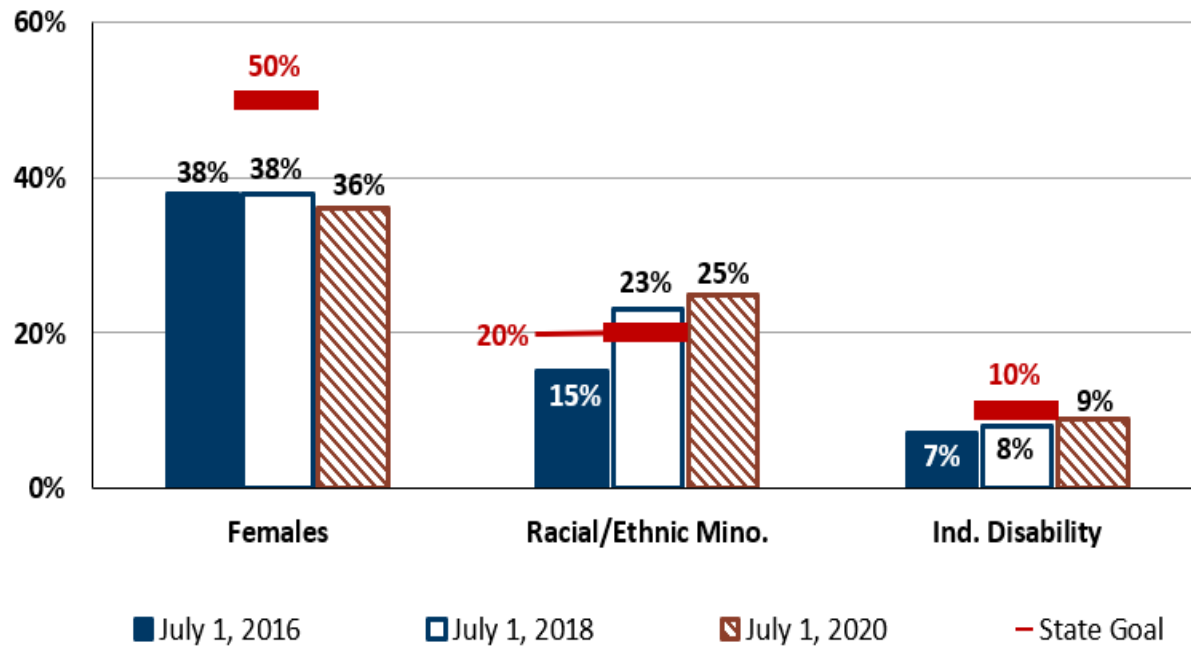
Total Separation FY 2019 – FY 2020

Separation	Females	Racial/Ethnic Minorities	Individuals with Disabilities
Total Separation	59.77%	44.83%	6.90%



Department of Information Technology Services

Representation of Protected Groups



Racial/Ethnic Minorities (Minorities)

(Promotion includes both promoted into and within the job category.)

Job Category	AAP Total Mino.	AAP Year Goals Mino	Minority Hired	Minority Promoted	Actual Minority Placement	Minority Goals Met?
Officials/Administrators*	8.45%	10.09%	28.57%	17.39%	20.00%	Yes
Professionals	22.93%	21.54%	35.04%	26.76%	31.73%	Yes
Technicians	16.00%	13.94%	33.33%	DP	22.22%	Yes
Paraprofessionals	36.84%	22.64%	48.00%	DP	46.15%	Yes
Office Clerical	28.57%	20.92%	DP	DP	DP	No

Individuals with Disabilities (IWD)

(Promotion includes both promoted into and within the job category.)

Job Category	Total IWD	AAP Year Goals IWD	IWD Hired	IWD Promoted	Actual IWD Placement	IWD Goals Met?
Officials/Administrators	15.49%	7.00%	DP	13.04%	10.00%	Yes
Professionals	7.20%	7.00%	9.60%	11.71%	10.44%	Yes
Technicians*	4.00%	7.00%	DP	DP	DP	No
Paraprofessionals	10.53%	7.00%	4.00%	DP	3.85%	No
Office Clerical	7.14%	7.00%	DP	DP	50.00%	Yes

Total Separation FY 2019 – FY 2020

Separation	Females	Racial/Ethnic Minorities	Individuals with Disabilities
Total Separation	43.88%	22.96%	9.95%

Progress Report Toward Goals (FY 2019 – FY 2020 AAP Period)

* means the job category had underutilization in FY 2019-2020 AAP period.

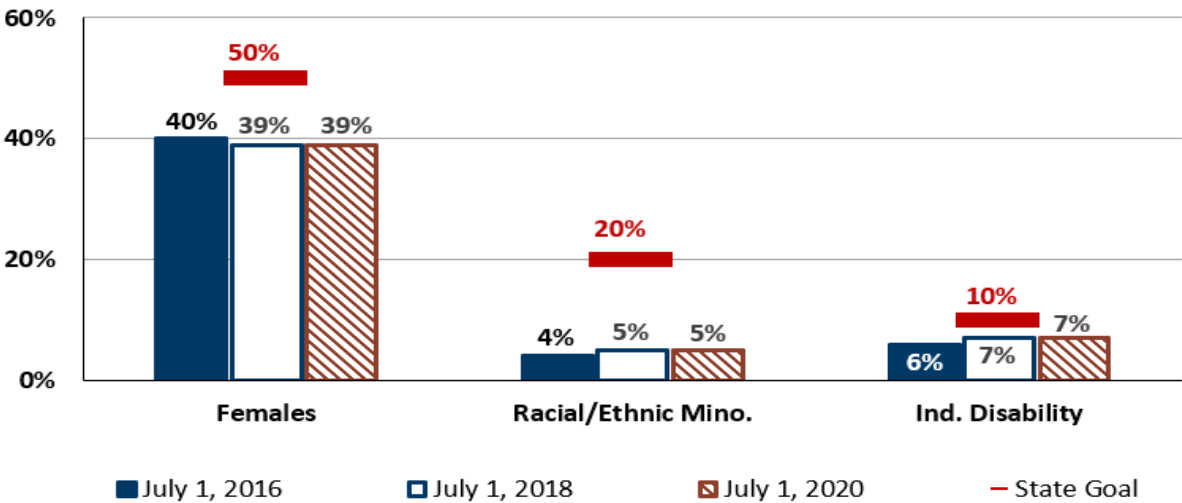
Females (Promotion includes both promoted into and within the job category.)

Job Category	Total Females	AAP Year Goals Females	Females Hired	Female Promoted	Actual Females Placement	Females Goals Met?
Officials/Administrators	36.62%	34.94%	28.57%	30.43%	30.00%	No
Professionals	37.51%	31.03%	31.25%	32.11%	31.59%	Yes
Technicians	36.00%	30.57%	33.33%	DP	55.56%	Yes
Paraprofessionals	31.58%	30.74%	40.00%	DP	42.31%	Yes
Office Clerical*	85.71%	91.75%	DP	DP	DP	Yes



Department of Natural Resources

Representation of Protected Groups



Progress Report Toward Goals (FY 2019 – FY 2020 AAP Period)

* means the job category had underutilization in FY 2019-2020 AAP period.

Females

Job Category	Total Females	AAP Year Goals Females	Females Hired	Female Promoted	Actual Females Placement	Females Goals Met?
Officials/Administrators	34.92%	35.13%	66.67%	29.03%	32.35%	No
Professionals*	37.55%	43.00%	47.50%	43.83%	45.07%	Yes
Technicians*	18.25%	39.67%	37.25%	34.00%	35.64%	No
Protec serv: Sworn*	17.12%	18.70%	20.00%	DP	13.04%	No
Protec Serv: Nonsworn*	7.02%	26.13%	50.00%	11.11%	18.18%	No
Administrative Support/Paraprofessionals	85.71%	79.37%	82.35%	87.23%	84.69%	Yes
Skilled Craft*	DP	3.59%	DP	DP	DP	No
Service Maintenance*	39.94%	43.24%	34.18%	26.15%	31.84%	No

Racial/Ethnic Minorities (Minorities)

Job Category	AAP Total Mino.	AAP Year Goals Mino	Minority Hired	Minority Promoted	Actual Minority Placement	Minority Goals Met?
Officials/Administrators	3.17%	3.35%	DP	DP	DP	No
Professionals*	4.51%	6.34%	6.67%	4.26%	5.07%	No
Technicians*	3.04%	7.20%	5.88%	14.00%	9.90%	Yes
Protec serv: Sworn*	10.96%	11.77%	20.00%	DP	13.04%	Yes
Protec Serv: Nonsworn*	3.51%	5.85%	DP	DP	DP	No
Administrative Support/Paraprofessionals*	6.12%	6.58%	13.73%	10.64%	12.24%	Yes
Skilled Craft	5.26%	7.28%	DP	DP	DP	No
Service Maintenance*	4.96%	15.72%	5.70%	9.23%	6.73%	No

Individuals with Disabilities (IWD)

Job Category	Total IWD	AAP Year Goals IWD	IWD Hired	IWD Promoted	Actual IWD Placement	IWD Goals Met?
Officials/Administrators	10.32%	7.00%	33.33%	3.23%	5.88%	No
Professionals	7.30%	7.00%	5.83%	8.09%	7.32%	Yes
Technicians*	4.94%	7.00%	7.84%	8.00%	7.92%	Yes
Protec serv: Sworn*	0.68%	7.00%	13.33%	DP	8.70%	Yes
Protec Serv: Nonsworn*	1.75%	7.00%	DP	11.11%	9.09%	Yes
Administrative Support/Paraprofessionals	10.20%	7.00%	11.76%	87.23%	47.96%	Yes
Skilled Craft*	DP	7.00%	DP	DP	DP	No
Service Maintenance*	5.23%	7.00%	8.23%	15.38%	10.31%	Yes

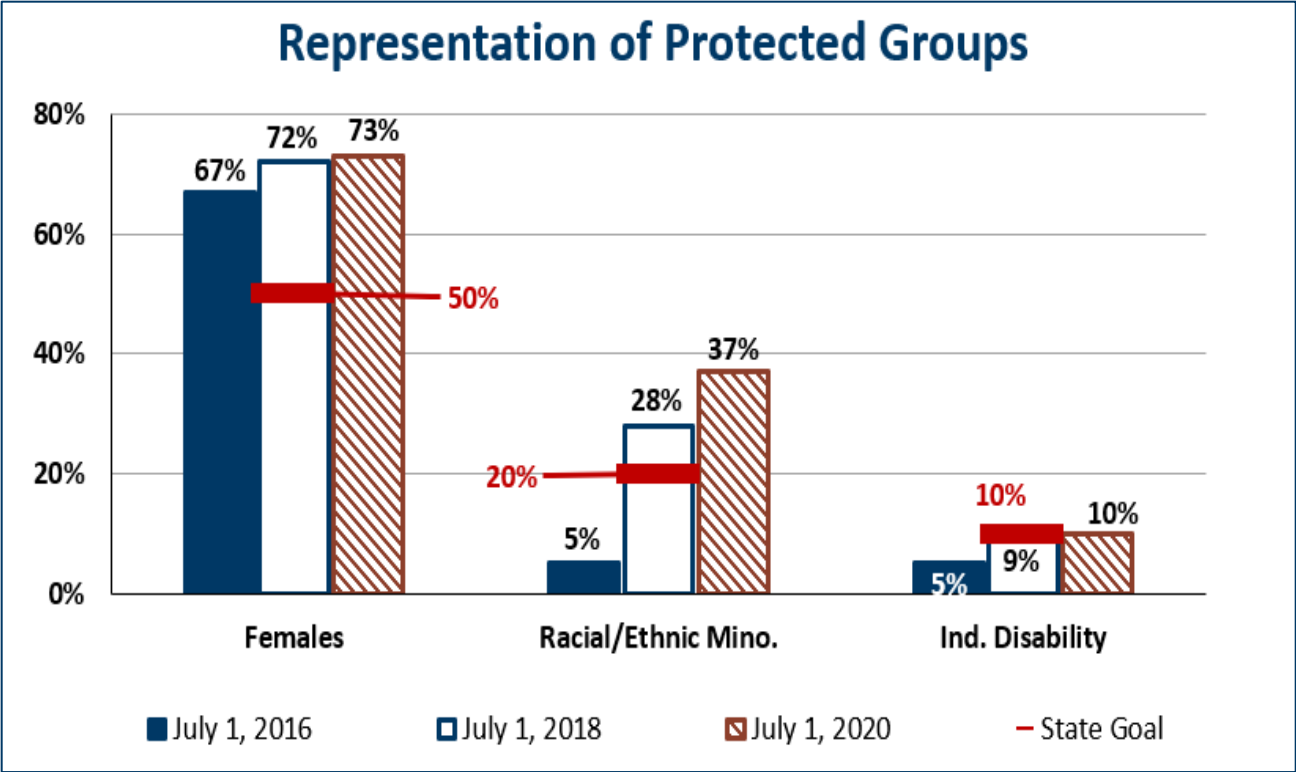
Total Separation FY 2019 – FY 2020

Separation	Females	Racial/Ethnic Minorities	Individuals with Disabilities
Total Separation	43.88%	22.96%	9.95%



Department of Higher Education

Representation of Protected Groups



Progress Report Toward Goals (FY 2019 – FY 2020 AAP Period)

* means the job category had underutilization in FY 2019-2020 AAP period.

Females (Promotion includes both promoted into and within the job category.)

Job Category	Total Females	AAP Year Goals Females	Females Hired	Female Promoted	Actual Females Placement	Females Goals Met?
Officials/Administrators	65.00%	40.20%	DP	DP	DP	No
Professionals	75.00%	55.70%	85.71%	DP	85.71%	Yes
Technicians	DP	57.20%	DP	DP	DP	No Hire/Prom
Office Clerical	88.89%	63.40%	DP	DP	DP	Yes

Racial/Ethnic Minorities (Minorities)

(Promotion includes both promoted into and within the job category.)

Job Category	AAP Total Mino.	AAP Year Goals Mino	Minority Hired	Minority Promoted	Actual Minority Placement	Minority Goals Met?
Officials/Administrators	30.00%	7.60%	DP	DP	DP	No
Professionals	34.38%	10.60%	42.86%	DP	42.86%	Yes
Technicians	DP	10.60%	DP	DP	DP	No Hire/Prom
Office Clerical*	DP	10.50%	DP	DP	DP	No

Individuals with Disabilities (IWD)

(Promotion includes both promoted into and within the job category.)

Job Category	Total IWD	AAP Year Goals IWD	IWD Hired	IWD Promoted	Actual IWD Placement	IWD Goals Met?
Officials/Administrators	5.00%	7.00%	DP	DP	DP	No
Professionals	9.38%	7.00%	14.29%	DP	14.29%	Yes
Technicians	DP	7.00%	DP	DP	DP	No Hire/Prom
Office Clerical	11.11%	7.00%	DP	DP	DP	No

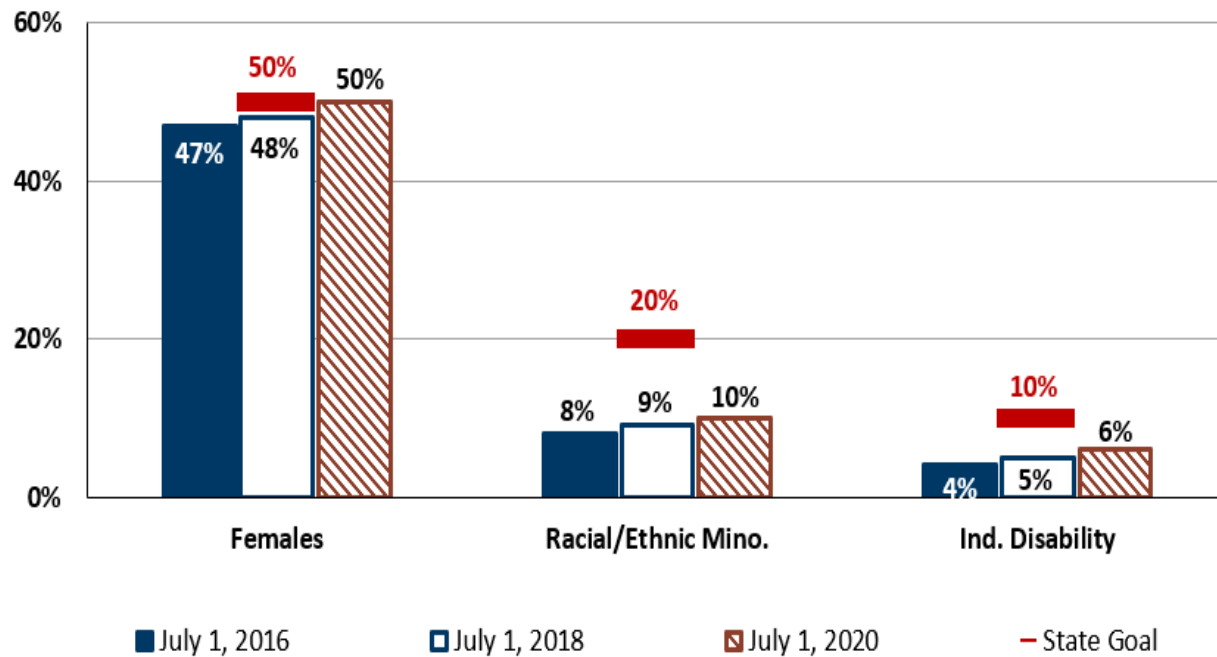
Total Separation FY 2019 – FY 2020

Separation	Females	Racial/Ethnic Minorities	Individuals with Disabilities
Total Separation	85.71%	42.86%	4.76%



Department of Pollution Control Agency

Representation of Protected Groups



Racial/Ethnic Minorities (Minorities)

(Promotion includes both promoted into and within the job category.)

Job Category	AAP Total Mino.	AAP Year Goals Mino	Minority Hired	Minority Promoted	Actual Minority Placement	Minority Goals Met?
Officials/Administrators	8.51%	20.00%	16.67%	7.69%	10.53%	No
Professionals	7.06%	20.00%	18.80%	11.54%	16.76%	No
Technicians/Paraprofessionals*	14.58%	20.00%	27.03%	DP	26.32%	Yes
Office Clerical	19.74%	20.00%	50.00%	14.29%	40.00%	Yes

Individuals with Disabilities (IWD)

(Promotion includes both promoted into and within the job category.)

Job Category	Total IWD	AAP Year Goals IWD	IWD Hired	IWD Promoted	Actual IWD Placement	IWD Goals Met?
Officials/Administrators	6.38%	7.00%	DP	DP	DP	No
Professionals	3.60%	7.00%	6.02%	1.92%	4.86%	No
Technicians/Paraprofessionals*	8.33%	7.00%	2.70%	DP	2.63%	No
Office Clerical	11.84%	7.00%	22.22%	DP	16.00%	Yes

Progress Report Toward Goals (FY 2019 – FY 2020 AAP Period)

* means the job category had underutilization in FY 2019-2020 AAP period.

Females (Promotion includes both promoted into and within the job category.)

Job Category	Total Females	AAP Year Goals Females	Females Hired	Female Promoted	Actual Females Placement	Females Goals Met?
Officials/Administrators	40.43%	50.00%	66.67%	53.85%	57.89%	Yes
Professionals	44.24%	50.00%	54.89%	55.77%	55.14%	Yes
Technicians/Paraprofessionals*	58.33%	50.00%	54.05%	DP	55.26%	Yes
Office Clerical	81.58%	50.00%	83.33%	85.71%	84.00%	Yes

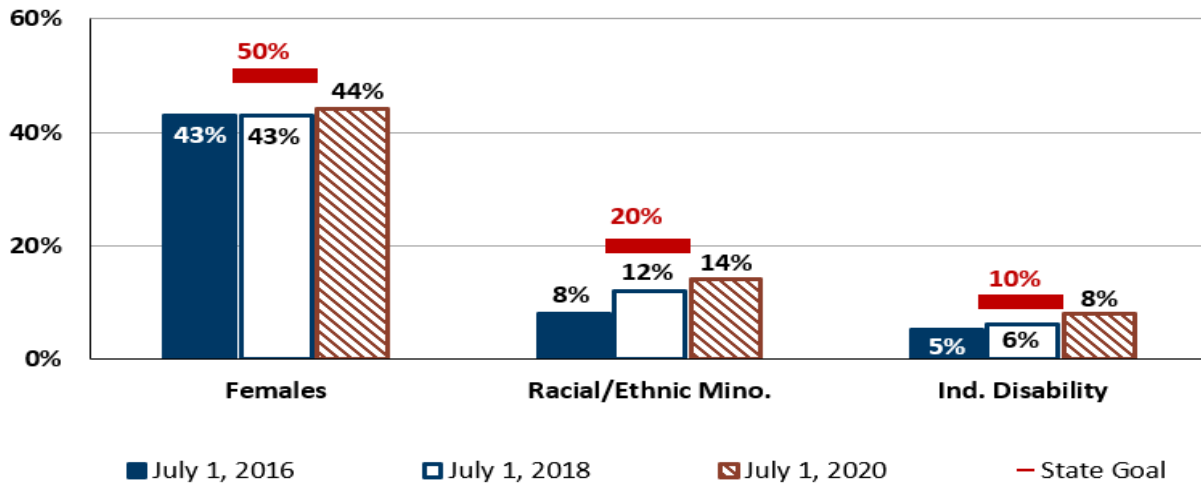
Total Separation FY 2019 – FY 2020

Separation	Females	Racial/Ethnic Minorities	Individuals with Disabilities
Total Separation	50.00%	14.21%	6.32%



Department of Public Safety

Representation of Protected Groups



Racial/Ethnic Minorities (Minorities)

Job Category	AAP Total Mino.	AAP Year Goals Mino	Minority Hired	Minority Promoted	Actual Minority Placement	Minority Goals Met?
Officials/Administrators	2.33%	2.92%	62.50%	DP	55.56%	Yes
Professionals	8.41%	8.07%	14.55%	21.74%	17.82%	Yes
Technicians	5.49%	6.23%	15.09%	21.05%	16.67%	Yes
Protective Services: Sworn*	6.99%	6.78%	4.00%	66.20%	50.00%	Yes
Protective services: Non-Sworn*	15.35%	15.68%	29.41%	75.00%	51.52%	Yes
Administrative Support	21.44%	19.86%	38.54%	19.44%	35.53%	Yes
Service Maintenance	8.33%	9.46%	25.32%	DP	24.10%	Yes

Individuals with Disabilities (IWD)

Job Category	Total IWD	AAP Year Goals IWD	IWD Hired	IWD Promoted	Actual IWD Placement	IWD Goals Met?
Officials/Administrators	11.63%	17.00%	62.50%	DP	55.56%	No
Professionals*	5.75%	6.13%	14.55%	21.74%	17.82%	Yes
Technicians	6.71%	6.88%	15.09%	10.53%	13.89%	Yes
Protective Services: Sworn*	1.31%	1.94%	4.00%	90.14%	67.71%	Yes
Protective services: Non-Sworn	11.63%	8.62%	5.88%	68.75%	36.36%	Yes
Administrative Support	11.34%	9.08%	16.15%	11.11%	15.35%	Yes
Service Maintenance	8.33%	7.56%	5.06%	50.00%	7.23%	No

Total Separation FY 2019 – FY 2020

Separation	Females	Racial/Ethnic Minorities	Individuals with Disabilities
Total Separation	51.41%	17.22%	9.00%

Progress Report Toward Goals (FY 2019 – FY 2020 AAP Period)

* means the job category had underutilization in FY 2019-2020 AAP period.

Promotion includes both promoted into and within the job category.

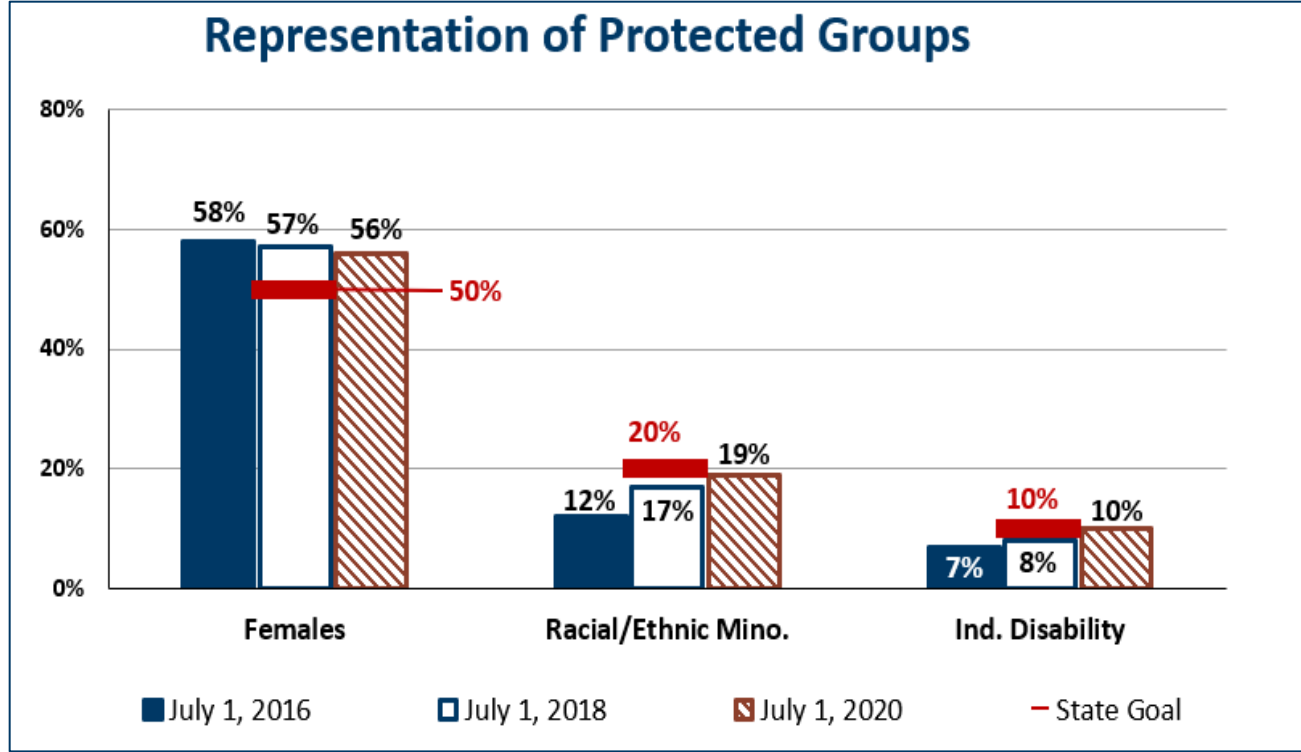
Females

Job Category	Total Females	AAP Year Goals Females	Females Hired	Female Promoted	Actual Females Placement	Females Goals Met?
Officials/Administrators	51.16%	46.22%	37.50%	100.00%	44.44%	No
Professionals	55.75%	48.26%	65.45%	71.74%	68.32%	Yes
Technicians	43.90%	45.93%	67.92%	63.16%	66.67%	Yes
Protective Services: Sworn*	10.19%	10.98%	40.00%	12.68%	19.79%	Yes
Protective services: Non-Sworn*	34.42%	36.84%	44.12%	40.63%	42.42%	Yes
Administrative Support	82.68%	79.34%	72.40%	77.78%	73.25%	No
Service Maintenance	8.33%	8.33%	15.19%	25.00%	15.66%	Yes



Department of Revenue

Representation of Protected Groups



Progress Report Toward Goals (FY 2019 – FY 2020 AAP Period)

* means the job category had underutilization in FY 2019-2020 AAP period.

Females (Promotion includes both promoted into and within the job category.)

Job Category	Total Females	AAP Year Goals Females	Females Hired	Female Promoted	Actual Females Placement	Females Goals Met?
Officials/Administrators	62.16%	50.04%	40.00%	66.67%	58.82%	Yes
Professionals	53.70%	53.70%	48.06%	48.23%	48.15%	No
Technicians	63.33%	51.60%	47.37%	87.50%	52.31%	Yes
Paraprofessionals	N/A	N/A	33.33%	DP	38.46%	N/A
Office Clerical	74.77%	59.71%	74.34%	75.00%	74.43%	Yes

Racial/Ethnic Minorities (Minorities)

(Promotion includes both promoted into and within the job category.)

Job Category	AAP Total Mino.	AAP Year Goals Mino	Minority Hired	Minority Promoted	Actual Minority Placement	Minority Goals Met?
Officials/Administrators*	10.81%	12.37%	20.00%	25.00%	23.53%	Yes
Professionals	15.06%	13.75%	33.01%	21.68%	27.08%	Yes
Technicians	17.78%	19.40%	33.33%	25.00%	32.31%	Yes
Paraprofessionals	N/A	N/A	58.33%	DP	53.85%	N/A
Office Clerical	26.13%	15.71%	30.26%	29.17%	30.11%	Yes

Individuals with Disabilities (IWD)

(Promotion includes both promoted into and within the job category.)

Job Category	Total IWD	AAP Year Goals IWD	IWD Hired	IWD Promoted	Actual IWD Placement	IWD Goals Met?
Officials/Administrators	16.22%	7.00%	DP	16.67%	11.76%	Yes
Professionals	7.74%	7.00%	8.74%	8.85%	8.80%	Yes
Technicians	10.00%	7.00%	14.04%	12.50%	13.85%	Yes
Paraprofessionals	N/A	N/A	DP	DP	DP	N/A
Office Clerical	7.66%	7.00%	73.03%	12.50%	64.77%	Yes

Total Separation FY 2019 – FY 2020

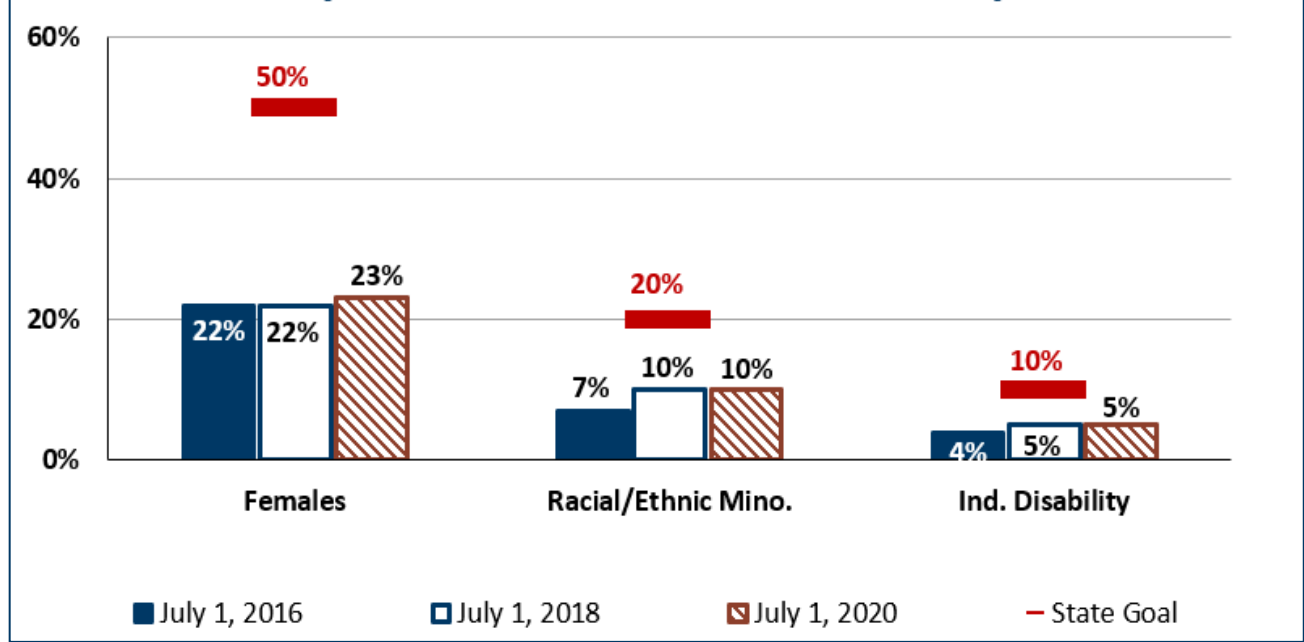
Separation	Females	Racial/Ethnic Minorities	Individuals with Disabilities
Total Separation	53.75%	30.33%	11.71%

The Department of Revenue recategorized selective jobs in the Professionals job category into the Paraprofessionals job category for more accurate analyses beginning with the 2020-2022 Affirmative Action Program.



Department of Transportation

Representation of Protected Groups



Progress Report Toward Goals (FY 2019 – FY 2020 AAP Period)

* means the job category had underutilization in FY 2019-2020 AAP period.

Females (Promotion includes both promoted into and within the job category.)

Job Category	Total Females	AAP Year Goals Females	Females Hired	Female Promoted	Actual Females Placement	Females Goals Met?
Officials/Administrators*	34.25%	6.45%	57.14%	34.72%	38.37%	Yes
Professionals*	39.56%	22.04%	42.03%	45.19%	43.78%	Yes
Technicians	15.18%	14.96%	28.65%	9.09%	21.22%	Yes
Office Clerical	85.71%	30.86%	79.31%	78.38%	78.95%	Yes
Skilled Craft*	0.43%	16.00%	DP	4.17%	1.52%	No
Service Maintenance*	8.94%	12.10%	13.43%	8.73%	12.23%	Yes

Racial/Ethnic Minorities (Minorities)

(Promotion includes both promoted into and within the job category.)

Job Category	AAP Total Mino.	AAP Year Goals Mino	Minority Hired	Minority Promoted	Actual Minority Placement	Minority Goals Met?
Officials/Administrators	3.31%	1.00%	7.14%	5.56%	5.81%	Yes
Professionals	8.06%	45.45%	14.13%	18.37%	16.48%	No
Technicians	5.97%	21.74%	19.10%	6.93%	14.47%	No
Office Clerical	2.12%	12.50%	29.31%	18.92%	25.26%	Yes
Skilled Craft*	3.83%	77.78%	4.76%	12.50%	7.58%	No
Service Maintenance*	9.74%	18.71%	14.38%	13.89%	14.26%	No

Individuals with Disabilities (IWD)

(Promotion includes both promoted into and within the job category.)

Job Category	Total IWD	AAP Year Goals IWD	IWD Hired	IWD Promoted	Actual IWD Placement	IWD Goals Met?
Officials/Administrators*	4.97%	33.33%	DP	5.56%	5.56%	No
Professionals*	5.64%	19.48%	4.71%	3.79%	4.20%	No
Technicians*	3.83%	74.58%	3.18%	3.03%	3.13%	No
Office Clerical*	9.52%	55.56%	18.97%	8.11%	14.74%	No
Skilled Craft*	1.28%	4.33%	2.38%	4.17%	3.03%	No
Service Maintenance*	4.56%	40.00%	4.88%	5.56%	5.06%	No

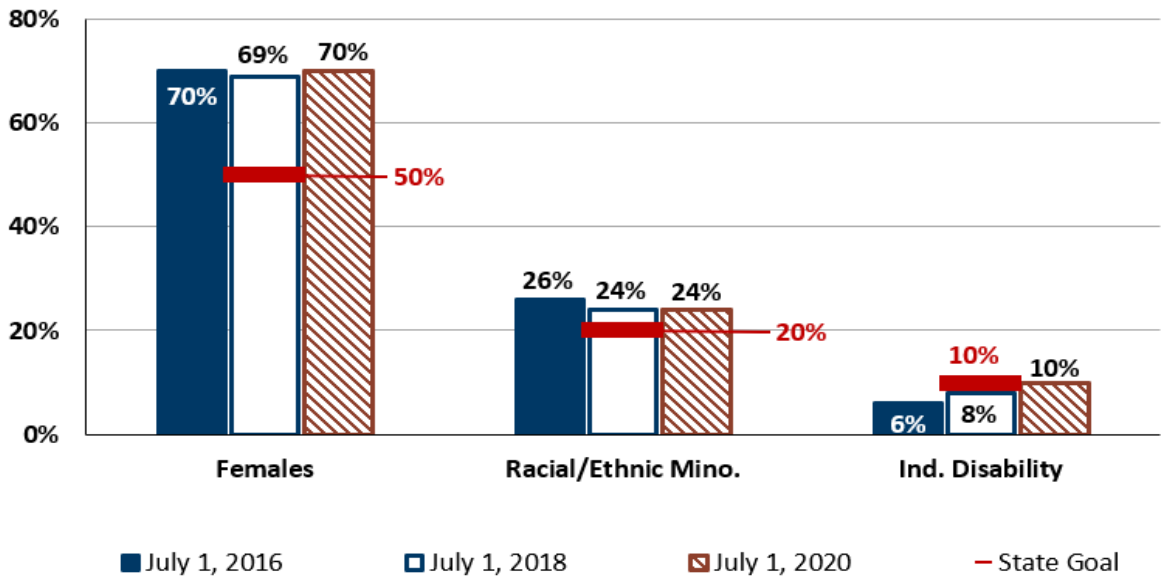
Total Separation FY 2019 – FY 2020

Separation	Females	Racial/Ethnic Minorities	Individuals with Disabilities
Total Separation	21.77%	14.89%	4.96%



Department of Veterans Affairs

Representation of Protected Groups



Progress Report Toward Goals (FY 2019 – FY 2020 AAP Period)

* means the job category had underutilization in FY 2019-2020 AAP period.

Females (Promotion includes both promoted into and within the job category.)

Job Category	Total Females	AAP Year Goals Females	Females Hired	Female Promoted	Actual Females Placement	Females Goals Met?
Officials/Administrators	44.00%	30.46%	80.00%	DP	66.67%	Yes
Professionals	72.05%	46.15%	77.55%	67.44%	74.47%	Yes
Technicians	83.66%	46.90%	89.36%	100.00%	91.23%	Yes
Paraprofessionals	74.17%	52.38%	82.76%	62.50%	81.87%	Yes
Office Clerical	DP	DP	95.24%	DP	95.83%	Yes
Skilled Craft	7.14%	3.47%	DP	DP	DP	No
Service Maintenance	59.55%	49.15%	65.00%	25.00%	62.84%	Yes

Racial/Ethnic Minorities (Minorities)

(Promotion includes both promoted into and within the job category.)

Job Category	AAP Total Mino.	AAP Year Goals Mino	Minority Hired	Minority Promoted	Actual Minority Placement	Minority Goals Met?
Officials/Administrators	4.00%	4.41%	DP	DP	DP	No
Professionals	15.27%	10.78%	13.27%	16.28%	14.18%	Yes
Technicians	24.84%	10.09%	34.04%	30.00%	33.33%	Yes
Paraprofessionals	32.10%	9.33%	30.46%	25.00%	30.22%	Yes
Office Clerical	DP	DP	76.19%	33.33%	70.83%	Yes
Skilled Craft	7.14%	5.29%	14.29%	50.00%	22.22%	Yes
Service Maintenance	20.99%	18.77%	13.57%	DP	12.84%	No

Individuals with Disabilities (IWD)

(Promotion includes both promoted into and within the job category.)

Job Category	Total IWD	AAP Year Goals IWD	IWD Hired	IWD Promoted	Actual IWD Placement	IWD Goals Met?
Officials/Administrators	40.00%	7.00%	80.00%	DP	66.67%	Yes
Professionals	10.37%	7.00%	14.29%	69.77%	31.21%	Yes
Technicians*	1.96%	7.00%	4.26%	DP	3.51%	No
Paraprofessionals*	5.72%	7.00%	6.32%	DP	6.04%	No
Office Clerical*	DP	DP	23.81%	DP	20.83%	Yes
Skilled Craft	10.71%	7.00%	DP	DP	DP	No
Service Maintenance*	6.79%	7.00%	12.86%	12.50%	12.84%	Yes

Total Separation FY 2019 – FY 2020

Separation	Females	Racial/Ethnic Minorities	Individuals with Disabilities
Total Separation	71.25%	22.29%	7.29%