State of Minnesota Workforce Planning Report

FY 2023

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Minnesota Management and Budget
Enterprise Employee Resources
400 Centennial Office Building
St. Paul, MN 55155
(Phone) 651-259-3783

Kyle.Uphoff@state.mn.us
Brent.Pearson@state.mn.us
mn.gov/mmb

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

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Contents

Executive Summary

Report Scope

This report summarizes characteristics of the Executive Branch of Minnesota's state government workforce for fiscal year 2023 (occurring between July 1, 2022, and June 30, 2023). For the purposes of workforce planning, the Executive Branch is defined to include all state agencies apart from the Minnesota State University system and retirement agencies. By definition, the Executive Branch also excludes the Judicial and Legislative Branches of state government but includes the Constitutional Offices.

Workforce at a Glance

- The Executive Branch represents approximately 89 percent of state government, with 37,100 positions.
- Public servants perform the state's work across 87 agencies, boards, and commissions. While the size of state government has hovered between 33,000 and 37,000 over the last 10 years, the make-up of state employment continues to change with the demography of the state and the priorities of government.
- The Executive Branch increased by 1,176 positions, or 3.3 percent since FY 2021. The departments of Human Services, Health and the Minnesota Zoo gained the most employment.
- The Department of Human Services is the biggest agency in the Executive Branch, representing about 20 percent of all employees. The departments of Transportation and Corrections account for 14 and 11 percent of the workforce, respectively. Thirty percent of employees work in smaller agencies, with less than 5 percent of total employment.
- The Executive Branch workforce is distributed across the entire state, with employees reporting to workplaces in 86 of 87 counties. Sixty-three percent of employees work in the Twin Cities seven-county metropolitan area, while 37 percent work in greater Minnesota counties. Twenty percent of staff work in metropolitan areas other than the Twin Cities metro area such as Duluth and St. Cloud, while 18 percent work in non-metropolitan areas.
- About 89 percent of staff is represented by organized bargaining units. The Minnesota Association of Professional Employees (MAPE)) represents 37 percent of staff while the American Federation of State, County and Municipal Employees (AFSCME) represents another 35 percent.
- About 89 percent of appointments are full-time, 9 percent part-time, and the remainder intermittent (on call).

Executive Branch Demographics- Protected Group Representation

- About 16 percent of employees identify as being Black, Indigenous, or People of Color (BIPOC) while 78 percent indicate they are white. Five percent of employees did not specify their race. State government is becoming more diverse -- 12 percent of employees were racial/ethnic minorities in FY 2017. About 21 percent of new hires in 2023 were racial/ethnic minorities.
- The Executive Branch workforce is roughly 50 percent male and 50 percent female.
- Employees with disabilities represent 11.6 percent of the workforce.
- Veterans represent 6.9 percent of the workforce.

- The state employs a higher percentage of women, veterans, and individuals with disabilities than exist in the overall Minnesota workforce.

Executive Branch Hiring, Retirements, and Age Demographics

- The state hired about 6,000 employees to full-time, part-time, and intermittent positions in 2023. New hires in classified positions made up 76 percent of total new hires.
- New hires were up 2,136 from FY 2021, an increase of 55 percent. BIPOC employees made up 21 percent of new hires. Women made up 50 percent of new hires while individuals with disabilities and veterans made up 16 and 6 percent of new hires, respectively.
- There were 1,077 retirements in 2023, a decrease of about fourteen percent from 2022. The average retirement age has been increasing in recent years but currently stands at about 63 in FY 2023.
- The median age of state workers is 46 years. About 40 percent of the workforce is age 50 or older.
- With increased retirements and hiring, the largest generation in state government is Generation X (those born between 1965 and 1980), with 40 percent of total employment. The Millennial generation (those born after 1980) is steadily increasing its share of employment and currently stands at 35 percent. The Baby Boom Generation is now the third biggest generation in state government with 19 percent.   Gen Z (those born after 1996) are making their introduction to state government with 5% of the workforce.

The Executive Branch at a Glance

This section contains information about key characteristics of the Executive Branch during FY 2023 and changes since FY 2021. These data are discussed in detail throughout the report.

Table 1: Select Executive Branch Characteristics, FY 2021 and FY 2023

State Employment Demographic	FY 2021	FY 2023	Change from FY 2021
Total appointments	35,624	37,100	3.3%
Median age	46	46	0
Average age	45.7	46.1	0.4 years
Female employees	50.3%	50.4%	0.1%
Male Employees	49.8%	49.5%	-0.3%
BIPOC Employees	14.8%	15.9%	1.1%
% employees who are White	80.0%	78.5%	-1.5%
% employees not reporting race/ethnicity	5.2%	5.6%	0.4%
% employees with a disability	8.6%	11.6%	3.0%
% employees who are veterans	7.1%	6.9%	-0.2%
Avg. annual salary	$68,705	$73,923	7.6%
Represented by a bargaining unit	89.1%	89.2%	0.1%
Permanent or unlimited status	89.2%	90.2%	1.0%
Avg. length of service	12.5 years	11.1 years	-1.4 years
Full-time employees	88.9%	89.1%	0.2%
New hires	3,867	6,003	55.2%
Retirements	1,177	1,077	-8.5%
Avg. retirement age	63.3	63.3	0.0 years
Voluntary turnover	8.4%	9.2%	+0.8%
Retirement turnover	3.3%	2.9%	-0.4%
Resignation turnover	5.4%	6.3%	+0.9%
Number of employees age 60 or older	5,437	5,516	-1.5%
% of employees age 60 or older	15.1%	14.9%	-0.2%
Number of employees age 50 or older	14,919	14,811	-0.7%
% of employees age 50 or older	41.4%	39.9%	-1.5%

About the Executive Branch

This section contains information about the Executive Branch as a share of the entire state government workforce, the number and change in Executive Branch appointments during Fiscal Year 2023, and the distribution of the Executive Branch workforce -- both among state agencies and geographic dispersion around the state -- and bargaining unit representation.

Workforce Size

The Executive Branch accounts for 89 percent of state government-filled positions during FY 2023. The remaining 11 percent includes positions in the Judicial Branch, the Legislative Branch (to the extent that data are available) and the State Retirement Systems; all position data exclude the MnSCU system. In total, the Executive Branch workforce comprises 37,100 positions.

About one in five (20 percent) of the Executive Branch workforce works at the Department of Human Services, the state's largest agency. Transportation and Corrections account for 14 and 11 percent, respectively. The six largest agencies account for 73 percent of the entire Executive Branch workforce. Thirteen percent of staff work in agencies with fewer than 500 appointments. See Figure 1.

The Executive Branch also includes numerous boards and committees, most of which have fewer than 30 employees, including six with only one employee.

Figure 1: Executive Branch Workforce by Largest Agencies--Number of Appointments and Percent of Total Executive Branch Employment FY 2023
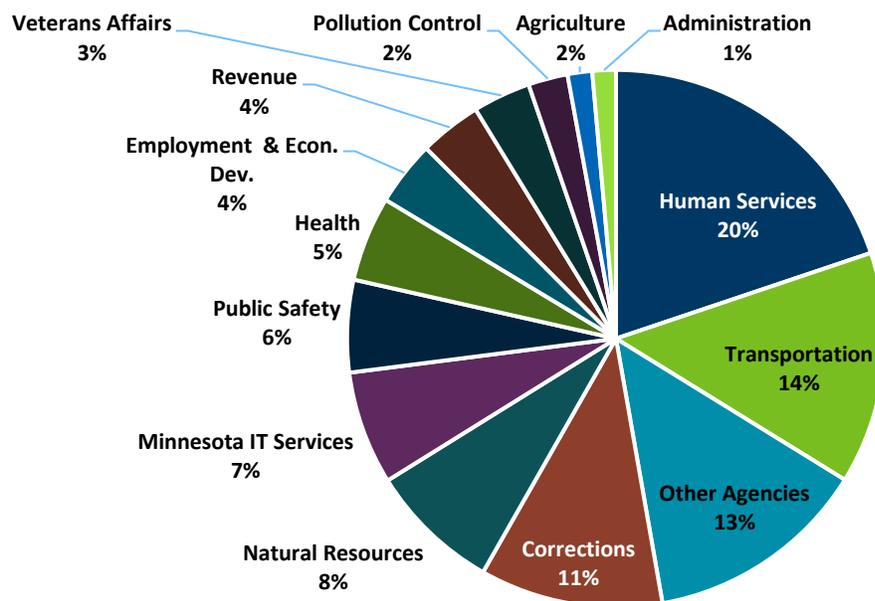
The state's workforce has fluctuated around 33,000 to 37,000 employees since 2013. Employment in 2023 is up about 1,200 positions (+3.3 percent) from a low in FY 2021.

Figure 2: Executive Branch Workforce Size, FY 2013-23

New state programs and initiatives can increase employment levels. An increase in funding for various direct care facilities at the Department of Human Services in FY 2016 likely contributed to increa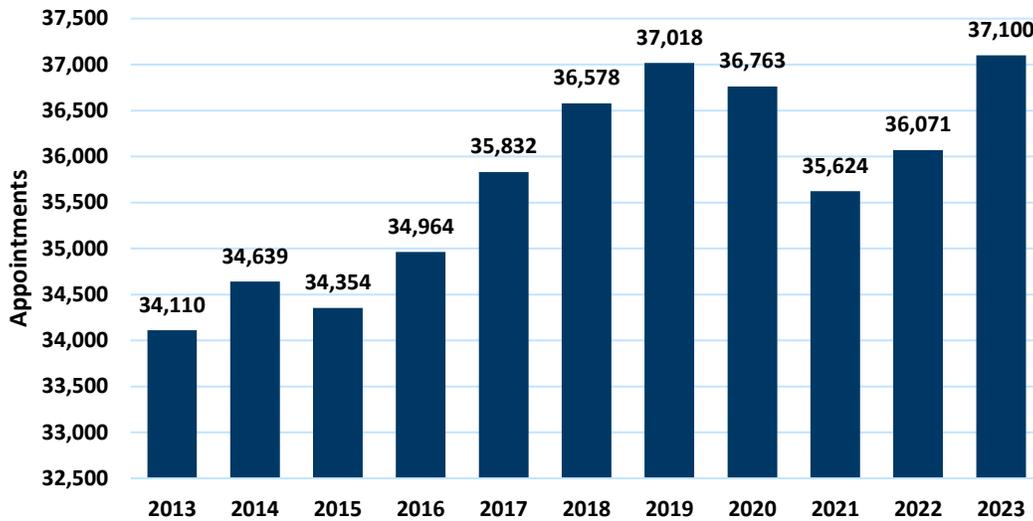ses in FY 2016 and 2017. The state instituted a hiring freeze in late FY 2020 that continued through FY 2021. Layoffs coupled to attrition resulted in the loss of 1,400 employees from a peak in FY 2019. The "Great Resignation" experienced in FY 2021 and 2022 enhanced job losses while making hiring more difficult. Part of increased employment in FY 2023 is due to filling these vacant positions. Meanwhile, new initiatives passed in 2023 are likely to increase employment over the coming years. Cannabis legalization, the provision of statewide paid sick and safe leave, the provision of free school lunches as well as numerous other initiatives are likely to increase the need for employees in coming years.

Individual agency workforce size has fluctuated in the last two years for various reasons. See Table 2 for changes at individual agencies. The recent increase is spread across agencies, with the Departments of Human Services (+449) and Health (+153) showing particularly large increases over the last year. The Minnesota Zoo also gained over 100 employees. However, this is mostly due to replacement of employees who were lost due to COVID-related layoffs and attrition.

Table 2: Appointments by Largest State Agencies (FY 2023) and Change from FY 2021

Agency	2021 Appointments	2023 Appointments	Change	Percent Change
Human Services	6911	7.360	449	6.5%
Transportation	5190	5.184	-6	-0.1%
Corrections	4165	4.082	-83	-2.0%
Natural Resources	2854	2.936	82	2.9%
Minnesota IT Services	2438	2.534	96	3.9%
Public Safety	2039	2.061	22	1.1%
Health	1743	1.896	153	8.8%
Employment & Economic Dev.	1423	1.446	23	1.6%
Revenue	1393	1.384	-9	-0.6%
Veterans Affairs	1365	1.289	-76	-5.6%
Pollution Control Agency	869	883	14	1.6%
Agriculture	530	548	18	3.4%
Administration	494	524	30	6.1%
Military Affairs	475	493	18	3.8%
Labor & Industry	440	468	28	6.4%
Education	397	441	44	11.1%
Commerce	325	390	65	20.0%
MN Zoo	264	379	115	43.6%
Attorney General	330	370	40	12.1%
Housing Finance Agency	265	296	31	11.7%
MN Management & Budget	263	289	26	9.9%
MN State Academies	241	229	-12	-5.0%
MNsure	152	161	9	5.9%
Lottery	152	158	6	3.9%
Water & Soil Resources Bd.	119	121	2	1.7%
All Other Agencies	1,087	1,178	17	1.4%
Total Appointments	**35,624**	**37,100**	**1,176**	**3.3%**

Representation

Labor unions represent the vast majority (89 percent) of Executive Branch workforce employees. The largest representative is the Minnesota Association of Professional Employees (MAPE), which covers almost 14,000 appointments, or 38 percent of total Executive Branch employment. These employees perform a wide array of specialized services from accounting to demography to zoology.

Figure 3: Statewide Executive Branch Workforce by Bargaining Units
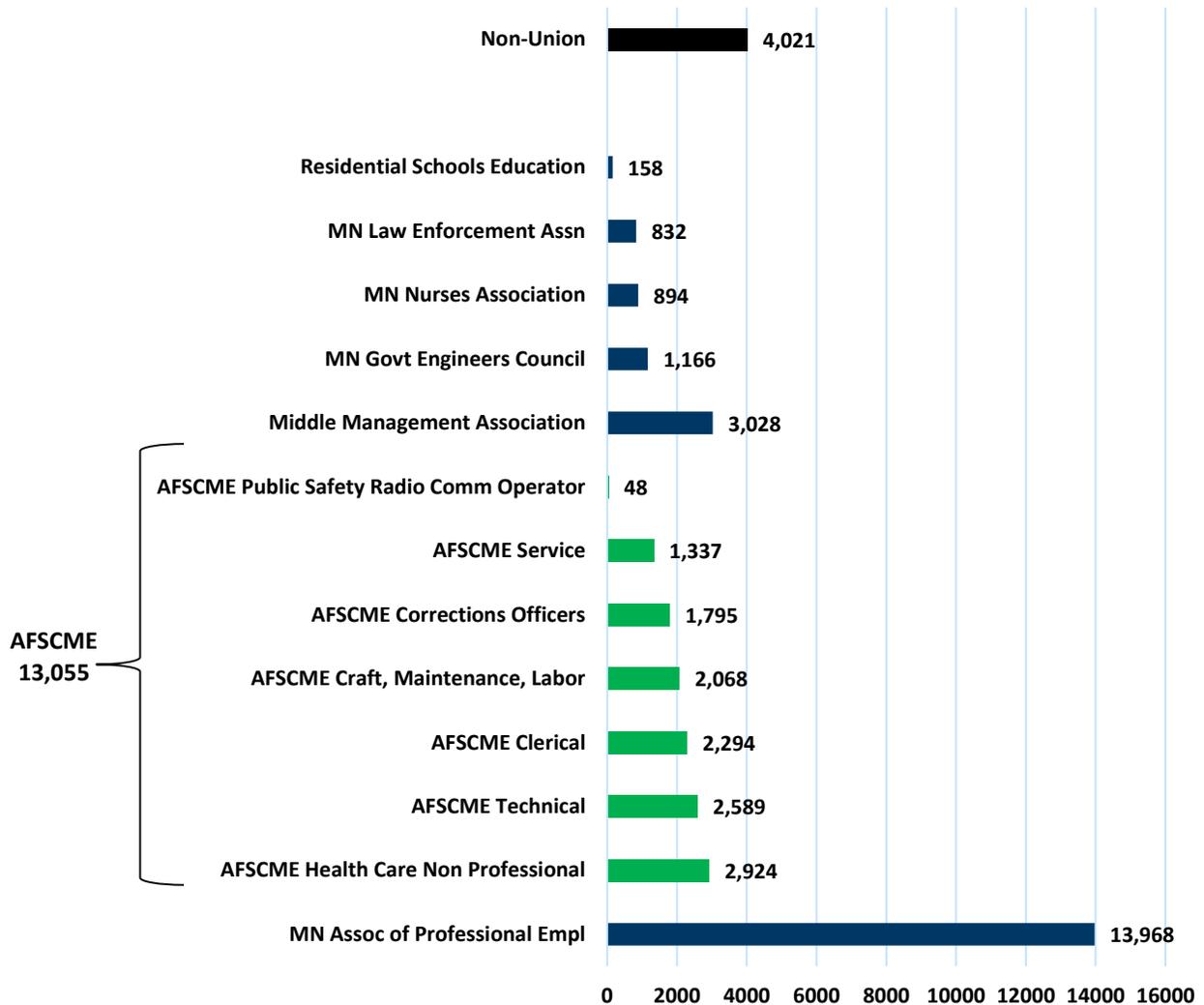
The second largest union is the American Federation of State, County, and Municipal Employees (AFSCME), accounting for 35 percent of the total Executive Branch workforce and representing about 13,000 appointments. Other unions include the Middle Management Association (MMA), Minnesota Government Engineers Council (MGEC), Minnesota Law Enforcement Association (MLEA), Minnesota Nurses Association (MNA), and State Residential Schools Educators Association (MRSEA).

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

Demographics of the State Executive Branch Workforce

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

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

Statewide, 78 percent of employees who voluntarily disclosed their racial and ethnic background are White and about 16 percent identify as BIPOC. However, significant racial variation exists by agency. Notably, five percent of staff opt not to report their race/ethnicity.

Figure 4: Detailed Racial Composition of the Executive Branch Workforce
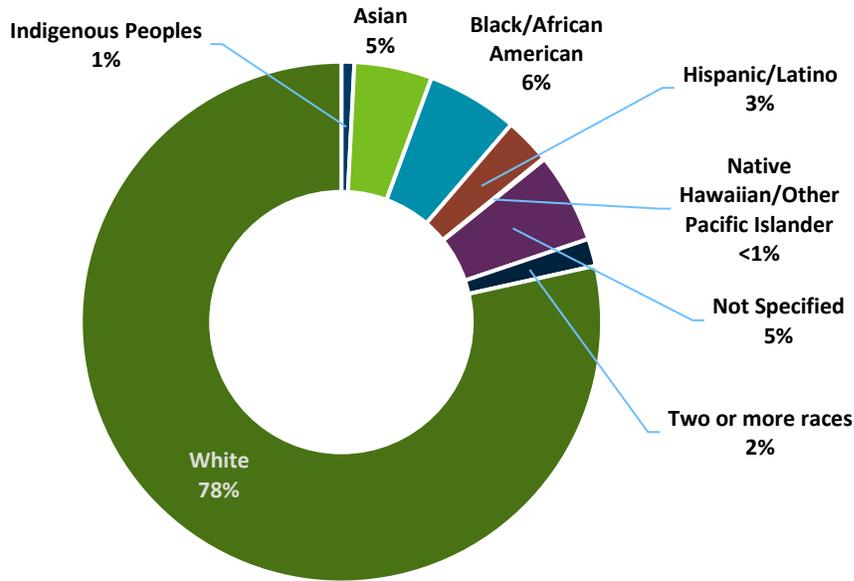
Of all agencies with over 100 employees, MNsure is the most racially diverse, with over 30 percent of its staff identifying as BIPOC. The departments of Veterans Affairs, MN.IT Services, Administration, and the Housing Finance Agency are among the most racially diverse agencies. See Table 3 series.

Individuals with disabilities represent 11.6 percent of the entire Executive Branch workforce. Among larger agencies, the Minnesota State Academies stands as a leader in the employment of individuals with disabilities at 27.1 percent. See Table 3 series.

Across the Executive Branch, 18,695 women and 18,049 men are employed, for a roughly 50-49 female-to-male ratio. However, significant gender variation exists by agency. Five agencies -- Department of Education, Department of Health, Minnesota State Academies, MN Management and Budget and Housing Finance Agency - employ a workforce that is 70 percent or more female. Among the Departments of Military Affairs and Transportation, this percentage is reversed, with more than 70 percent of employees being male. See Table 3 series.

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

Table 3.1: Agencies with the Highest BIPOC Staffing

Agency	BIPOC
MNsure	55 (34.2%)
MN.IT Services	682 (26.9%)
Veterans Affairs	344 (26.7%)
Housing Finance Agency	65 (22.0%)
Administration	109 (20.8%)

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

Agency	Employees with Disabilities
MN State Academies	62 (27.1%)
Employment & Economic Dev.	272 (18.8%)
Attorney General's Office	69 (18.6%)
Housing Finance Agency	45 (15.2%)
Education	67 (15.2%)

Table 3.3: Agencies with the Highest Female Staffing

Agency	Female Employees
Education	352 (79.8%)
Health	1,420 (74.9%)
MN State Academies	164 (71.6%)
MN Management & Budget	205 (70.9%)
Housing Finance Agency	208 (70.3%)

Table 3.4: Agencies with the Highest Veteran Staffing

Agency	Veteran Employees
Military Affairs	188 (38.1%)
Public Safety	252 (12.2%)
Corrections	434 (10.6%)
Veterans Affairs	131 (10.2%)
MN.IT Services	216 (8.5%)

Across the Executive Branch, about 7 percent of employees indicate they are veterans. Four of the largest agencies employ 10 percent or more veterans. Veterans represent 7 percent of the total employed workforce in Minnesota. See Table 3 series.

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

Age

The median age of the state workforce stands at 46 -- meaning half of the workforce is over 46 and half is under 46. See Figure 5 for a distribution of employees by age. The greatest number of Executive Branch employees fall into a grouping of 40 to 44 years old. However, the second largest five-year employee cohort are those age 35 to 39. Forty percent of the entire workforce is 50 years or older, raising considerations for impending retirements,

workforce planning, and knowledge transfer. Agencies must be prepared with tools to tackle these challenges in the coming years.

Altogether, about 9,300 workers -- nearly 25 percent of the total Executive Branch workforce -- are currently in their 50s. Employees in their 40s make up 27 percent of the workforce while workers in their 30s make up 24 percent of the state workforce. See Figure 6.

Figure 5: Distribution of Executive Branch Appointments by 5-Year Age Cohorts
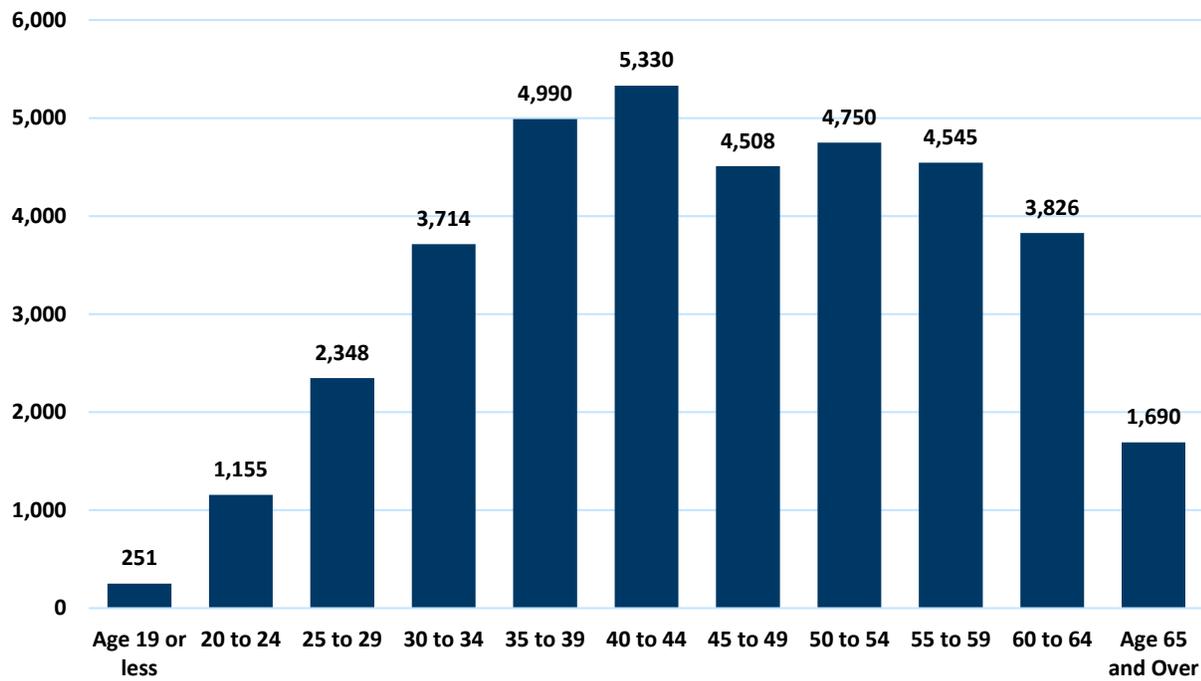
Figure 6: Distribution of Executive Appointments by Age Cohorts, FY 2023
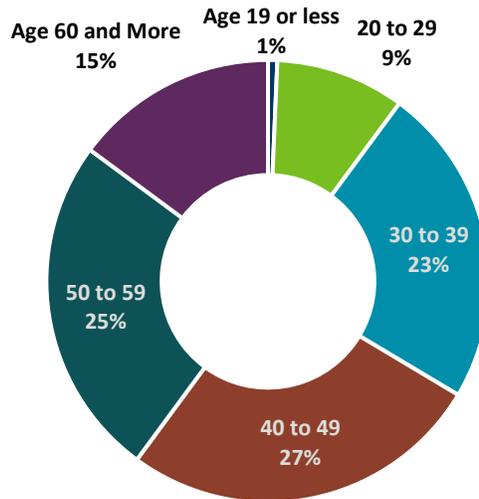
Age trends vary by agency. Among agencies with 100 or more workers, the Department of Labor and Industry has the oldest workforce, with an average of 51 years. Three other agencies (MN IT Services, MN State Academies, and the Dept of Administration) have an average workforce age of 49 to 50 years. The MN Zoo is the youngest major agency with an average age of 41. MNsure is the second youngest agency at 42 and is also the most racially diverse agency in the executive branch. See Appendix Table 2 for age and retirement data for the largest state agencies.

Executive Branch Workforce Characteristics Relative to Minnesota's Workforce

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

Minnesota's labor force is becoming more diverse as those who identify as BIPOC represent the fastest growing segment of the population. Similarly, the percent of individuals with a disability and veteran workers make up a significant proportion of the workforce. As an employer and a provider of services to this population, it is important that the State of Minnesota have a demographic makeup similar to the population. It should be noted that the State has only recently started to collect data on LGBTQIA+ employees. At the time of writing this report, sample sizes were too small to provide accurate reporting for employees who identify as being non-binary.

The Executive Branch workforce exceeds the state workforce as a whole in terms of the percent of employees who are women (50.4 percent), veterans (6.9 percent) or disabled (11.6 percent). The percent of employees

who identify as being an Indigenous Person is comparable between the Executive Branch and the state workforce at 0.8 percent. See Figure 7.

However, the state as an employer differs in terms of BIPOC staffing compared to the Minnesota workforce. About 15 percent of state workers reported being a racial/ethnic minority compared to 20 percent of the Minnesota workforce. The state is very close to matching the Minnesota workforce in the staffing of Indigenous Persons and is within half of a percentage point for Black/African American and Asian workers. Hispanic/Latino employees are most likely to be underrepresented in Executive Branch employment relative to their share in the overall state workforce. It is important to note that data is not available for the about 5 percent of workers who have not reported their race/ethnicity.

Figure 7: Characteristics of the Executive Branch FY 2023 and the Minnesota Statewide Labor Force, CY 2022
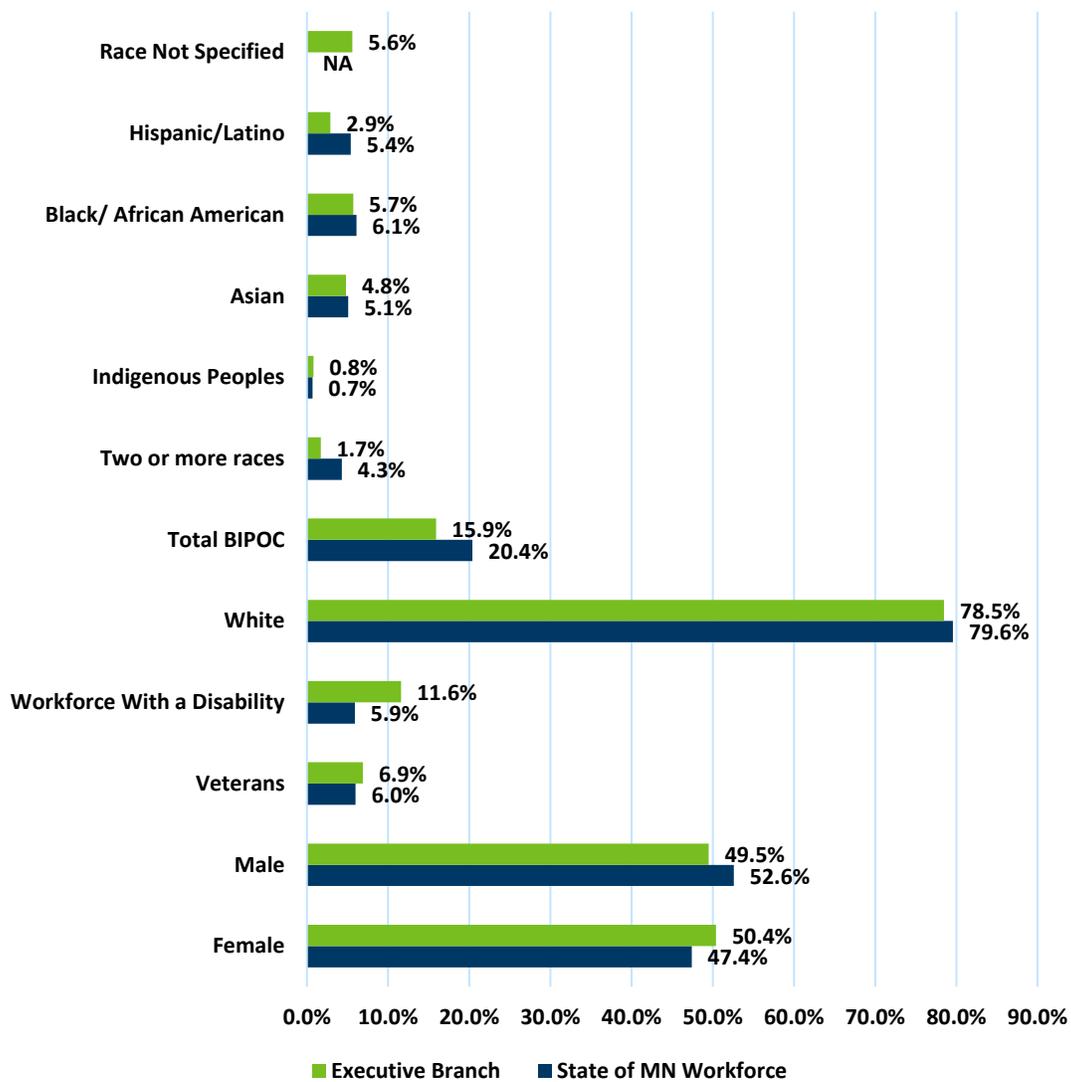
People who identify as BIPOC are making up a larger share of Minnesota's population and labor force[1]. According to the Minnesota State Demographic Center, this population grew 47 percent between 2005 and 2015 compared to 10 percent for the entire population. Moreover, this demographic is projected to grow 50 percent from 2015 to 2035 compared to 13 percent for the entire population. By 2035, BIPOC persons will make up 25 percent of the population compared to 13 percent in 2015.

Beyond natural increase, Minnesota's population is diversifying due to immigration[2]. Between 1990 and 2019, the percentage of Minnesotans who were immigrants increased from 2.6 percent to 8.4 percent. As of 2019, about 472,000 Minnesotans were born in another country and 75 percent of these are in the workforce. The state has continued to grow because of its attractiveness to immigrants from other nations -- adding about 10,000 annually between 2010 and 2019. Among those groups with the biggest increases (2000 to 2019) are those from Somalia (+25,200), Mexico (+20,700), and India (+19,800). Other groups with past immigration waves but now slowing growth still make up a significant portion of the state's 2019 population including Hmong (29,180) and Vietnamese (17,800).

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

[2] MN Compass- https://www.mncompass.org/topics/demographics/immigration

Workforce Dynamics: Hiring and Separation

This section contains information about newly hired employees during Fiscal Year 2023, hiring trends over the past decade, the racial/minority status of new hires, and a comparison of the characteristics of new hires versus the entire Executive Branch workforce.

Hiring

Figure 8: Executive Branch Hires by Fiscal Year, FY 2013-2023

Year	Hires
2013	5,305
2014	5,309
2015	4,866
2016	5,612
2017	6,065
2018	5,980
2019	5,905
2020	4,718
2021	3,867
2022	5,575
2023	6,003
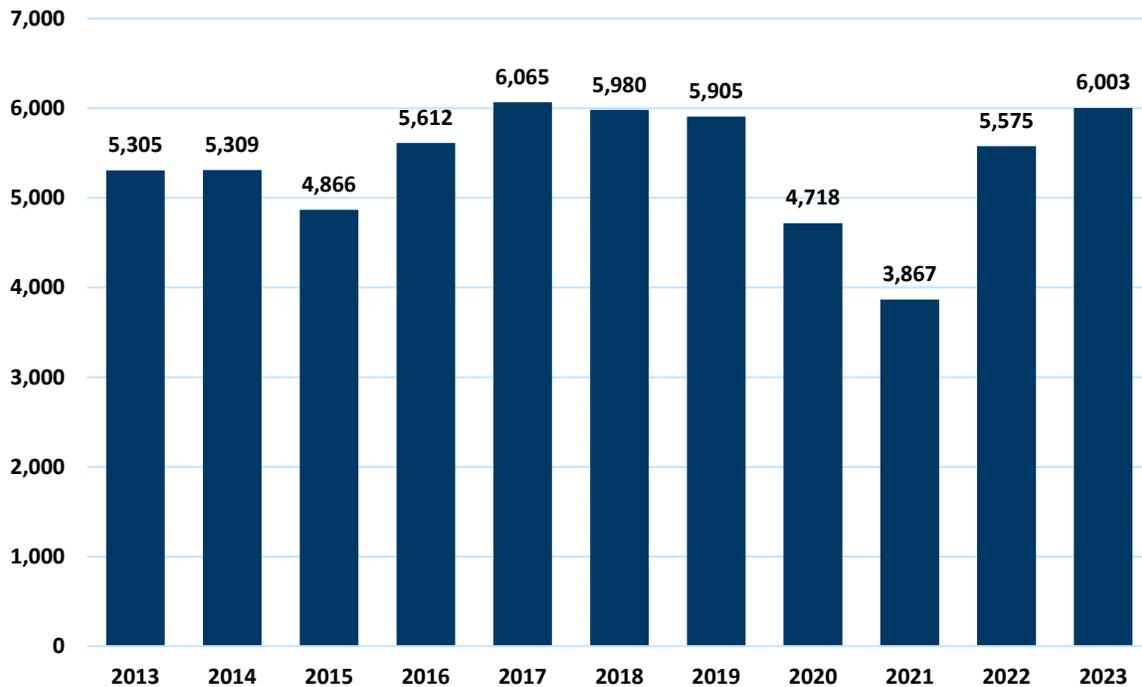
In FY 2023, about 6,000 positions were filled in the Executive Branch- a level comparable to the years prior to COVID. See Figure 8. The decline in hiring between 2020 and 2021 is largely due to a hiring freeze that was instituted for 15 months between the last quarter of FY 2020 and all of FY 2021. In each of the last 10 years, over 70 percent of all hires in the Executive Branch were placed in classified positions. In FY 2023, 76 percent of hires were in classified positions.

New Hire Demographics

Figure 9: Executive Branch New Hires by Protected Group as a Percent of Total Hires
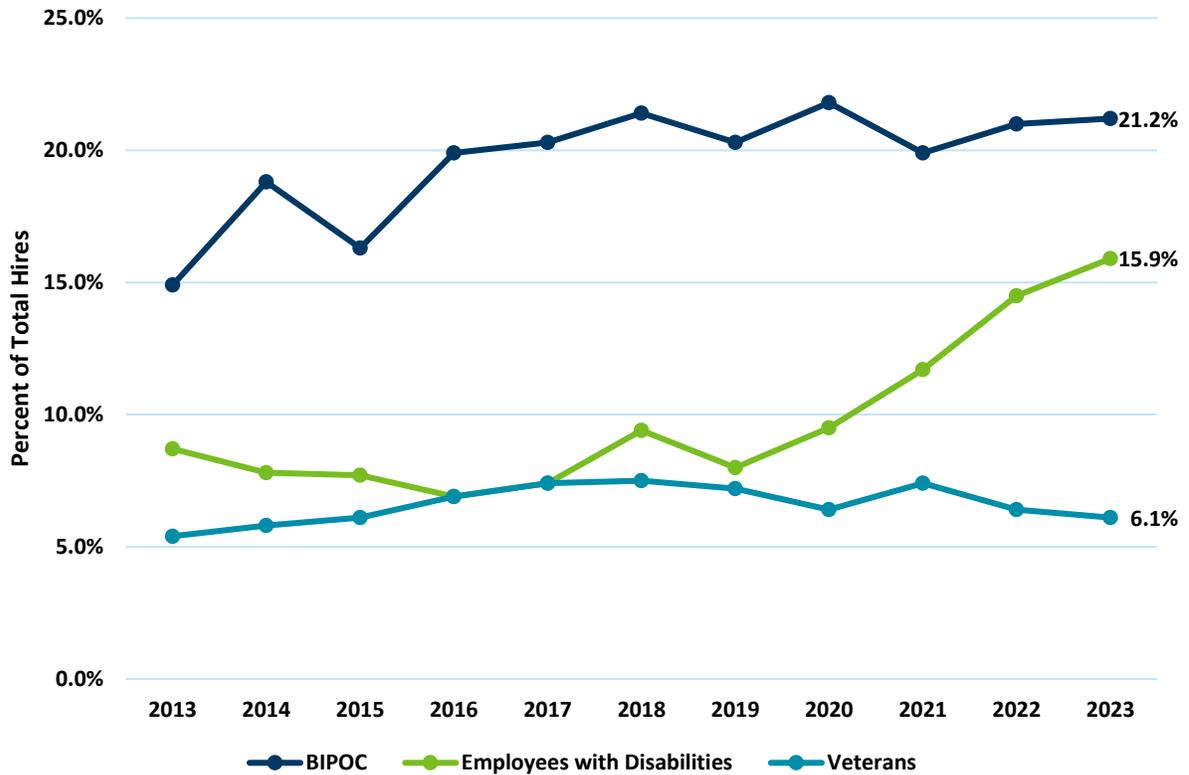
The percent of new hires that identify as BIPOC has steadily increased in recent years. In FY 2011, 11 percent of hires identified as BIPOC. In FY 2023, 21 percent of new hires self-identified as BIPOC. It should be noted that employees are not required to report this information. About 11 percent of new hires did not report their racial status in FY 2023. Fifteen percent did not report a disability status.

New hires are significantly younger and more racially/ethnically diverse than the total executive branch workforce. The median age of new hires is 36 years compared to 46 years among all employees. The percentage of new hires that identify as racial or ethnic minorities is greater than the percentage of all minorities in the overall state workforce by almost 6 percentage points.

Six percent of new hires in FY 2023 were veterans, a level lower than the general workforce figure of 6.9 percent. New hires with disabilities exceed the overall workforce by almost 5 percentage points.

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

FY 2023	New Hires	New Hires %	Total Employees	Total Employees %
Number of employees	6,003	100.0%	37,100	100.0%
Age				
Median age	36	NA	46	NA
Employees age 60+	418	7.0%	5,516	14.9%
Race				
Race not specified	679	11.3%	2,073	5.6%
Race specified	5,324	88.7%	35,027	94.4%
White	4,030	67.1%	29,102	78.5%
Racial/ethnic minority	1,294	21.2%	5,908	15.9%
Indigenous Persons	51	0.8%	296	0.8%
Asian/Pacific Islander	318	5.3%	1,789	4.8%
Black/African American	540	9.0%	2,103	5.7%
Hispanic/Latino	237	3.9%	1,060	2.9%
Two or more races	148	2.5%	628	1.7%
Gender				
Female	2,999	50.0%	18,695	50.4%
Male	2,596	43.2%	18,049	48.6%
Gender not reported	408	6.8%	356	1.0%
Disability Status				
With disability	984	15.9%	4,305	11.6%
No disability	5,019	84.1%	32,795	88.4%
Veteran Status				
Veteran status not specified	726	12.1%	3,526	9.5%
Veteran status specified	5,277	87.9%	33,574	90.5%
Veteran	371	6.2%	2,547	6.9%
Not a veteran	4,906	81.7%	31,027	83.6%

Employee Turnover

Voluntary turnover measures the percent of employees who leave state government in a year for reasons of retirement or resignation. In FY 2023, about 9 percent of all employees voluntarily left state government -- a rate that is typical of years prior to COVID. Managing turnover is important in maintaining the skills and knowledge at the agency and division level. About two-thirds (6.3% out of 9.2% total turnover) of separating employees resign from state service. The remainder retires.

Turnover differs with various protected groups. Turnover among BIPOC employees and female employees is about one percentage point higher than the level for all employees. See Figure 10. Turnover among employees with disabilities is 1.6 percentage points higher than the 9.2 percent rate for all employees. Veterans have a similarly high turnover rate.   Employees in these groups also tend to be older than the average employee and are somewhat more likely to retire than resign. The average age of veterans and employees with disabilities stands at 49 and 47 respectively compared to 46 for all employees. The average age for BIPOC employees is 43.

Figure 10: Turnover Rates by Protected Group- Executive Branch FY 2023

Resignation   Retirement
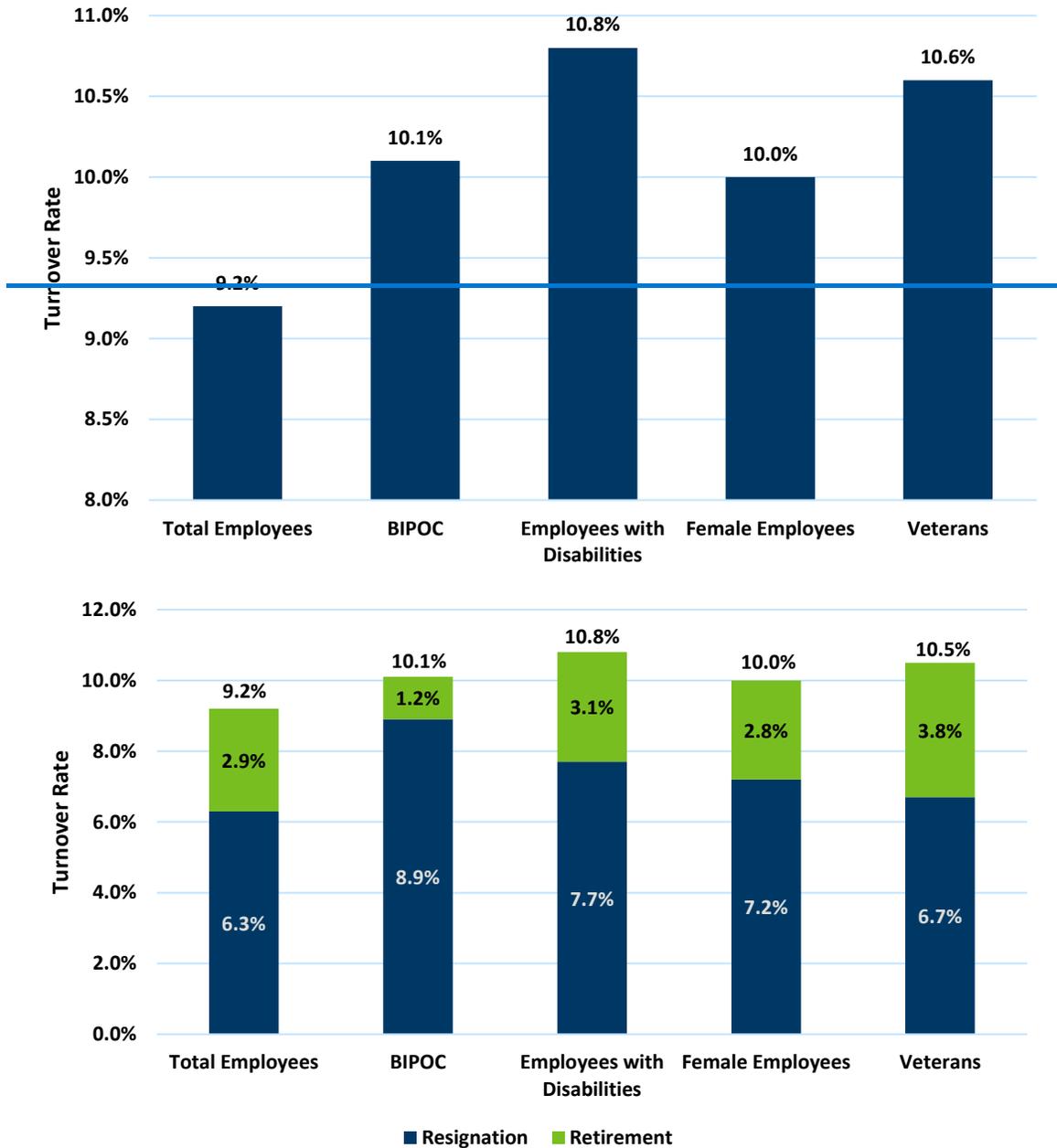
Characteristics of Job Postings and Applicants

There were about 7,742 job postings at the State of Minnesota in FY 2023, spanning a wide variety of occupations. Health and human services; construction, maintenance, manufacturing, and transportation; and administrative support and hospitality account for 50 percent of total job postings. See Figure 11.

At the level of job classes, various office and administrative positions had 410 postings in FY 2023. Information technology positions had the next most postings with 316 postings. Various registered and licensed practical nurse classes had a combined 226 postings. Student workers and interns had 206 postings, reflecting the state's emphasis on attracting new generations of workers to state service. See Appendix Table 3.

Figure 11: Job Postings by Job Family (FY 2023)

- Student Workers & Internships 2.8%
- Information Technology 4.9%
- Health Care & Human Services 26.6%
- General Administration including Public Relations and Planning 14.4%
- Finance, Regulatory and Economic Development 6.3%
- Executive Leadership & Management 4.2%
- Environmental Sciences 5.4%
- Engineering and Architecture 1.8%
- Employment 4.3%
- Education and Libraries 0.9%
- Corrections, Public Safety and Legal 6.0%
- Construction, Facilities Maintenance, Manufacturing and Transportation 12.7%
- Administrative Support & Hospitality 9.8%

There were about 170,000 applications for executive branch job vacancies in FY 2023. Due to the hiring freeze in FY 2021, applications are up 54 percent over the last two years. The State of Minnesota continues to draw applications from a diverse applicant pool. Almost 30 percent of applications come from applicants identifying as BIPOC and 16 percent are applicants with disabilities. See Figure 12.

Figure 12: FY 2023 Applications, Hiring and Staffing by Protected Groups

Chart showing percentages by category for Applications, Hiring, and Staffing:

Category	Applications	Hiring	Staffing
BIPOC	29.1%	21.2%	15.9%
Employees with Disabilities	17.6%	15.9%	11.6%
Female Employees	56.9%	50.0%	50.4%
Veterans	6.8%	6.2%	6.9%
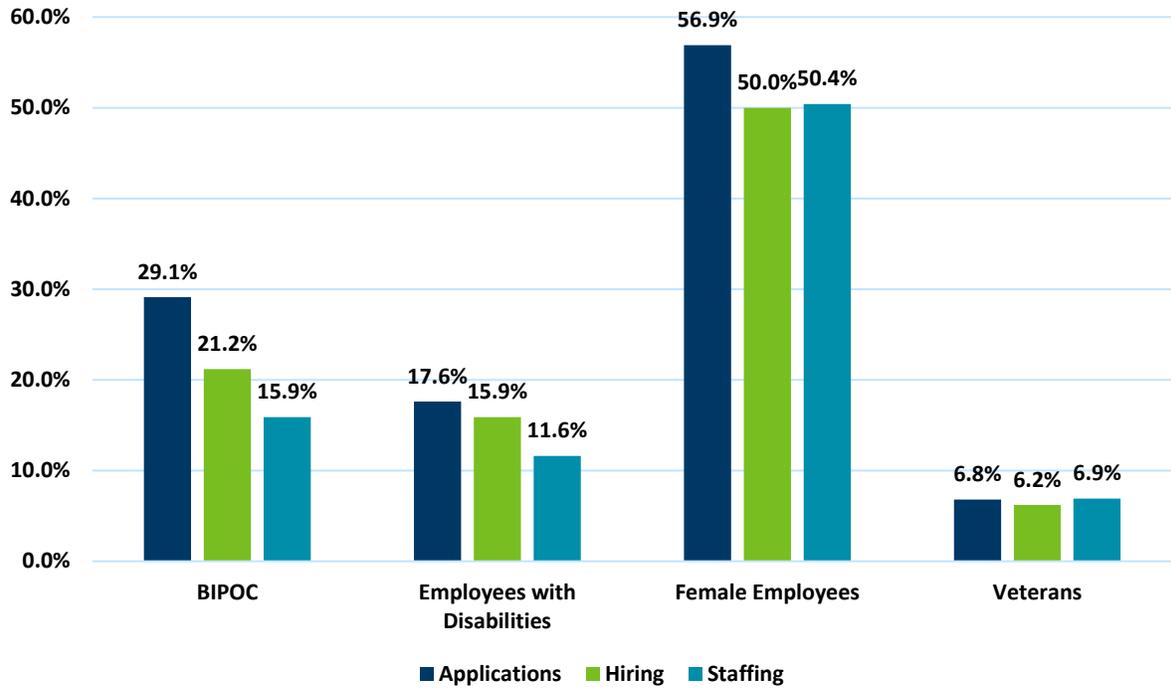
Retirements, the Labor Market and Future Considerations

Retirements

In total, 3 percent of the Executive Branch workforce, about 1,077 employees, retired from public service with the state's Executive Branch in FY 2023 – a level somewhat lower than the "Great Resignation" year of FY 2022. This continues a trend of 1,000 or more retirements per year since 2015. Given the age structure of state government, it is likely that we will continue to see over 1,000 retirements annually for several years to come.

Figure 13: Annual Retirement Trend, FY 2013 to 2023
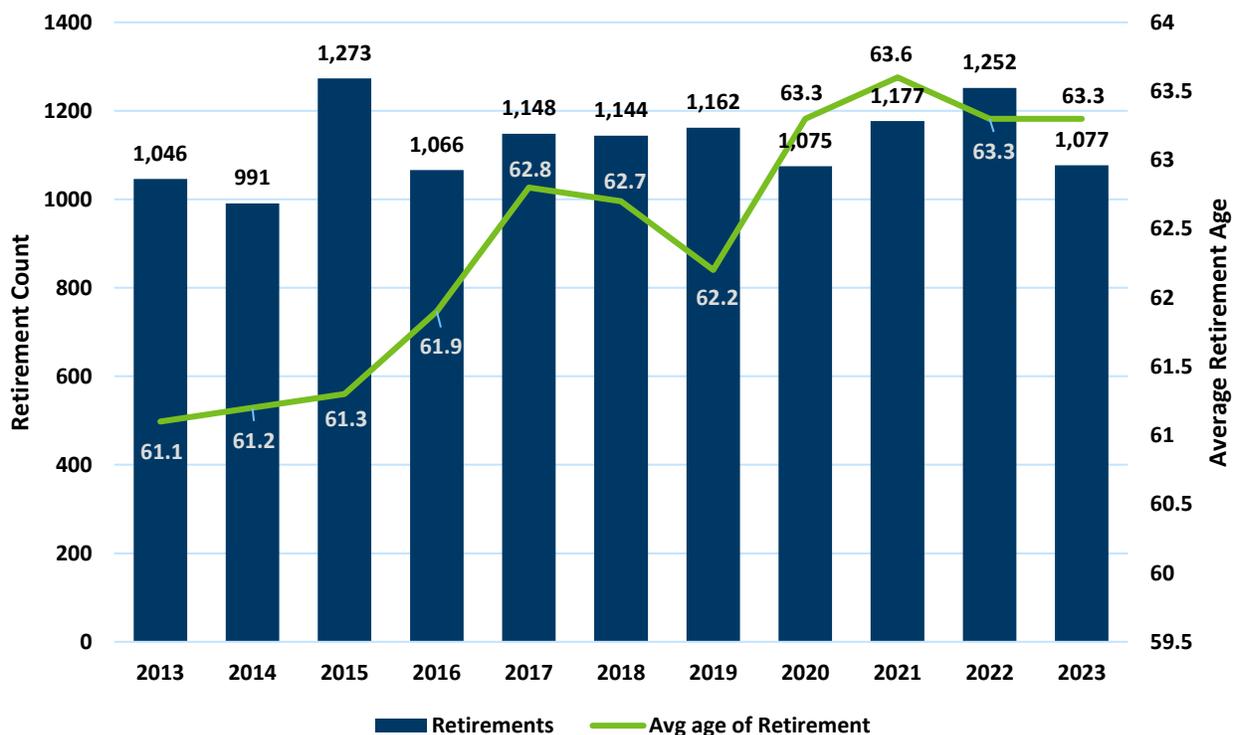
The average age at retirement in FY 2023 is 63.3 years and continues a seven-year trend of average retirement age exceeding 62. There are 5,516 employees over 60 years old which is a similar level to previous years where the state has experienced over 1,000 retirements. Some of the increase in the retirement age may be due to the expiration of benefits that took place with the "Rule of 90" implemented at the end of 1982. The rule provided full benefits for employees whose years of service and age added up to 90 or more. This benefit was not extended to employees hired after 1982.

With the median age of the workforce being 46 years, 15 percent of the workforce 60 years or older, and an additional 25 percent of all employees between 50 and 59 years old, the Executive Branch is in the midst of a retirement wave that is likely to continue through the coming decade, as the Baby Boomers exit the workforce.

Generations in the Executive Branch Workforce

Figures 14 and 15 show the age distribution of Executive Branch employees in 2000 and 2023 respectively. The median age has shifted from 44 in 2000 to 46 in 2023. The Baby Boom Generation, which made up 65 percent of state workers in 2000, now makes up 19 percent of state employment and is third to Generation X and the Millennial Generation in terms of its size. The generation born prior to the Baby Boom Generation (the Silent Generation) -- those born prior to 1945 now make up only 0.1% percent of total employment. Five generations are now represented in state government. See the Definitions and Technical Notes Section for definitions of the various generations.

Figure 14: Distribution of Executive Branch Employees by Age Cohort and Generation (2000)
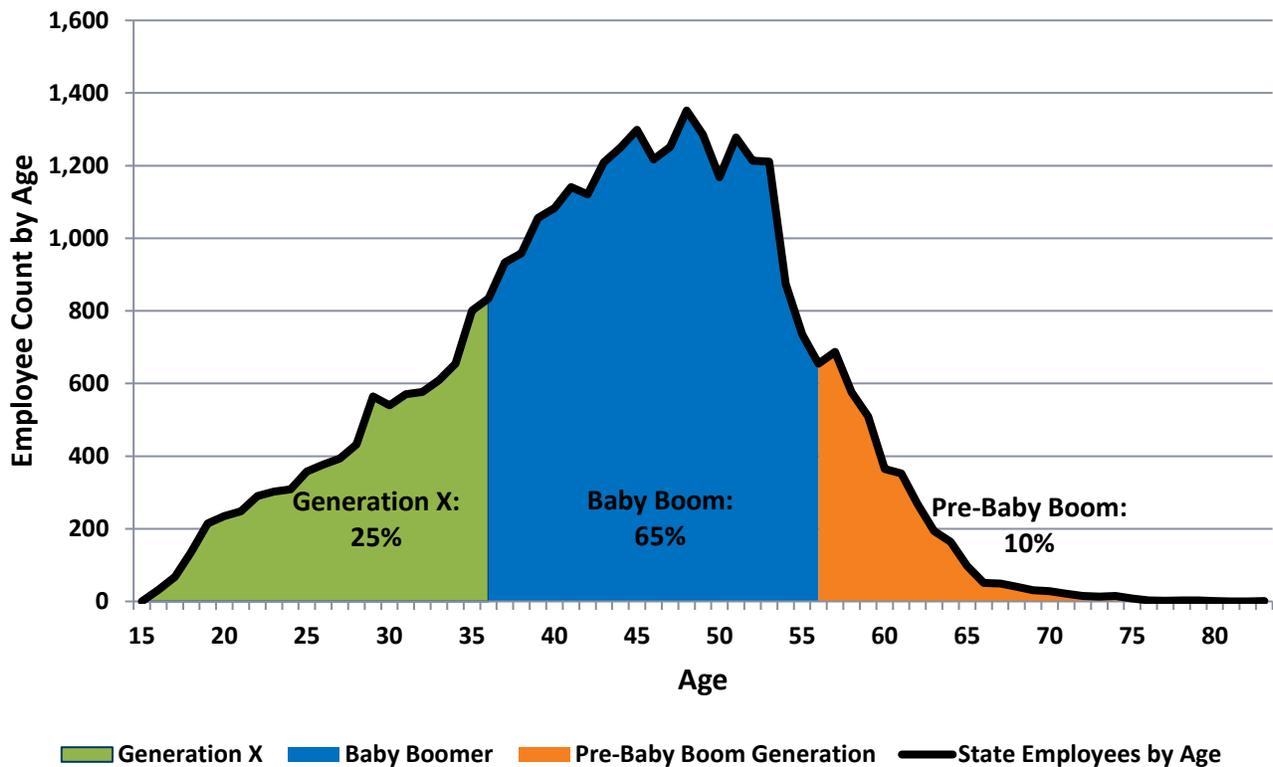
The large peak centered at age 48 in 2000 has been replaced by a 2023 distribution with two to three peaks. One peak at age 40 represents the oldest of the Millennial Generation. Peaks at age 52 and 58 are representative of Generation X and the Baby Boom respectively. The next generation of workers represented by the Millennial Generation and Gen Z are poised to take its place in state government and already have 41 percent of total employment.

Figure 15: Distribution of Executive Branch Employees by Age Cohort and Generation (2023)
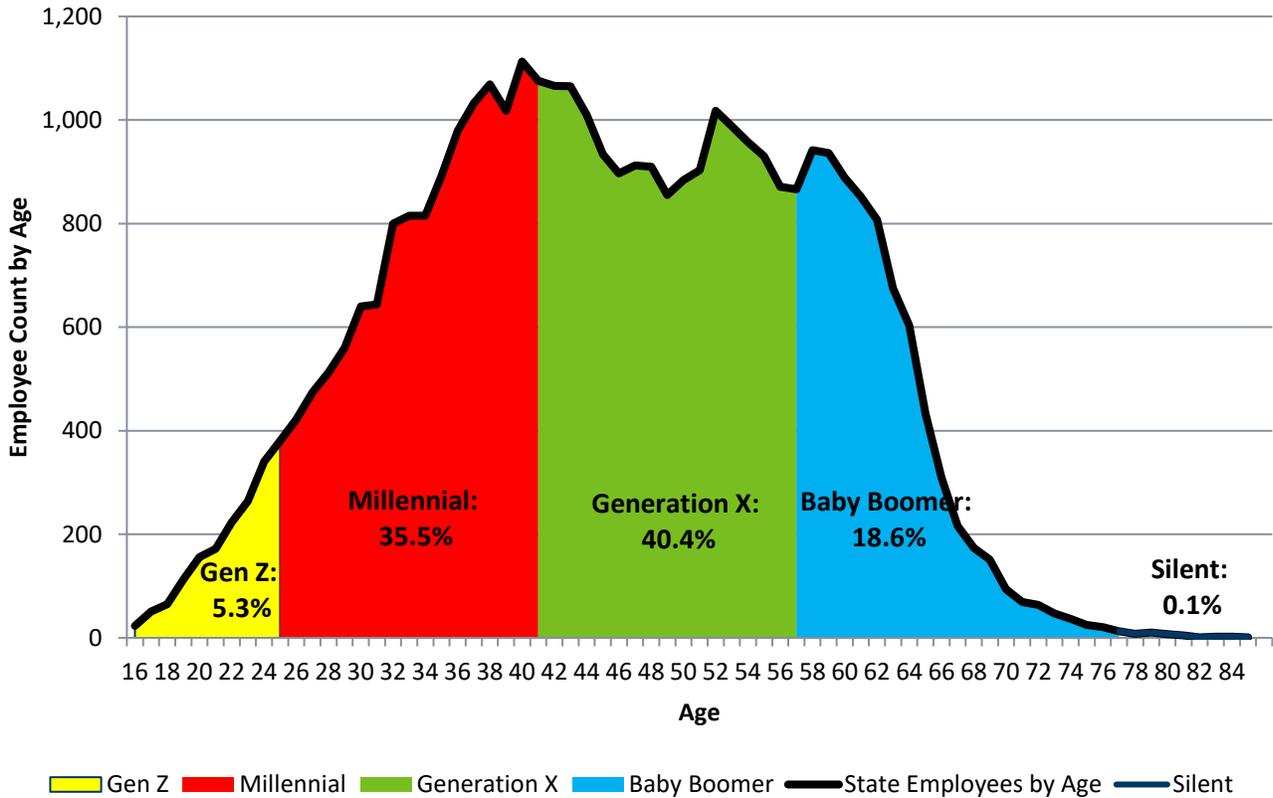
Various state job families have different age structures. See Figure 16. Information technology, office administration, engineer/architect and management positions are overwhelmingly held by the oldest and most experienced workers. Public safety, corrections, natural resources, and psychology/counseling have the highest levels of Millennial and Gen Z staff.

Figure 16: State Job Families by Generation, FY 2023

Job Family	Baby Boom+	Generation X	Millennial & Gen Z
Executive Branch Total	18.7%	40.4%	40.8%
Information Technology	27.1%	47.5%	25.3%
Office Administration	25.2%	35.9%	38.9%
Engineer/Architect	23.5%	42.4%	34.1%
Management	22.7%	56.6%	20.7%
Transportation Op/Reg	20.8%	45.9%	33.3%
Program Administration	19.1%	43.3%	37.6%
Medical/Dental/Nursing	18.7%	43.2%	38.2%
Planning/Research	17.8%	35.9%	46.2%
Human Svcs/Development	15.7%	41.6%	42.8%
Psychology/Counseling	14.3%	34.7%	51.0%
Natural Resources	14.3%	33.7%	52.0%
Protective Services	6.6%	39.7%	53.7%
Corrections	4.4%	41.0%	54.5%

Turnover varies across generational groups, with Gen Z having the highest rate (18.6 percent) followed by the Baby Boom Generation at 16 percent. Given the relative youth of Gen Z and the Millennial Generation, turnover in these generations is entirely due to resignations, with leavers likely finding opportunities outside state service. Separations among the Baby Boom Generation are largely due to retirement -- responsible for 12.8 percent of the total 18.6 percent turnover. Generation X makes up the largest group in state government and is also the most stable, with a turnover rate of only 5.3 percent moslty due to resignations. See Figure 17 for generational turnover rates.

Attracting and retaining the Millennial and subsequent generations will be absolutely essential to the State in delivering services in a shifting demographic and economic landscape. The Office of the State Demographer projects average annual workforce growth of 0.2 percent to 0.4 percent between 2020 and 2050[3]. This represents a substantial slowdown from previous decades when average annual growth rates stood at 1.5 percent (1990-2000) or 1.1 percent (2000 to 2010). Meanwhile, the economy will continue to add jobs -- see the Labor Market Considerations section. While State government will continue to serve Minnesota employers, it will also be in direct competition with those employers for the present and next generations of workers.

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[3] Minnesota State Demographic Center. Minnesota's Labor Force Projections by age and sex from 2015-2050.

Figure 17: Voluntary Turnover by Generation, FY 2023

Generation	Resignation	Retirement
Gen Z	18.6%	
Millennial	8.6%	
Generation X	4.1%	1.2%
Baby Boom	3.2%	12.8%
Total Turnover	6.3%	2.9%

Legend: ■ Resignation ■ Retirement
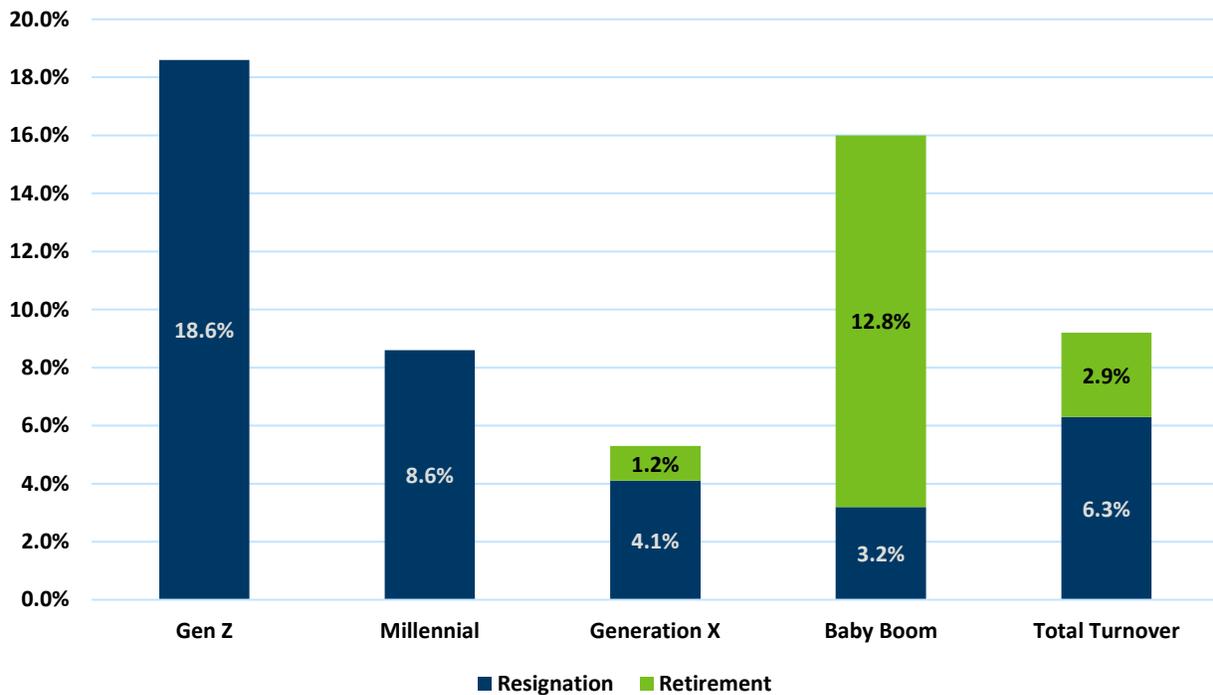
Regional Employment

The state's Executive Branch workforce is distributed across the entire state with employees reporting to workplaces in 86 out of 87 counties. Red Lake County is the only county without Executive Branch employees. A small number of employees (about 30, or 0.1 percent) work in out-of-state locations.

As home to the State Capitol and most agencies, Ramsey County hosts the largest number of employees (48 percent of the total, representing 17,759 employees). Sixty-three percent of the state's Executive Branch employees work in the Twin Cities seven-county metropolitan area while 37 percent work throughout greater Minnesota. See Appendix Table 4 for a list of employee counts by county.

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

Figure 18: Distribution of Executive Branch Jobs by Metro/Non-Metro Regions

Agency	7-County Metro	Non-Metro	Other Metro
Mn State Academies		100.0%	
Military Affairs	22.3%	56.6%	21.1%
Natural Resources	26.9%	55.7%	17.4%
Veterans Affairs	59.2%	37.3%	3.5%
Corrections	44.3%	28.0%	27.7%
Transportation	53.0%	25.8%	21.3%
Executive Branch	62.8%	19.7%	17.5%
Human Services	48.4%	17.4%	34.2%
Pollution Control Agency	72.8%	13.7%	13.5%
Public Safety	74.0%	11.4%	14.6%
Labor & Industry	82.3%	8.5%	9.2%
Employ & Econ Development	79.0%	8.4%	12.6%
Health	85.8%	5.1%	9.1%
Education	97.5%		2.5%
Minnesota IT Services	95.6%	2.5%	1.9%
Revenue	92.6%	2.2%	5.2%
Administration	98.5%	1.3%	0.2%
Agriculture	92.7%	1.1%	6.2%
Commerce	99.0%		1.0%
Mn Management & Budget	99.7%		0.3%
Minnesota Zoological Garden	99.7%		0.3%
Housing Finance Agency	100.0%		
Attorney General's Office	100.0%		

■ 7-County Metro ■ Non-Metro ■ Other Metro

Since the Minnesota State Academies for the Deaf and the Blind is in Faribault, 100 percent of its employment is non-metropolitan. The Department of Transportation's district offices, the Department of Human Services' regional treatment centers, Veterans homes and state correctional facilities are major employment hubs for workers outside the Twin Cities metro area. These and other agencies show a mix of employment across geographic types and face staffing opportunities and challenges particular to regional labor markets.

Labor Market Considerations

Between FY 2022 and 2023, the size of the State of Minnesota Executive Branch increased by 3.0 percent. See Figure 19. Since 2022, the state job market grew by about 40,000 jobs -- and increase of almost 2.5 percent. The recent increase in both figures comes after the disruption brought by COVID in 2020 and 2021. A historically large increase in state employment came after a very rapid COVID-related decrease of 9 percent in FY 2020. At that time, state government employment continued to grow 0.7 percent. COVID-related layoffs in state government and a hiring freeze didn't take place until relatively late in FY 2020 extending in FY 2021. The 2021 decline in state government employment represents the lag in labor market trends that state government often witnesses after economic shocks. This lag continued into FY 2022. Prior to FY 2021, Executive Branch employment exceeded statewide employment growth in 6 out of 10 years. The fairly rapid increase in FY 2023 is likely due in part to new initiatives (see next section) and the state refilling positions left vacant during the hiring freeze and the "Great Resignation" that took place in the final months of the COVID crisis.

As an employer, the state faces a tightening labor market. The unemployment rate of 2.9 percent in June 2023 is slightly higher than rates witnessed in 2022 but is still extremely low by historic standards. Minnesota's labor force participation rate (the percent of persons over 16 employed or looking for a job) reached 68.5 percent on June 2023. This is about 6 percentage points higher than the U.S. figure. However, it is well below the peak of 72 percent seen in June 2020. At the time of writing this document, there was a high degree on speculation around whether dropping participation is due to retirements or younger workers simply dropping out of the labor market. Regardless, lower participation rates will make it more difficult for the state to fill positions and fulfil strategic goals.

DEED's Labor Market Information Office projects employment in Minnesota to grow 5.7 percent (adding 170,000 jobs) between 2020 and 2030. This is a relatively slow rate of job growth, but it does not include the replacement openings driven by resignations and retirements. The State of Minnesota is in direct competition with Minnesota's other employers in attracting a qualified workforce. Even if labor force participation improves with younger worker reentry, the Baby Boom Generation will continue to exit the labor force. As the economy grows the state will be challenged to find replacements for its own aging workforce while recruiting qualified staff for new initiatives.

Figure 19: Annual Employment Change
Minnesota Executive Branch vs. Minnesota Statewide Employment* (FY 2013 to 2023)
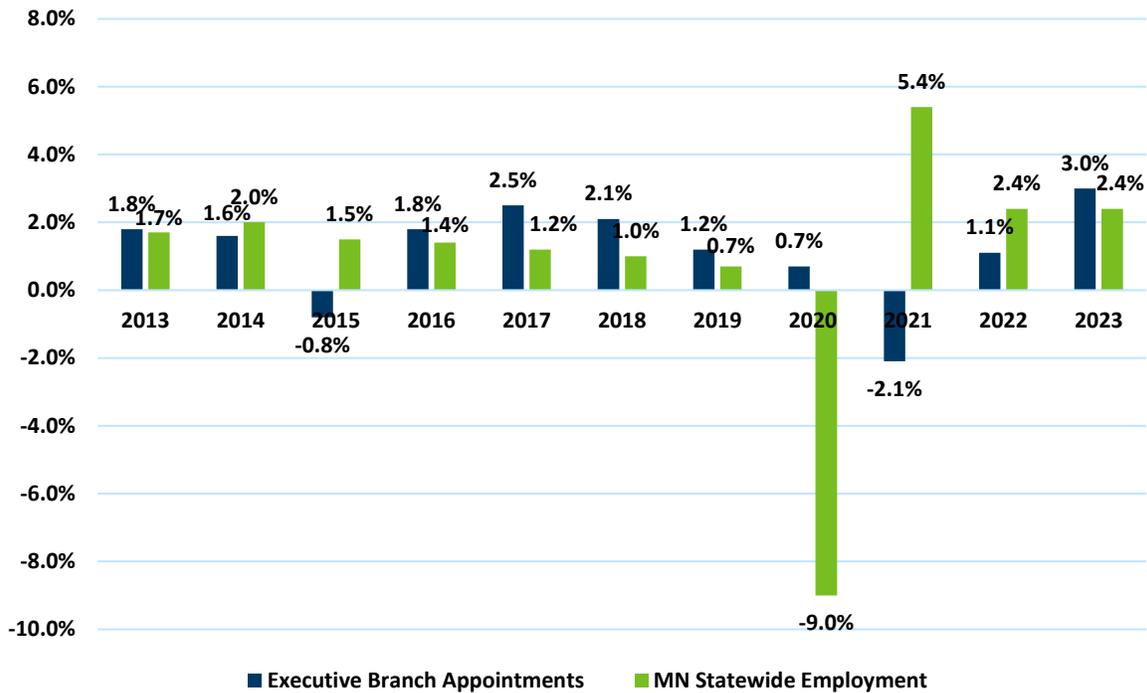
* MN Dept. of Employment and Economic Development, Current Employment Statistics

Growth, Change and Challenges

New Initiatives and Changes to the Workforce

The onset of COVID-19 directly impacted the way state employees deliver services while altering the overall makeup of the state workforce. Beyond the expansion of remote work and the extraordinary measures put in place to deliver face-to-face services to clients, the State was challenged by limited layoffs, a hiring freeze, and the provision of a new array of COVID-related leave benefits. Furthermore, in the wake of COVID-19, the national labor market witnessed the "Great Resignation." In FY 2021, the state witnessed turnover rates above ten percent with some job classes (*e.g.,* corrections, health care and human services) reaching turnover rates well above that level.

In terms of headcount, the State has rebounded from earlier job losses and now stands at a historic high. Many positions vacated during the 2021 hiring freeze have been filled and turnover rates have dropped. New initiatives (some of which are listed below) have also driven up employment levels and this is likely to be a factor in coming years. Beyond headcount, the makeup of jobs within state government is changing. Table 5 shows the change in employment count for various job classes since FY 2021. High growth job families in program administration, law, planning and research, and human resources have a direct role in the administration, development, and/or evaluation of new and expanding initiatives. High growth in psychology and counseling and natural resources may reflect the ongoing filling of vacancies left by the hiring freeze and high turnover

witnessed in 2021 and 2022. It should be noted that job losses in corrections and other fields do not necessarily represent a lack of demand in these fields. Corrections and human services and development have witnessed particularly high turnover in recent years to the extent that the state has had difficulty reaching staffing levels prior to 2020. Initiatives to hire and retain workers in this and other fields are ongoing.

Table 5: Change in Employment by Selected Job Family (FY 2021-2023)

Metric	FY 2021 Employment	FY 2023 Employment	Numeric Change from FY 2021	Percent Change from FY 2021
Program Administration	1,767	2,032	265	15.0%
Psychology/Counseling	1,030	1,201	171	16.6%
Planning/Research	1,849	2,009	160	8.7%
Human Resources	403	513	110	39.6%
Law	458	568	110	24.0%
Natural Resources	1,642	1,750	108	6.6%
Information Technology	2,382	2,479	97	4.1%
Protective Services	1,643	1,738	95	5.8%
Management	988	1,054	66	6.7%
Engineer/Architect	1,257	1,309	52	4.1%
Building/Construction	631	674	43	6.8%
Accounting/Audit/Finance	759	800	41	5.4%
Executive Leadership	395	433	38	9.6%
Medical/Dental/Nursing	1,840	1,853	13	0.7%
Economic Security	817	809	-8	-1.0%
Human Services/Development	4,257	4,233	-24	-0.6%
Facilities Operations/Maintenance	1,039	999	-40	-3.8%
Office Administration	2,439	2,389	-50	-2.1%
Transportation Operations & Regulations	2,607	2,512	-95	-3.6%
Corrections	2,634	2,517	-117	-4.4%
Total Executive Branch	**35,624**	**37,100**	**1,177**	**3.3%**

State government passed sweeping legislation in 2023 that will reshape and expand the Executive Branch workforce. Paid family and medical leave will take effect in 2024 with a likely expansion of employment at the Minnesota Department of Employment and Economic Development. Increased funding for childcare providers and the provision of Minnesota Care insurance to previously ineligible Minnesotans will expand employment at the Departments of Health, Human Services, and MNsure. In addition, various initiatives have created new (typically small) agencies including:

- The Office of Cannabis Management

- The Cannabis Expungement Board
- The Foster Youth Ombudsperson
- The LGBTQIA2S+ Minnesotan's Council
- The Rare Disease Advisory Council
- The Climate Innovation Finance Authority
- Department of Children, Youth and Families

Ongoing Workforce Needs

Turnover remains high in some of the State's most critical job classes. Turnover in Correctional, Health Care, Human Services, and other fields exceed ten percent. See Table 6. With the "Great Resignation" of 2022, turnover was generally high across the Executive Branch but improved in 2023. Improvements have been noted for Correctional Officers 2, Human Services Technicians, Behavior Modification Assistants, Nursing Evaluators, and other job classes. However, other job classes such as Security Counselors, Registered Nurses, Correctional Officers 1, Work Therapy Technicians and Mental Health Program Assistants have unchanged or higher turnover than in FY 2022. Employee retention is a challenge across the enterprise. While retirements are a factor in employee turnover, most of the turnover in Table 6 is due to resignation. Turnover among Correctional Officers 1 and Work Therapy Technicians is entirely (100%) due to resignation. Resignations make up over 87 percent of separations among Human Services Technicians, Security Counselors, Behavior Modification Assistants, and Registered Nurses. In many of these job classes, high turnover is coupled with relatively low numbers of qualified applicants. These (and other) hard to fill job classes represent a tangible challenge to the state in terms of providing quality services to clients.

Table 6: Turnover Rates (FYs 2022 and 2023) for Job Classes with more than 100 Employees and a Turnover Rate Higher than 10 Percent

Job Class	Voluntary Separations FY 2023	Employee Count FY 2023	Voluntary Turnover FY 2022	Voluntary Turnover FY 2023
Correctional Officer 2	134	1316	12.8%	10.2%
Human Services Technician	192	1103	21.2%	17.4%
Security Counselor	89	673	13.4%	13.2%
Behavior Modification Asst	91	662	16.6%	13.7%
Registered Nurse	105	568	18.3%	18.5%
Correctional Officer 1	131	535	24.6%	24.5%
Licensed Practical Nurse	68	384	17.2%	17.7%
General Maintenance Worker	46	381	14.4%	12.1%
Customer Services Specialist Intermed.	35	292	20.4%	12.0%
Buildings & Grounds Worker	39	235	19.7%	16.6%
Parks & Trails Associate	32	222	19.8%	14.4%

Job Class	Voluntary Separations FY 2023	Employee Count FY 2023	Voluntary Turnover FY 2022	Voluntary Turnover FY 2023
Food Service Worker	37	184	26.7%	20.1%
Work Therapy Technician	25	184	12.2%	13.6%
Nursing Evaluator	18	169	13.0%	10.7%
Revenue Tax Specialist Int	17	163	4.8%	10.4%
Mental Health Prog Asst	23	158	12.2%	14.6%
Office & Admin Specialist Principal	16	149	7.8%	10.7%
DVS Exam & Insp Spec	14	125	15.6%	11.2%
Registered Nurse Supervisor	11	103	11.2%	10.7%
Customer Services Specialist	18	102	25.8%	17.6%

The Challenge of Building and Maintaining a Diverse Workforce

The challenge to increase the diversity of the State workforce began under the Dayton administration and has taken on expanded importance with the Walz administration. Earlier sections of this report have laid out the progress that has been made in this area in terms of the hiring and staffing of BIPOC, female, veteran, and employees with disabilities. As a percent of the workforce, BIPOC representation has almost doubled in 10 years. The representation of employees with disabilities has increased 3-fold. Female employees now make up just over half of total employment. Only the representation of veterans has decreased as Vietnam Era veterans leave the workforce and have not been replaced by a similarly large pool of workers.

However, progress has been inhibited by turnover. Figure 20 shows voluntary turnover by each of the protected groups that the state currently monitors. The average turnover for total staff is around 9.2 percent. However, average turnover for BIPOC and Female employees is 10.0 and 10.1 respectively. Average Turnover for employees with disabilities is 11.1 percent and 11.2 percent respectively. Note that turnover for all groups was significantly higher in FY 2022 in the aftermath of the COVID crisis. Turnover rates for all groups have improved but it is still higher than the years prior to the pandemic.

The 10.1 percent turnover rate for BIPOC employees in FY 2023 tells an incomplete story. Turnover rates differ substantially across racial/ethnic categories. Black/African American employees have the highest rate of turnover with 12.4%. This is followed by employees identifying as being two or more races (11.5%) and Indigenous Peoples (10.5%). See Figure 21. Only employees identifying as being Asian/Pacific Islander (7.1%) have a turnover rate that is lower than White employees (8.8%).

With relatively high turnover, the State loses the potential of developing the technical and leadership skills of a significant portion of its potential workforce. Of full-time permanent employees hired in FY 2001, only 67 percent were retained two years later. This figure is better (75 percent) for employees with disabilities but is only 63 percent for BIPOC employees.   Separating employees often cite internal reasons (management, organizational practices, and culture) as reasons for leaving State government and agencies use this input to

improve retention. However, employees are more likely to cite external opportunity (better opportunities elsewhere, salary, change in career, and a lack of promotional opportunity) as their primary reason for leaving. This is typically true of all the protected groups though there are some differences.   In considering promotions, the diversity of State leadership is improving. By one definition of leadership, about 13 percent of leadership positions were held by BIPOC and/or employees with disabilities with 5 percent held by veterans and 52 percent held by women.   For BIPOC and employees with disabilities, this is an improvement from the 6 to 7 percent levels in FY 2017. However, the levels for BIPOC employees and veterans are still below the figure for total staffing (16 and 6 percent respectively). State government is in direct competition with other employers around the state and nation for qualified employees. It is essential that the Executive Branch identify and implement the best practices to retain employees and provide growth opportunities.

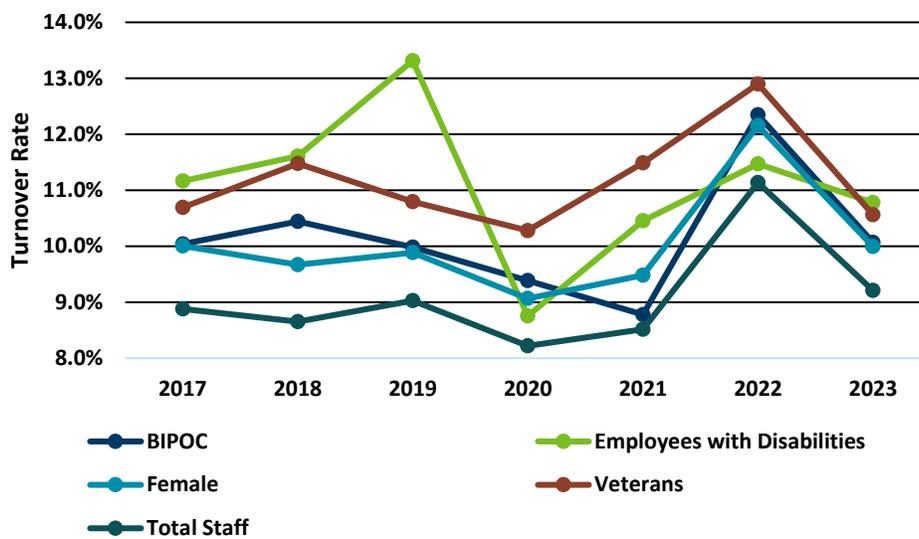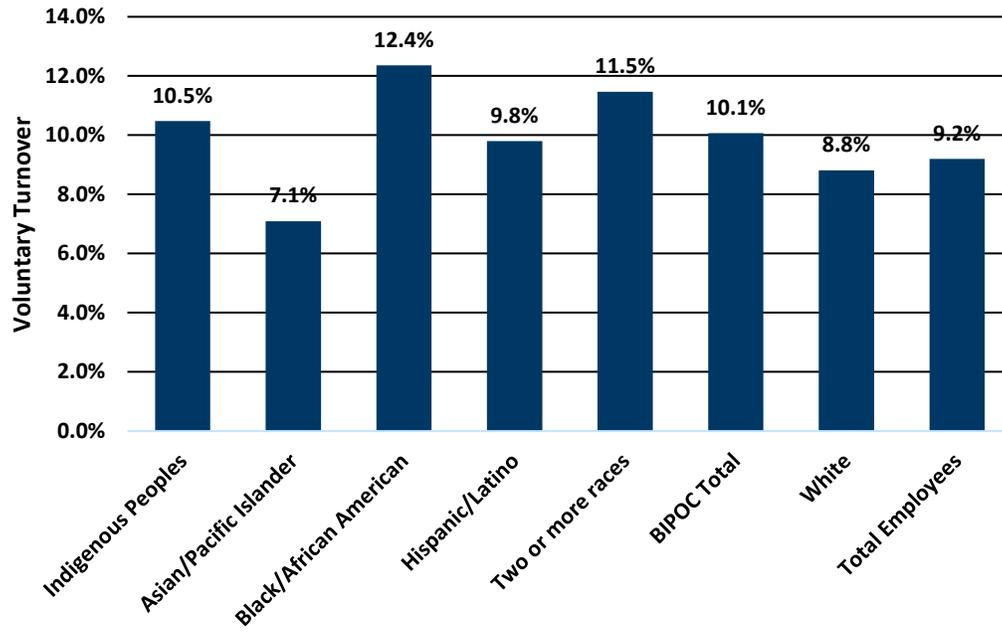**Figure 20: Voluntary Turnover by Protected Group FY 2017-2023**

Figure 21: Turnover by Race/Ethnicity (FY 2023)

Appendices

Appendix Table 1: Demographic Composition of the Largest Executive Branch Agencies FY 2023

Executive Branch Agency	Total Appointments	Racial/Ethnic Minority	White	Female/Male Ratio	Persons with Disabilities	Veterans
Human Services	7,360	20.0%	78.1%	66.7%/31.8%	12.1%	4.5%
Transportation	5,184	10.9%	89.0%	22.6%/76.5%	8.7%	7.9%
Corrections	4,082	11.4%	87.4%	42.1%/57.3%	10.3%	10.6%
Natural Resources	2,936	6.7%	89.2%	40.5%/57.8%	10.1%	5.6%
MN.IT Services	2,534	26.9%	70.6%	34.8%/64.6%	11.7%	8.5%
Public Safety	2,061	14.5%	82.8%	42.3%/57.5%	9.8%	12.2%
Health	1,896	16.7%	83.1%	74.9%/24.3%	13.3%	2.4%
Employment & Economic Dev.	1,446	18.1%	79.0%	69.2%/29.8%	18.8%	5.7%
Revenue	1,384	19.5%	78.4%	56.6%/42.6%	12.5%	3.3%
Veterans Affairs	1,289	26.7%	66.2%	67.4%/32.1%	13.0%	10.2%
Pollution Control Agency	883	11.6%	85.7%	50.5%/48.8%	11.0%	3.3%
Agriculture	548	8.6%	86.3%	53.5%/45.6%	8.2%	4.2%
Administration	524	20.8%	75.8%	43.9%/55.9%	12.4%	6.3%
Military Affairs	493	6.9%	90.1%	21.5%/77.9%	4.3%	38.1%
Labor & Industry	468	14.7%	83.1%	44.0%/54.7%	12.6%	8.1%
Education	441	20.6%	79.6%	79.8%/19.3%	15.2%	1.8%
Commerce	390	12.3%	83.3%	51.5%/47.4%	12.1%	5.1%
MN Zoo	379	6.9%	78.6%	60.4%/38.3%	9.0%	4.0%
Attorney General	370	20.3%	79.5%	59.7%/40.3%	18.6%	2.7%
Housing Finance Agency	296	22.0%	79.7%	70.3%/29.4%	15.2%	2.0%
MN Management & Budget	289	19.7%	81.0%	70.9%/29.1%	13.8%	3.8%
MN State Academies	229	2.2%	87.8%	71.6%/27.5%	27.1%	0.9%
MNsure	161	34.2%	69.6%	65.2%/34.8%	11.2%	0.0%
Lottery	158	19.6%	79.1%	51.9%/47.5%	12.7%	5.1%
Water & Soil Resources Bd.	121	5.0%	87.6%	43.8%/56.2%	6.6%	1.7%
All Other Agencies	1,178	18.3%	76.7%	66.1%/32.2%	15.3%	5.2%
Total Appointments	**37,100**	**15.9%**	**81.8%**	**50.4%/48.6%**	**11.6%**	**6.9%**

Appendix Table 2: Employee Age and Service Demographics by Largest Agency (FY 2023)

Agency	Average Age	Average Years of Service	Total Retirements	Retirement Change from FY 2021
Human Services	45.6	9.8	95	-114
Transportation	47.3	12.7	72	-86
Corrections	44.0	11.5	104	-72
Natural Resources	45.2	11.9	53	-31
MN.IT Services	50.0	12.8	47	-30
Public Safety	43.6	10.6	46	-23
Health	45.6	10.1	29	-26
Employment & Economic Dev.	48.2	12.0	24	-34
Revenue	45.4	12.0	32	-7
Veterans Affairs	48.4	9.5	32	-10
Pollution Control Agency	45.0	13.2	20	-11
Agriculture	45.8	10.9	14	-1
Administration	49.3	10.0	16	-6
Military Affairs	42.9	7.9	9	-2
Labor & Industry	51.4	12.3	23	3
Education	48.7	10.5	10	-1
Commerce	47.6	10.7	13	2
MN Zoo	40.5	7.0	6	-1
Attorney General	44.0	8.1	7	-6
Housing Finance Agency	47.5	9.9	6	-2
MN Management & Budget	46.8	10.7	10	7
MN State Academies	50.0	14.1	7	-3
MNsure	41.9	7.2	1	-2
Lottery	48.7	12.5	6	1
Water & Soil Resources Bd.	47.1	12.0	2	-2
Total Appointments	**46.1**	**11.1**	**1,077**	**-100**

Appendix Table 3: Occupations with the Most Job Postings in FY 2023[4]

Occupation Group	Job Family	Postings
State Program Administrators	Program Administration	420
Office & Administrative Specialists	Administrative Support & Hospitality	410
Information Technology Specialists	Information Technology	316
Human Services Technicians	Human Services & Development	225
Transportation Generalists	Transportation Operations & Regulation	224
State Program Administrator Managers & Directors	Executive Leadership & Management	215
Student Workers and Interns	Student Workers and Interns	206
Management Analysts	Planning and Research	206
Human Services Program Reps.	Human Services & Development	180
Registered Nurses	Medical, Dental and Nursing	142
Correctional Officers	Corrections	135
Clinical Program Therapists	Psychology & Counseling	126
General Maintenance Workers	Facilities Operations and Maintenance	122
Human Resources Specs & Techs	Employment	111
Building & Grounds Workers	Facilities Operations and Maintenance	104
Licensed Practical Nurses	Medical, Dental and Nursing	101
Customer Services Specialists	Administrative Support & Hospitality	96
Food Service Workers	Administrative Support & Hospitality	93
Planners	Planning and Research	90
Accounting Officers	Accounting, Auditing and Finance	83
Revenue Tax Specialists	Revenue & Gaming Regulation	83
Parks & Trails Associate	Facilities Operations and Maintenance	78
Engineering Specialists	Engineering & Architecture	63
Research Specialists	Planning and Research	61
Behavior Modification Assistants	Psychology & Counseling	59
Skills Development Specialists	Rehabilitation Therapy	59
Engineers	Engineering & Architecture	54
Transportation Specialists	Transportation Operations & Regulation	52
Human Svcs. Program Consultants	Human Services & Development	51
Research Analysts	Planning and Research	50
Health Program Representatives	Public Health	49
Accounting Technicians	Accounting, Auditing and Finance	45
Central Svcs. Admin.Specialists	Administrative Support & Hospitality	43
General Repair Workers	Facilities Operations and Maintenance	41
Human Services Supervisors	Human Services & Development	41
Information Officers	Public Relations and Marketing	39
Laborers, General	Facilities Operations and Maintenance	39
Transportation Program Specialists	Transportation Operations & Regulation	39
Total Job Postings		**7,742**

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[4] A job posting may have more than one opening for a given job.

Appendix Table 4: Executive Branch Employment by County FY 2023

County	Employment Count	County	Employment Count
Aitkin	39	Martin	28
Anoka	1,201	McLeod	77
Becker	287	Meeker	16
Beltrami	475	Mille Lacs	62
Benton	46	Morrison	321
Big Stone	16	Mower	94
Blue Earth	385	Murray	14
Brown	84	Nicollet	1,377
Carlton	915	Nobles	31
Carver	42	Norman	5
Cass	87	Olmsted	553
Chippewa	31	Otter Tail	444
Chisago	392	Pennington	97
Clay	102	Pine	155
Clearwater	12	Pipestone	12
Cook	26	Polk	95
Cottonwood	87	Pope	28
Crow Wing	775	Ramsey	17,216
Dakota	792	Redwood	28
Dodge	53	Renville	21
Douglas	137	Rice	1,066
Faribault	11	Rock	187
Fillmore	71	Roseau	49
Freeborn	34	Scott	311
Goodhue	232	Sherburne	461
Grant	7	Sibley	7
Hennepin	1,742	St Louis	1,031
Houston	19	Stearns	384
Hubbard	237	Steele	139
Isanti	145	Stevens	39
Itasca	310	Swift	7
Jackson	7	Todd	9
Kanabec	14	Traverse	5
Kandiyohi	398	Wabasha	30
Kittson	18	Wadena	43
Koochiching	34	Waseca	10
Lac Qui Parle	5	Washington	1,251
Lake	226	Watonwan	24
Lake of the Woods	27	Wilkin	5
Le Sueur	55	Winona	116
Lincoln	4	Wright	129
Lyon	186	Yellow Medicine	14
Mahnomen	19	Outside Minnesota	~~18~~27
Marshall	18	County Not Known	20~~19~~

Definitions and Technical Notes

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

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

Baby Boom Generation: The U.S. population born between 1946 and 1964 according to the US Census.

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

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

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

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

Fiscal Year: State government fiscal year runs July 1 of one year through June 30 of the following year. Fiscal year 2023 runs from July 1, 2022 through June 30, 2023 and is the time period used for this report.

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

Generation X: The U.S. population born between 1965 and 1980 according to the US Census.

Gen Z: The U.S. population born after 1996 according to the US Census.

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

Millennial Generation: The U.S. population born after 1980 and before 1997 according to the US Census.

Non-Metro Areas: Those counties not located in the 7-County Twin Cities Metropolitan Area or the "Other Metro" areas noted below.

Other Metro: Those areas classified by the US Census as being a metropolitan area but are not a part of the 7-County Twin Cities area. These include Minnesota counties that are part of the Minneapolis-St. Paul MSA but

are outside the core 7 counties. They also include Minnesota counties in the Duluth, St. Cloud, Rochester, Mankato, Fargo, Grand Forks, and La Crosse Metropolitan Statistical Areas.

Turnover: For the purposes of this report, turnover is defined as being due to staff voluntarily leaving state government through resignation or retirement. The number of staff leaving in a year is divided by the total number of staff as of Q4, 2023.

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

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

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