



January 14, 2026

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

Senator John Marty, Chair
Senate Finance Committee
3235 Minnesota Senate Building
Saint Paul, MN 55155

Senator Tou Xiong, Chair
Senate State and Local Government Committee
3203 Minnesota Senate Building
Saint Paul, MN 55155

Representative Zack Stephenson, Chair
Legislative Coordinating Commission
5th Floor, Centennial Office Building
Saint Paul, MN 55155

Representative Cedrick Frazier, Co-Chair
House Ways and Means Committee
5th Floor, Centennial Office Building
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Representative Paul Torkelson, Co-Chair
House Ways and Means Committee
2nd Floor, Centennial Office Building
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Representative Ginny Klevorn, Co-Chair
House State Government Committee
5th Floor, Centennial Office Building
Saint Paul, MN 55155

Representative Jim Nash, Co-Chair
House State Government Committee
2nd Floor, Centennial Office Building
Saint Paul, MN 55155

Dear Governor Walz, Senators, and Representatives:

Attached you will find a copy of the State of Minnesota Executive Branch Affirmative Action Biennial Report as required by Minnesota Statutes section 43A.191, subdivision 3. This report was prepared by Minnesota Management and Budget and informed by submissions from the executive branch agencies.

Sincerely,

A handwritten signature in black ink that reads 'Erin M. Campbell'.

Erin Campbell
Commissioner



State of Minnesota Executive Branch Affirmative Action Biennial Report

Submitted to the Minnesota Legislature by
Minnesota Management and Budget for the Reporting Period of
July 1, 2022, through June 30, 2024.

For questions about the report, please contact Erik Anderson, Director of Legislative and Intergovernmental Affairs at Erik.Anderson@state.mn.us.

For accessible formats of this document, contact Silvia Vaccaro, State Affirmative Action Officer, Minnesota Management and Budget, at Silvia.Vaccaro@state.mn.us.

Upon request, this material will be made available in an alternative format such as large print, Braille or audio recording. Printed on recycled paper.

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Introduction

In accordance with [Minnesota Statutes section 43A.191, subdivision 3 \(b\)](#), the Commissioner of Minnesota Management and Budget (MMB) submits this report on the affirmative action progress of the executive branch agencies, recording their rates of compliance with affirmative action requirements from July 1, 2022, through June 30, 2024.

MMB developed and issued reporting standards and procedures for measuring compliance. MMB has audited the records of the agencies in their Affirmative Action Plans to determine whether they met their hiring goals according to these criteria. These elements comprise a demonstration of a good faith effort to employ affirmative action protected group members by following an active recruitment strategy, a coordinated retention schedule, and a complaint resolution procedure. Additional components consist of a promotion of awareness, acceptance, and appreciation for diversity and affirmative action. Further contents may include their identification of methods to improve performance and reallocation of internal resources to increase support of the affirmative action program.

This report covers the executive branch cabinet agencies, cites the requirements, and summarizes their progress in affirmative action objectives; equal employment opportunity; and diversity, equity, inclusivity, and accessibility in their recruitment, hiring, and retention initiatives. The programs addressed in this report include the following.

- Affirmative Action (AA)
- Equal Employment Opportunity (EEO)
- Workforce Diversity Recruitment and Retention
- Americans with Disabilities Act (ADA) & Reasonable Accommodations
- Connect 700 Program (C700)

These programs are administered by the agencies' AA Officers, ADA Coordinators, and Human Resources offices with guidance from MMB.

Racial or ethnic minorities in the agencies' workforce have increased from 16.6% to 17.6%. This comes in the context of Minnesota's working-age population also increasing for affirmative action protected groups.

During the biennium, the agencies increased the diversity of their workforces by improving the utilization of females, persons with disabilities, and racial or ethnic minorities by concentrating on recruitment. For the agencies to achieve a workforce that reflects the diversity of the state population, they must support and develop it by transforming their cultures into equitable and inclusive environments where all employees feel welcome. This transformation begins with affirmative action planning.

The successful efforts to increase the recruitment of diverse applicants have resulted in the agencies improving their rates of hiring affirmative action protected group members as follows.

Table 1. Representation of Protected Groups

| Total Staffing of Cabinet Agencies | FY22 | FY23 | FY24 |
|------------------------------------|-------|-------|-------|
| Females | 50.9% | 50.5% | 51.0% |
| Persons with Disabilities | 10.0% | 11.5% | 14.0% |
| Racial or Ethnic Minorities | 15.9% | 16.6% | 17.6% |

- From quarter 1 of fiscal year 2023 through quarter 4 of fiscal year 2024, in the cabinet agencies, female employees rose from 50.5% to 51%, representing an increase of .05%.
- Employees with disabilities rose from 11.5% to 14%, representing an increase of 2.5%.
- Racial or ethnic employees rose from 16.6% to 17.6%, representing an increase of 1%.

Partners in Instituting Diversity, Equity, Inclusivity, & Accessibility

Governor's Office of Equity, Opportunity, and Accessibility

The Governor's Office of Equity, Opportunity, and Accessibility drives many efforts included in the One Minnesota Plan. The office engages and partners with the public, including historically marginalized populations throughout the state, to improve the delivery of state programs and services. The Chief Equity Officer gathers input from community members and makes recommendations for state leaders on budget, policy, and executive actions. The office also engages with external partners on a variety of projects.

MMB's Office of Inclusion

The Office of Inclusion at MMB guides inclusion and accessibility initiatives for the employee enterprise. Its mission is to align and enhance policies and practices across agencies, making the state of Minnesota an employer of choice. The Office supports state agencies in developing innovative strategies to promote inclusive decision-making, education, policies, and broader representation. The Office works to instill access, fairness, and connection in agencies, ensuring employees feel engaged and supported. It leads strategy and fosters collaboration in alignment with the One Minnesota initiative and community-driven priorities. This includes partnering with the governor's office, enterprise employee resources in MMB, leading a community of subject matter experts, chairing the One Minnesota Council, vice-chairing the Governor's Community Council, and collaborating with agency leadership to implement shared inclusion goals.

Minnesota Management and Budget (MMB)

MMB's mission is to be a steward of the state's financial and human resources and to attain and sustain a high-performing workforce. To comply with federal and state law for affirmative action, equal opportunity, and disability programs for their employees, the resources and assistance that MMB provides to the agencies includes the following:

- Interpreting and communicating applicable federal and state laws
- Providing legal and technical advice
- Soliciting, compiling, and disseminating enterprise information
- Conducting enterprise trainings
- Developing and maintaining online resources, records, and reporting systems
- Eliciting, analyzing, and approving the agencies' AA Plans, EEO Surveys, and ADA Reports
- Preparing reports to the Minnesota Legislature and the federal government

Employee Resource Groups (ERGs)

MMB recognizes enterprise ERGs to encourage retention of the agencies' employees. ERGs that began or continued during the biennium include the following:

- NextGen
- Minnesota Employees with Disabilities
- Employees of Asian Descent
- Equity and Justice Black Caucus
- Black, Indigenous, Women of Color
- Women ChangeMakers
- MNclusive
- Jewish Culture and Heritage
- Parents at Work

Enterprise Employee Engagement Survey

The results of the 2023 survey include the following data points:

- 95% of employees understand how their work contributes to their agency's business
- 91% of employees feel trusted to do their jobs
- 88% of employees feel trained to appreciate work situations from other cultural perspectives
- 87% of employees report flexibility in their work schedule

Employee Exit Survey

MMB collects and assesses data from the survey to learn about the experiences of employees separating from the agencies' employment in order to improve the workplace for their current employees.

MMB's Enterprise Talent Development (ETD)

The division assists the agencies' employees to cultivate their capability, capacity, and competency. Where relevant, ETD training courses seek to foster an inclusive workplace.

ETD Trainings Related to Building Respect and Inclusion in the Workplace

- Implicit Bias training required for all employees as part of Annual Training
- Equity and Inclusion for Supervisors (Supervisor Core)

- Building and Sustaining Equitable Systems (Manager Core)
- Understand and Incorporate the Intercultural Development Inventory (IDI) (SLI)
- Inclusive Leadership (SEAL)

MMB's Office of Workforce Diversity

The Office of Workforce Diversity directs the enterprise Affirmative Action, Equal Employment Opportunity reporting, Americans with Disabilities Act Reasonable Accommodation and Modification, and Connect 700 programs for the agencies. The office provides strategy and leadership to their Affirmative Action Officers, Equal Employment Opportunity practitioners, ADA Coordinators, and Human Resources representatives for compliance in their administration of the programs. The office conducts quarterly meetings to give updates as a community of practice. The office develops systems, presents training, renders advice, analyzes submissions, and makes determinations in the operation of the programs. The office guides the agencies on the planning, recording, and reporting in their execution of the programs. The office is responsible for evaluating proposed legislation and implementing revised state legislation affecting the programs. The office serves as a member of the Advisory Task Force on state Employment and Retention of Persons with Disabilities.

Connect 700 Program (C700)

This enterprise program offers an alternative hiring process for executive branch agency positions to persons whose disabilities are of such a significant nature that they are unable to demonstrate their abilities in a standard employment selection process. C700 applicants who meet the minimum qualifications and receive a pre-probationary appointment have an on-the-job work trial for at least 30 scheduled workdays from the start dates and at most 700 hours to demonstrate job competence. If the hiring managers determine the C700 employees are able to perform satisfactorily the essential duties of the positions, then the managers convert the employees to probationary appointments.

Executive Order 19-15

[Executive Order 19-15](#), Providing for Increased Employment for Individuals with Disabilities, requires MMB to work toward 10% employment of people with disabilities in the executive branch. Among other initiatives, MMB uses C700 to achieve this goal.

Table 2. Staffing and New Hire Totals of persons with disabilities in fiscal years 2023 and 2024 by quarter:

| Totals in FY2023 | Q1 | Q2 | Q3 | Q4 |
|------------------|-------|-------|-------|-------|
| Staffing total | 10.6% | 10.9% | 11.4% | 11.6% |
| New hires total | 15.9% | 16.9% | 16.7% | 15.4% |

| Totals in FY2024 | Q1 | Q2 | Q3 | Q4 |
|------------------|-------|-------|-------|-------|
| Staffing total | 12.3% | 12.8% | 13.3% | 13.9% |
| New hires total | 19.7% | 20.7% | 21.2% | 18.9% |

From the inception of C700, 784 applicants have participated to some point of progression in employment, ranging from being hired, satisfying pre-probation, through passing probation in their designated jobs.

- Of these employees, 452 or 58% were certified into their jobs.
- At the end of the biennium, 108 employees were active at some point in the progression of their employment.
- 218 employees were separated from agency employment.
- Of these employees, 153 did not pass pre-probation and the remaining 65 passed pre-probation, but did not pass probation.

The reasons for separation follow.

- Termination without rights: 95
- Resignation: 64
- Non-certification: 38
- Failure to start: 5
 - Dismissal: 2
 - Death: 3
 - Retirement: 2
- Failure to return from leave: 2
 - Other: 7

Affirmative Action & Equal Employment Opportunity

[Minnesota Statutes section 43A.19, subdivision 1](#), states: “To assure that positions in the executive branch of the civil service are equally accessible to all qualified persons, and to eliminate the underutilization of qualified members of protected groups, the commissioner shall adopt and periodically revise, if necessary, a statewide affirmative action program.” The agencies submitted their Affirmative Action Plans for the biennium to MMB for its approval. The purpose of the plans is for the agencies to set their strategies for increasing the diversity of their workforces proportionate to the population. The agencies use the plans to prepare for employee succession by providing equal opportunity to all qualified individuals. Success of affirmative action relies on the partnerships between MMB and all of the agencies and their senior leadership, AA Officers, ADA Coordinators, DEI practitioners and HR representatives. These allies commit to enforce their agency’s Affirmative Action Plans

for a non-discriminatory hiring process, allowing them to make progress on increasing the diversity of the workforce. Programmatic definitions follow.

Equal Employment Opportunity are practices that are fair and without discrimination on the basis of the protected classes of race, sex or sexual harassment, national origin, color, disability, age, religion, sexual orientation or gender identity, marital status, reliance on public assistance, creed, or membership or activity in a local human rights commission.

Affirmative Action are practices in recruitment, interviewing, hiring, promotion, and retention to remedy past discrimination and ensure equal opportunity in employment in order to increase the diversity of a workforce. The employment selection process focuses on affirmative applicants' education, knowledge, training, skills and experience in positions' minimum qualifications and criteria. All agencies develop an Affirmative Action Plan to show a good faith effort to eliminate underutilization in the three affirmative action protected groups of females, persons with disabilities, and racial or ethnic minorities.

Availability is an estimate of the number of qualified affirmative action protected group members available for employment in a particular job group expressed as a percentage of all qualified persons available for employment in that job group.

Underutilization is a comparison of the availability of females, persons with disabilities, and racial or ethnic minorities with requisite skills in which an agency's workforce has less than the agency's recruitment population. The availability percentages for females, persons with disabilities, and racial or ethnic minorities derive from the United States Census Equal Employment Opportunity Data.

Affirmative Action Plan Requirements

The agencies with twenty-five or fewer employees must submit Affirmative Action Plans to MMB that contain five sections as follows:

- Statement of commitment
- Individuals responsible for implementing the plan
- Policy prohibiting discrimination, harassment and reprisal
- Internal procedure for processing protected class status complaints
- Policy and procedures for providing reasonable accommodations to persons with disabilities

The agencies with more than twenty-five employees must submit Affirmative Action Plans to MMB that contain the five sections above plus the following:

- Executive summary
- Methods for communicating and promoting the Affirmative Action Plan
- Evacuation procedures for persons with disabilities
- Analysis of the utilization of the workforce with goals and timetables
- Objectives of the affirmative action program
- Methods for auditing, evaluating and reporting success of the affirmative action program
- Recruitment plan
- Retention plan

The State Affirmative Action Officer provides to the agencies' Affirmative Action Officers training and guidance as issues arise in the development of their biennial Affirmative Action Plans. These affirmative action tools are available on the MMB website and through online training, one-on-one agency consultations, and quarterly Affirmative Action Officer meetings. Further affirmative action resources include Affirmative Action Plan trainings, checklists, report templates, goal and timetable instructions, two-factor analysis guide and worksheet and spreadsheets with automated calculations.

Affirmative Action Protected Group Hires, and Separations

The following tables show the movement of affirmative action protected group employees, the overall utilization of each group, and the total number of employees in each job category for the cabinet agencies. Movement means the hiring and separation of employees and does not include promotions or transfers to other agencies. Resignations, dismissals and noncertifications are factored into this information. Retirements, layoffs and terminations without rights are not factored into the data.

Table 3. Movement of Female Employees FY23-24

| Job Categories | FY 23 – 24 Female Hires | FY23-24 Female Separations | End of FY 2024 Representation of Female Employees | End of FY 2024 Total Population of Cabinet Agency Employees |
|--------------------------|-------------------------|----------------------------|---------------------------------------------------|-------------------------------------------------------------|
| Officials/Administrators | 134 | 136 | 925 | 1619 |
| Professionals | 2810 | 1669 | 10538 | 18425 |
| Paraprofessionals | 1142 | 843 | 1658 | 3010 |
| Protective Service | 364 | 285 | 204 | 1322 |
| Administrative Support | 600 | 515 | 1598 | 1979 |
| Technicians | 531 | 370 | 1177 | 3045 |
| Skilled Craft | <10 | <10 | <10 | 474 |
| Service Maintenance | 469 | 351 | 677 | 3036 |
| Total | 6051 | 4170 | 16780 | 32910 |

- According to the State of Minnesota Workforce Planning Report for fiscal year 2023, the state employed 50.4% of females while the availability in the Minnesota workforce was 47.4%. The number of females represented in the executive branch is 3% higher than the available workforce.
- The executive branch workforce experienced an increase of female employees from 50.5% in fiscal year 2023 to 51% representation in fiscal year 2024.
- Opportunity exists to retain female employees in the job categories of professional, paraprofessionals, and technicians by strengthening the agencies' recruitment and retention for them.

Table 4. Movement of Employees with Disabilities FY23-24

| Job Categories | FY23-24 Employees with Disabilities Hires | FY23-24 Employees with Disabilities Separations | End of FY24 Representation of Employees with Disabilities | End of FY24 Total Population of Cabinet Agency Employees |
|--------------------------|----------------------------------------------------|----------------------------------------------------------|--------------------------------------------------------------------|-------------------------------------------------------------------------|
| Officials/Administrators | 54 | 26 | 244 | 1619 |
| Professionals | 1005 | 403 | 2765 | 18425 |
| Paraprofessionals | 331 | 222 | 357 | 3010 |
| Protective Service | 193 | 134 | 80 | 1322 |
| Administrative Support | 198 | 95 | 403 | 1979 |
| Technicians | 176 | 95 | 349 | 3045 |
| Skilled Craft | 16 | 10 | 44 | 474 |
| Service Maintenance | 276 | 138 | 351 | 3036 |
| Total | 2249 | 1123 | 4593 | 32910 |

- According to the State of Minnesota Workforce Planning Report for fiscal year 2023, the state employed 11.6% of persons with disabilities while the availability in the Minnesota workforce was 5.9%. The number of persons with disabilities represented in the executive branch is 5.7% higher.
- Employees with disabilities in the cabinet agencies increased from 11.5% in fiscal year 2023 to 14% in fiscal year 2024. Consequently, the utilization of persons with disabilities rose by 2.5%.
- The executive branch experienced a lower rate of separations compared to hires in all job categories for employees with disabilities.
- Opportunity exists to recruit and retain employees with disabilities in all job categories as the overall representation must be maintained.

Table 5. Movement of Racial or Ethnic Minority Employees FY23-24

| Job Categories | FY23-24 Racial or Ethnic Minority Hires | FY23-24 Racial or Ethnic Minority Separations | End of FY24 Representation of Racial or Ethnic Minority Employees | End of FY24 Total Population of Cabinet Agency Employees |
|--------------------------|-----------------------------------------|-----------------------------------------------|-------------------------------------------------------------------|----------------------------------------------------------|
| Officials/Administrators | 41 | 39 | 223 | 1619 |
| Professionals | 1111 | 529 | 3369 | 18425 |
| Paraprofessionals | 559 | 350 | 779 | 3010 |
| Protective Service | 373 | 244 | 166 | 1322 |
| Administrative Support | 198 | 113 | 409 | 1979 |
| Technicians | 205 | 102 | 440 | 3045 |
| Skilled Craft | 13 | <10 | 33 | 474 |
| Service Maintenance | 234 | 161 | 364 | 3036 |
| Total | 2734 | 1540 | 5783 | 32910 |

- According to the State of Minnesota Workforce Planning Report for fiscal year 2023, the number of racial or ethnic minority workers was 15.9% while the availability in the Minnesota workforce was 20.4%. The number of racial or ethnic minorities represented in the executive branch is 4.5% lower than the available workforce.
- The racial or ethnic minority workers in the cabinet agencies increased from 16.6% in fiscal year 2023 to 17.6% in fiscal year 2024. Consequently, the utilization of racial or ethnic minorities rose by 1%.
- The racial or ethnic minorities hiring trends are positive and continue to improve as compared to past biennia.
- Overall, the amount of racial or ethnic minorities hired exceeds the amount of racial or ethnic minorities separated among all job categories in the cabinet agencies.
- The separation rates remain high for most job categories as compared to the overall representation.
- The separation rates are lower than the number of racial or ethnic minorities entering into state employment.
- Opportunities for recruitment and retention exist in all job categories as the overall representation must be maintained and increased.

Progress in Eliminating Workforce Underutilization

In compliance with Minnesota Statutes 43A.191, Subdivision 3 (a) and (b), the executive branch agencies submitted their Affirmative Action Plans for the biennium to MMB for its approval. In accordance with

Minnesota Statutes 43A.191, Subdivision 3 (c) and Minnesota Rules 3905.0600, the agencies completed "Monitoring the Hiring Process" forms to track appointments in any underutilization of affirmative action protected groups. This report presents the information both by enterprise and by agency overviews of progress toward improving any underutilization indicated in the agencies' Affirmative Action Programs. Determination of underutilization derives from analysis of a comparison between the demographics of an agency's workforce and the workforce availability of females, persons with disabilities, and racial or ethnic minorities with requisite skills in the agency's recruitment population. The group of persons with disabilities includes those individuals younger than 65 years of age. Availability percentages for all of the affirmative action protected groups derive from the United States Census Equal Employment Opportunity Data.

From the agencies' affirmative action program records, their hires of women continue to hold steady, of persons with disabilities began to surge, and of racial or ethnic minorities continue to be incremental. However, separations of racial or ethnic minorities are relatively high. This reflects an ongoing need to increase awareness of positions and careers in the agencies through better advertisement and recruitment strategies among diverse communities. They also identify the need to administer continuing training to all hiring supervisors and managers on affirmative action concepts, responsibilities, and opportunities.

Successful Affirmative Action and Equal Employment Opportunity Practices

Agencies are supporting and applying Affirmative Action and equal employment opportunity laws and policies in their workplaces. Their successful practices include the following:

- Using Affirmative Action Plans as a succession guide
- Measuring progress toward eliminating underutilization of affirmative action protected group employees and thereby increasing diversity in the agency and enterprise workforces
- Involving senior leadership in the establishment and execution of Affirmative Action Plans
- Analyzing quarterly hiring, separation, and retirement data for affirmative action protected group employees to compare to the hiring goals in the Affirmative Action Plans
- Having Affirmative Action Officers provide quarterly progress reports to senior leadership
- Having a diverse interviewing panel for employment selection processes
- Maintaining a respectful workplace by administering training on diversity, equity, and inclusivity to employees, supervisors, and managers
- Notifying employees of the protected class discrimination and harassment complaint process
- Educating supervisors and managers to the benefits of using alternative dispute resolution techniques to calm workplace discord
- Presenting affirmative action, equal opportunity, diversity, equity, inclusivity, disability, and accessibility awareness and sensitivity training during new employee orientation

Recruitment & Retention of a Diverse Workforce

The purpose of recruiting is to attract qualified applicants who can meet the agencies' business needs. However, collecting a talented applicant pool is only the first step. Once hired, the next step is to retain employees. One essential element of recruitment and retention is the agencies' demonstrated commitment to inclusivity. The agencies are increasing the diversity of their workforces by initiating creative and innovative community sourcing of underutilized qualified applicants, yet they must continue to improve retention through nurturing

inclusive work environments. MMB partners with agencies to further these dual objectives while reducing underutilizations. MMB engages with the agencies' recruiters to fill hard-to-fill job openings, especially management, leadership, and healthcare positions.

Talent Pipelines

Developing and maintaining sources of qualified candidates is vital to diversifying the state's workforce. Internships are recruitment vehicles to expose high school and college students to government work experience. MMB provides strategic partnerships with four premier youth vocational organizations that have established programs.

Right Track

This program brings together the City of St. Paul in its public schools, local businesses, and community organizations by providing professional development and employment opportunities for diverse youth. The opportunities enable the interns to explore a variety of career interests, gain marketable skills, make professional contacts, and prepare to enter the workforce. The program features state agencies on their marketing materials as a model employer. It also develops and facilitates an online career connections curriculum module with MMB and the Department of Education for participants to learn more about state service.

Step-up

This program in the Twin Cities recruits, trains and places low-income youth between 16 and 21 years of age with local companies and public agencies. The opportunities expose the participants to different careers, skills, and contacts. The program also participated in the online career connections curriculum module.

Achieve College Internships

This program in the Twin Cities is open to low-income college students earning degrees in careers related to public service. The program recruits, trains and places the participants with local companies and public agencies. The opportunities expose them to different careers, skills, and contacts. The program also participated in the online career connections curriculum module.

Urban Scholars

This program in Minneapolis is a leadership development summer program for college students from diverse racial and ethnic communities. It introduces undergraduate and graduate students to local government and public service.

Recruitment Resources

The tools that the agencies use to accelerate their hiring for diversity include the following:

- The Minnesota Careers Website provides prospective applicants the opportunity to submit their resumes to career families for the agency's recruiters to match them with vacant positions.

- An online recruitment directory provides the agencies with information and descriptions for colleges and universities and various youth diversity employment programs, groups, communities, organizations, and career websites.
- MMB convenes quarterly recruiter meetings that provide a forum for the agencies' human resources staff to communicate, cooperate, coordinate, and collaborate on successful practices in recruitment, affirmative action, equal opportunity, and retention.
- The Minnesota Open Jobs and Career Info newsletter is distributed monthly to statewide community representatives, professional diversity groups, and disability advocacy organizations, highlighting vacancies and offering tips on navigating the state's hiring system.
- State agency position announcements for managerial and senior leadership vacancies are posted and shared on the LinkedIn State of Minnesota home page and in State agency LinkedIn networking groups.
- The agencies' positions are shared with the enterprise's partner employment agencies, outplacement firms, colleges and universities, career networks, career transition connections, job clubs, and the employee resource groups to match vacancies with job seekers.
- MMB staff attend training seminars, symposiums, and conferences to keep current on emerging issues in federal and state law on employment, affirmative action, equal opportunity, ADA reasonable accommodation, diversity, equity, inclusivity, and accessibility.

Practices in Recruitment, Development, Advancement, and Retention

To continue to make progress in recruiting, promoting, and keeping talent, MMB is working to align the affirmative action, equal opportunity, diversity, equity, inclusivity, and accessibility strategies throughout the enterprise. Some of the highlights of the efforts follow:

- All employees are now required to have Individual Development Plans and supervisors are supposed to engage employees in career conversations so that employees can pursue career pathways in state government.
- Many agencies utilize the Intercultural Development Inventory (IDI) to improve cultural competency for their employees.

Americans with Disabilities Act (ADA)

[Minnesota Statute 43A.191 Subdivision 2 \(b\)](#) requires the agencies' Affirmative Action Plans to include a plan for the provision of reasonable accommodation in the hiring and promotion of qualified persons with disabilities.

Reasonable Accommodation Policy and Procedure

In accordance with Minnesota Statute 43A.191 the ADA, and the Minnesota Human Rights Act, the Agencies' Affirmative Action Plans must include a reasonable accommodation policy and procedure. The current State ADA Reasonable Accommodation policy, procedure, and forms are available on the MMB website. The agencies' Affirmative Action Plans contain their reasonable accommodation policies that establish eligibility for the rights and protections of the ADA and the Minnesota Human Rights Act. Their plans also comprise the procedures for applicants or employees to request a reasonable accommodation.

Annual ADA Report

Executive branch agencies commit to provide equal opportunity and access to employment and services for persons with disabilities. They maintain designated positions for both Title I, Employment, and Title II, Public Services. These ADA Coordinators determine accommodation or modification requests from job applicants, employees, program applicants, and service recipients. The ADA Coordinators train staff in disability awareness and sensitivity, conduct the interactive process with requesters and their agencies, approve or deny requests, and implement accommodations or modifications that are reasonable. They prepare and submit to their agency heads and the state ADA Coordinator the Annual ADA Report recording their agency's compliance with the ADA.

The agencies reported having received 2,294 reasonable accommodation requests in employment, comprising 137 from job applicants and 2,157 from employees in the biennium. The disposition of approvals was 1,940. The composition of the accommodations follows.

Table 6. Type and Number of Reasonable Accommodations Approved

| Requests Approved | 2023 | 2024 |
|---------------------------------------------------------------------------------------------|------|------|
| Arrangement of accessible parking | 5 | 7 |
| Alteration to work facilities to be readily accessible and usable | 14 | 17 |
| Modifying the job or promotion application, interviewing, or hiring process | 27 | 57 |
| Conversion of work materials to accessible formats | 19 | 30 |
| Supply of alternative devices, adaptive equipment, or assistive technology | 192 | 230 |
| Provision of qualified reader, writer, sign language interpreter, or other access assistant | 83 | 141 |
| Adjustment to training or testing | 31 | 28 |
| Deviation from policy or procedure | 120 | 192 |
| Relocation to alternative work area | 226 | 216 |
| Permission for part-time or irregular work schedule | 192 | 244 |
| Extension of leave | 30 | 41 |
| Restructure of the job | 74 | 104 |
| Reassignment to a vacant position | 20 | 19 |
| Other | 64 | 73 |

Many of these accommodations did not result in a cost. The total cost of the accommodations was \$563,583.36 in the biennium.

The disposition of denials was 189. The composition of reasons follows.

Table 7. Type and Number of Reasonable Accommodations Denied

| Requests Denied | 2023 | 2024 |
|-------------------------------------------------------------------------|------|------|
| No disability | 13 | 15 |
| Not minimally qualified for the job | 2 | 0 |
| Elimination of essential function of the job | 6 | 9 |
| Not able to perform an essential function of the job with accommodation | 4 | 5 |
| Accommodation not reasonable | 7 | 12 |
| No accommodation available | 7 | 8 |
| Undue hardship | 7 | 13 |
| Request withdrawn | 68 | 78 |

Reasonable Accommodation Request Forms containing more than one request account for any discrepancies.

The disposition of requests that resulted in a complaint, charge, or case was 54 in the biennium. The composition of resolutions follows:

- Unsubstantiated: 25
- Substantiated: 4
- Settled: 7
- Pending 18

ADA Resources

MMB provides the following support to agencies:

- MMB participates in the Advisory Taskforce on State Employment of Persons with Disabilities that meets quarterly to continue to implement the 2023 legislation for attracting and sustaining persons with disabilities in state employment.
- Human Resources, Supervisor, and Manager Core Trainings include modules on ADA rights and protections, interactive process, reasonable accommodation and modifications, and integration of ADA requirements into employment practices.
- The MMB website includes the State ADA Reasonable Accommodation Policy, ADA interactive process forms, annual ADA report form, archive of completed reports, accessible electronic information templates, and other disability information.
- The Minnesota STAR Program from the Department of Administration receives federal funding to allow participants to receive the assistive technology that they need to live, learn, work, and play in their homes, schools, jobs, and communities. Participants need only to prove residency or employment in Minnesota to receive the services. The program offers demonstrations and loans of assistive technology to assist the agencies in fulfilling reasonable accommodation requests of employees. The program also

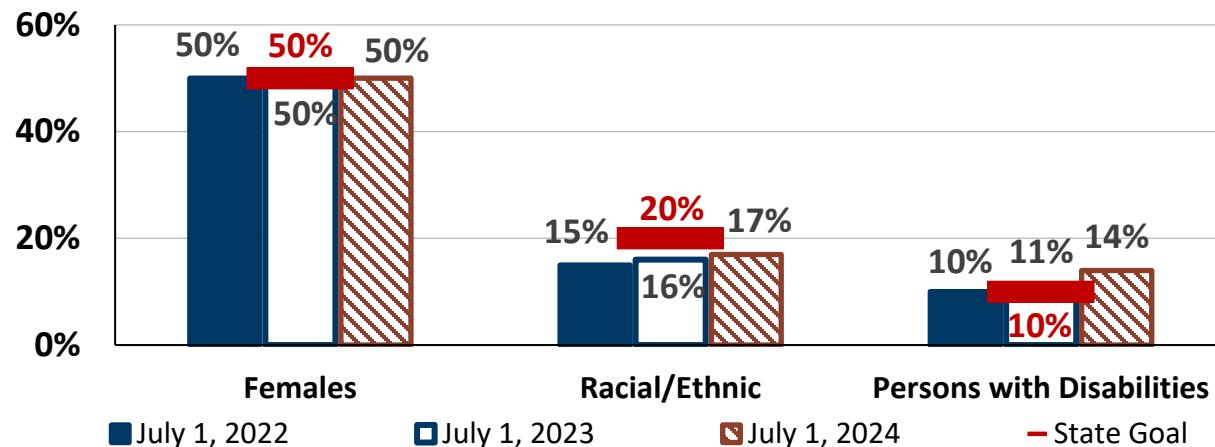
administers the State Reasonable Accommodation Fund that pays for half of the cost of accommodation purchases by agency petition.

Agency Snapshots

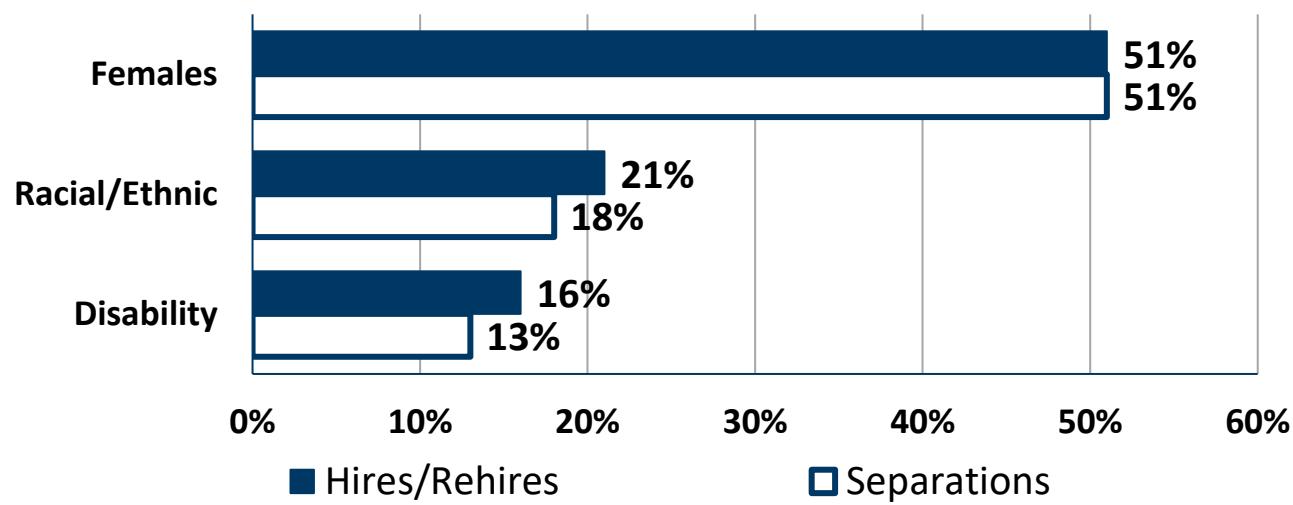
The following data is a snapshot of cabinet agencies workforces with more than twenty-five employees and a snapshot of the cabinet agencies as a whole. The information derives from July 1, 2022, as the end of the previous affirmative action biennium and the beginning of this reporting period. “**.**” designates Data Privacy, when displaying the actual number would disclose private data about employees. Representation of protected groups are rounded to the closest whole number.

Minnesota All Cabinet Agencies

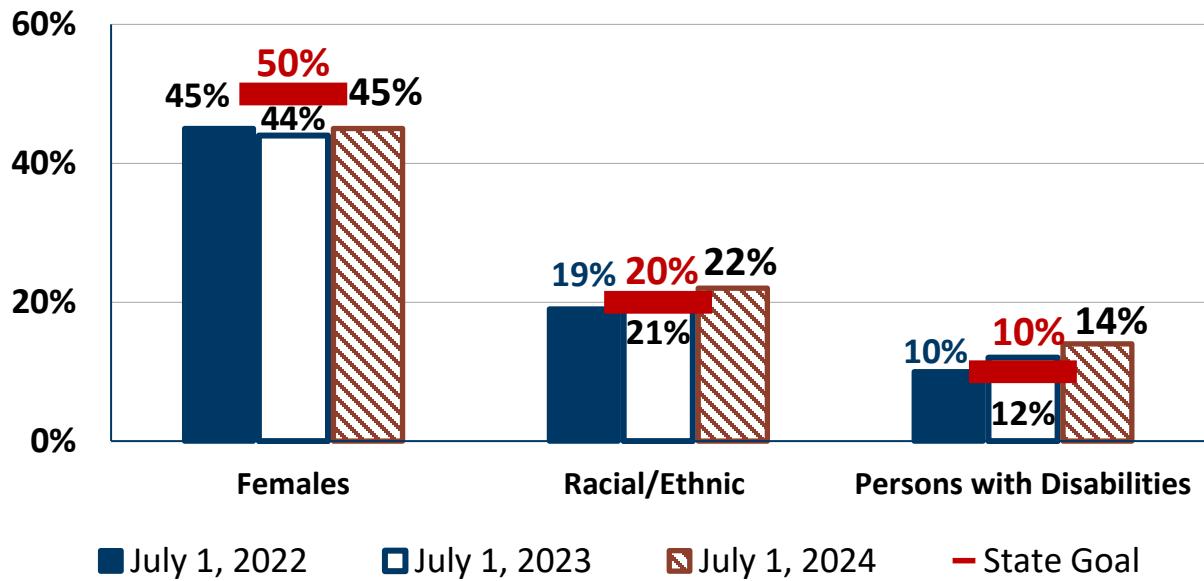
Representation of Protected Groups



Hires and Separation Rate by Protected Group FY 2022 - FY 2024



Representation of Protected Groups



Racial/Ethnic Minorities (R/E) Promotion includes both promoted into and within the job category

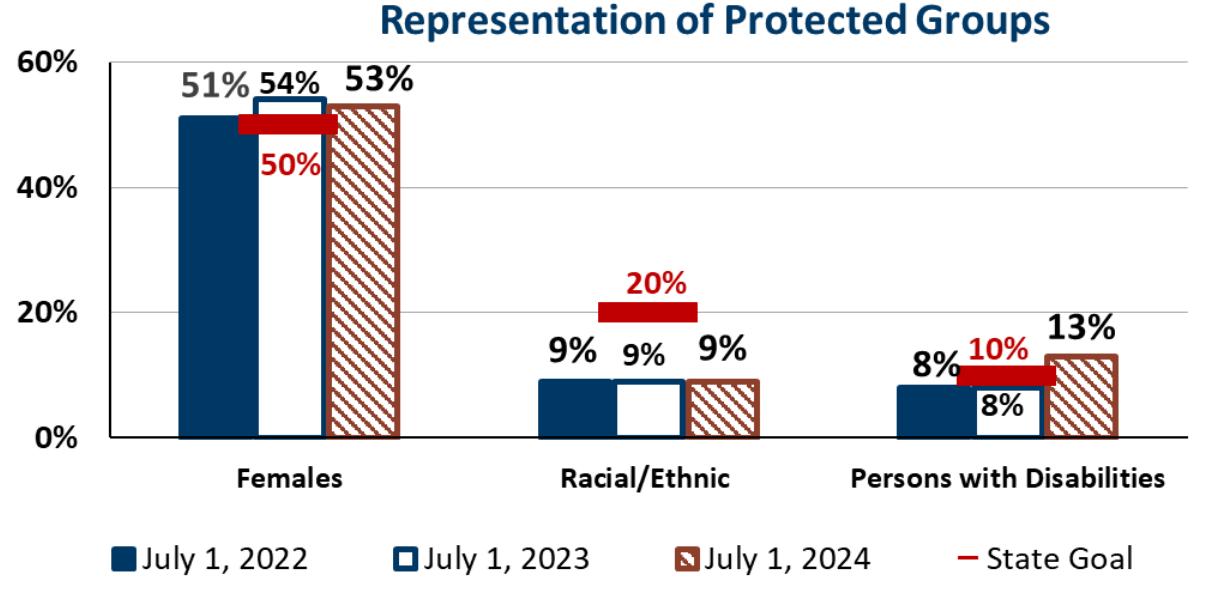
| Job Category | Prior AAP Total R/E | Prior AAP Availability R/E | R/E Hired | R/E Promoted | Actual R/E Hiring | R/E Goals Met? |
|--------------------------|---------------------|----------------------------|-----------|--------------|-------------------|----------------|
| Officials/Administrators | **.**% | 9.44% | **.**% | **.**% | **.**% | - |
| Professionals | 18.83% | 19.06% | 17.95% | **.**% | 18.63% | - |
| Technicians | **.**% | 8.68% | **.**% | **.**% | **.**% | - |
| Paraprofessionals | **.**% | 15.24% | **.**% | **.**% | **.**% | - |
| Admin Support | **.**% | 17.45% | **.**% | **.**% | 34.38% | - |
| Skilled Craft* | **.**% | 19.22% | **.**% | **.**% | **.**% | No |
| Service Maintenance | 32.82% | 33.30% | 30.77% | **.**% | 28.57% | - |

Persons with Disabilities (PWD) Promotion includes both promoted into and within the job category

| Job Category | Prior AAP Total PWD | Prior AAP Availability PWD | PWD Hired | PWD Promoted | Actual PWD Hiring | PWD Goals Met? |
|--------------------------|---------------------|----------------------------|-----------|--------------|-------------------|----------------|
| Officials/Administrators | **.**% | 5.87% | **.**% | **.**% | **.**% | - |
| Professionals | 12.11% | 9.75% | 30.77% | **.**% | 29.41% | - |
| Technicians | **.**% | 0.87% | **.**% | **.**% | **.**% | - |
| Paraprofessionals | **.**% | 1.90% | **.**% | **.**% | **.**% | - |
| Admin Support | **.**% | 8.43% | **.**% | **.**% | **.**% | - |
| Skilled Craft | **.**% | 4.53% | **.**% | **.**% | **.**% | - |
| Service Maintenance | 9.16% | 15.46% | 28.85% | **.**% | 26.79% | Yes |

Total Separations FY 2022-FY 2024

| Separations | Females | Racial/Ethnic Minorities | Persons with Disabilities |
|-------------------|---------|--------------------------|---------------------------|
| Total Separations | 41.18% | 23.53% | 21.01% |



Racial/Ethnic Minorities (R/E) Promotion includes both promoted into and within the job category.

| Job Category | Prior AAP Total R/E | Prior AAP Availability R/E | R/E Hired | R/E Promoted | Actual R/E Hiring | R/E Goals Met? |
|--------------------------|---------------------|----------------------------|-----------|--------------|-------------------|----------------|
| Officials/Administrators | **.***% | 6.76% | **.***% | **.***% | **.***% | - |
| Professionals | 8.99% | 13.34% | 11.24% | **.***% | 9.15% | No |
| Technicians* | **.***% | 5.15% | **.***% | **.***% | **.***% | - |
| Paraprofessionals | **.***% | 14.61% | **.***% | **.***% | **.***% | - |
| Admin Support | **.***% | 16.00% | **.***% | **.***% | **.***% | - |
| Service Maintenance | **.***% | 6.23% | **.***% | **.***% | **.***% | No |

Persons with Disabilities (PWD) Promotion includes both promoted into and within the job category.

| Job Category | Prior AAP Total PWD | Prior AAP Availability PWD | PWD Hired | PWD Promoted | Actual PWD Hiring | PWD Goals Met? |
|---------------------------|---------------------|----------------------------|-----------|--------------|-------------------|----------------|
| Officials/Administrators* | **.***% | 2.37% | **.***% | **.***% | **.***% | - |
| Professionals | 7.41% | 3.90% | 15.73% | **.***% | 12.68% | - |
| Technicians* | **.***% | 1.49% | **.***% | **.***% | **.***% | - |
| Paraprofessionals* | **.***% | 4.68% | **.***% | **.***% | **.***% | - |
| Admin Support | **.***% | 6.96% | **.***% | **.***% | **.***% | - |
| Service Maintenance | **.***% | 8.50% | **.***% | **.***% | **.***% | - |

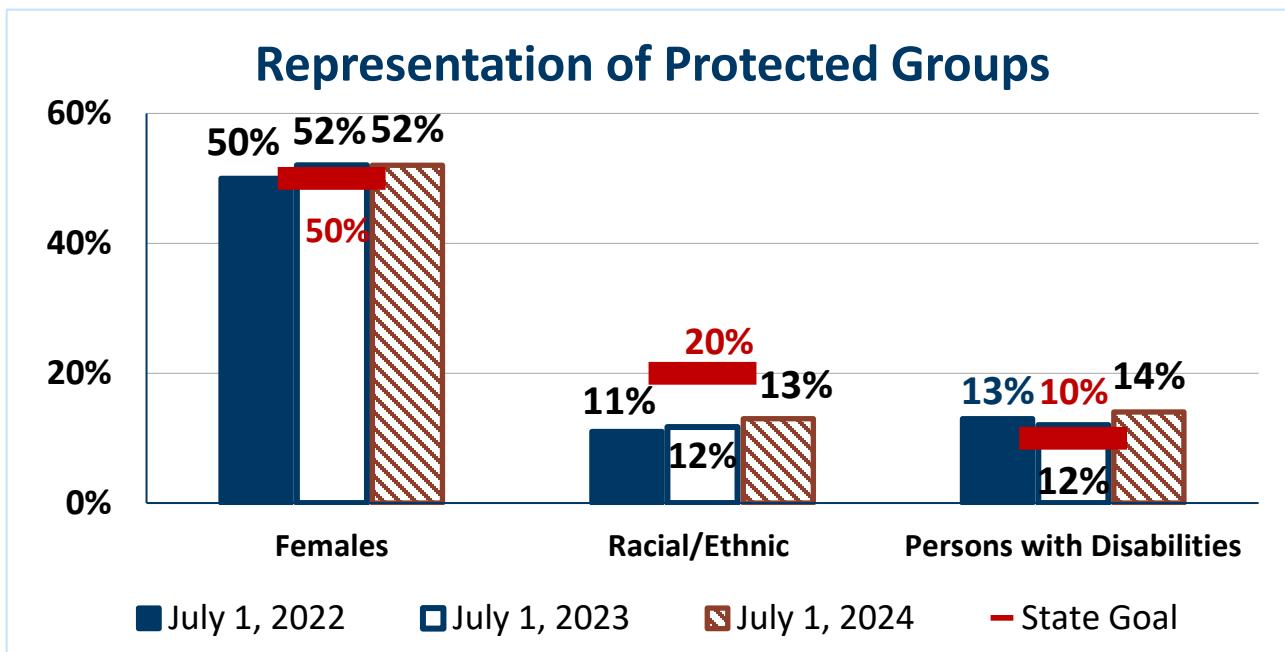
Progress Report Toward Goals FY 2022-FY 2024

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

| Job Category | Prior AAP Total Females | Prior AAP Availability Females | Females Hired | Females Promoted | Actual Females Hiring | Females Goals Met? |
|--------------------------|-------------------------|--------------------------------|---------------|------------------|-----------------------|--------------------|
| Officials/Administrators | **.***% | 48.12% | **.***% | **.***% | **.***% | Yes |
| Professionals | 53.70% | 42.13% | 52.81% | 60.38% | 55.63% | - |
| Technicians | 42.86% | 65.60% | **.***% | **.***% | **.***% | No |
| Paraprofessionals | **.***% | 80.56% | 77.78% | **.***% | 77.78% | No |
| Admin Support | 88.00% | 75.24% | **.***% | **.***% | **.***% | - |
| Service Maintenance | 37.29% | 43.83% | 40.54% | **.***% | **.***% | No |

Total Separations FY 2022-FY 2024

| Separations | Females | Racial/Ethnic Minorities | Persons with Disabilities |
|-------------------|---------|--------------------------|---------------------------|
| Total Separations | 45.76% | 7.91% | 12.99% |



Progress Report Toward Goals FY 2022-FY 2024

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

| Job Category | Prior AAP Total Females | Prior AAP Availability Females | Females Hired | Females Promoted | Actual Females Hiring | Females Goals Met? |
|--------------------------|-------------------------|--------------------------------|---------------|------------------|-----------------------|--------------------|
| Officials/Administrators | **.**% | 44.68% | **.**% | **.**% | 78.57% | - |
| Professionals | 51.52% | 49.40% | 53.97% | 66.67% | 58.06% | - |
| Technicians | **.**% | 55.10% | **.**% | **.**% | **.**% | No |
| Protective Svcs. Sworn | **.**% | 47.68% | **.**% | **.**% | **.**% | - |
| Paraprofessional | **.**% | 83.19% | 33.33% | **.**% | 33.33% | No |
| Admin Support | **.**% | 74.02% | **.**% | **.**% | **.**% | - |

Racial/Ethnic Minorities (R/E) Promotion includes both promoted into and within the job category.

| Job Category | Prior AAP Total R/E | Prior AAP Availability R/E | R/E Hired | R/E Promoted | Actual R/E Hiring | R/E Goals Met? |
|--------------------------|---------------------|----------------------------|-----------|--------------|-------------------|----------------|
| Officials/Administrators | **.**% | 8.01% | **.**% | **.**% | **.**% | - |
| Professionals | 18.18% | 6.93% | 19.84% | **.**% | 17.20% | - |
| Technicians* | **.**% | 0.00% | **.**% | **.**% | **.**% | - |
| Protective Svcs. Sworn | **.**% | 0.00% | **.**% | **.**% | **.**% | - |
| Paraprofessional | **.**% | 0.00% | 31.11% | **.**% | 31.11% | - |
| Admin Support | **.**% | 5.63% | **.**% | **.**% | **.**% | - |

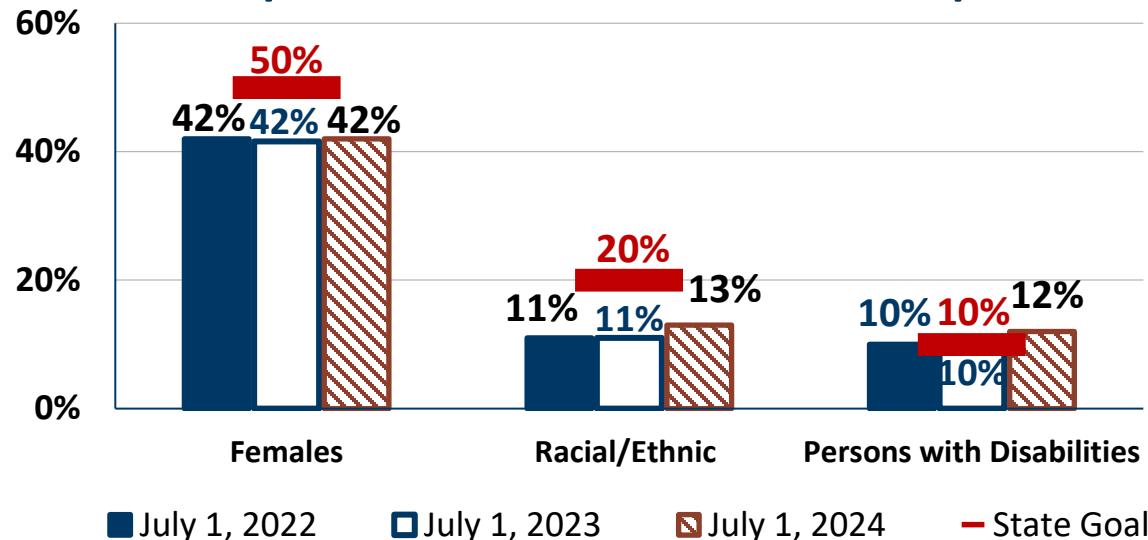
Persons with Disabilities (PWD) Promotion includes both promoted into and within the job category.

| Job Category | Prior AAP Total PWD | Prior AAP Availability PWD | PWD Hired | PWD Promoted | Actual PWD Hiring | PWD Goals Met? |
|---------------------------|---------------------|----------------------------|-----------|--------------|-------------------|----------------|
| Officials/Administrators* | **.**% | 10.43% | **.**% | **.**% | **.**% | Yes |
| Professionals | 21.21% | 6.37% | 12.70% | **.**% | 11.83% | - |
| Technicians* | **.**% | 0.00% | **.**% | **.**% | **.**% | - |
| Protective Svcs. Sworn | **.**% | 5.61% | **.**% | **.**% | **.**% | - |
| Paraprofessional | **.**% | 6.13% | **.**% | **.**% | **.**% | - |
| Admin Support | **.**% | 12.42% | **.**% | **.**% | **.**% | - |

Total Separations FY 2022-FY 2024

| Separation | Females | Racial/Ethnic Minorities | Persons with Disabilities |
|------------------|---------|--------------------------|---------------------------|
| Total Separation | 50.54% | 20.43% | 15.05% |

Representation of Protected Groups



Progress Report Toward Goals FY 2022-FY 2024

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

| Job Category | Prior AAP Total Females | Prior AAP Availability Females | Females Hired | Females Promoted | Actual Females Hiring | Females Goals Met? |
|--------------------------|-------------------------|--------------------------------|---------------|------------------|-----------------------|--------------------|
| Officials/Administrators | 59.79% | 56.31% | 58.82% | **.**% | 51.43% | - |
| Professionals | 62.78% | 52.59% | 67.25% | 71.19% | 68.58% | - |
| Technicians | 74.79% | 77.70% | 89.13% | **.**% | 83.64% | Yes |
| Prot. Svcs Non-Sworn | 24.92% | 26.59% | 28.23% | 27.51% | 28.14% | Yes |
| Paraprofessionals | 74.00% | 82.41% | 75.68% | **.**% | 76.92% | No |
| Admin Support | 92.64% | 53.73% | 92.39% | 92.86% | 92.54% | - |
| Skilled Craft | **.**% | 4.41% | **.**% | **.**% | **.**% | No |
| Service Maintenance | 24.43% | 26.90% | 35.00% | **.**% | 33.33% | Yes |

Racial/Ethnic Minorities (R/E) Promotion includes both promoted into and within the job category.

| Job Category | Prior AAP Total R/E | Prior AAP Availability R/E | R/E Hired | R/E Promoted | Actual R/E Hiring | R/E Goals Met? |
|--------------------------|---------------------|----------------------------|-----------|--------------|-------------------|----------------|
| Officials/Administrators | 11.34% | 11.34% | **.**% | **.**% | **.**% | - |
| Professionals | 8.52% | 8.52% | 13.91% | 12.43% | 13.41% | - |
| Technicians | 10.08% | 10.08% | 21.74% | **.**% | 20.00% | - |
| Prot. Svcs Non-Sworn | 13.48% | 13.48% | 27.34% | 11.64% | 25.25% | - |
| Paraprofessionals | **.**% | 16.00% | 14.86% | **.**% | 15.38% | - |
| Admin Support | 8.14% | 8.14% | 15.22% | **.**% | 13.43% | - |
| Skilled Craft | **.**% | 3.57% | **.**% | **.**% | **.**% | - |
| Service Maintenance | 4.98% | 4.98% | 13.00% | **.**% | 14.63% | - |

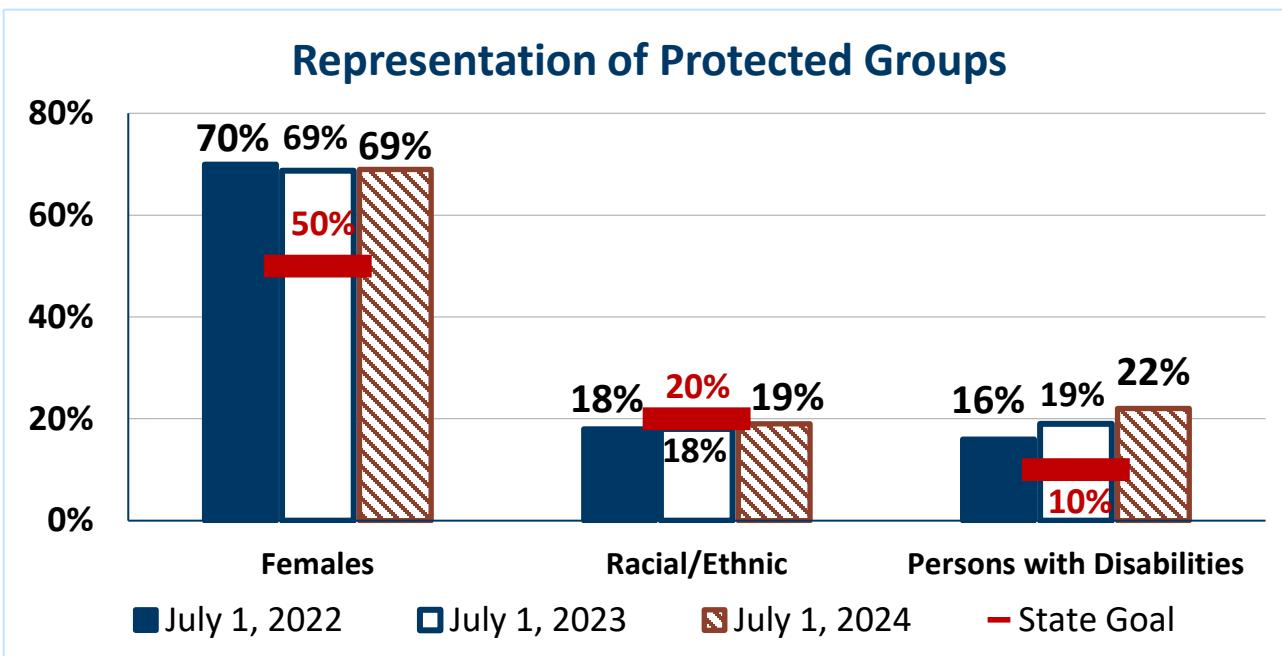
Persons with Disabilities (PWD) Promotion includes both promoted into and within the job category.

| Job Category | Prior AAP Total PWD | Prior AAP Availability PWD | PWD Hired | PWD Promoted | Actual PWD Hiring | PWD Goals Met? |
|--------------------------|---------------------|----------------------------|-----------|--------------|-------------------|----------------|
| Officials/Administrators | 21.65% | 21.65% | **.**% | **.**% | **.**% | - |
| Professionals | 8.85% | 8.85% | 16.23% | 12.43% | 14.94% | - |
| Technicians | **.**% | 6.72% | **.**% | **.**% | **.**% | - |
| Prot. Svcs. Non-Sworn | 9.45% | 9.45% | 14.32% | 11.64% | 13.96% | - |
| Paraprofessionals | **.**% | 16.00% | 21.62% | **.**% | 21.79% | - |
| Admin Support | 10.85% | 10.85% | 20.65% | **.**% | 18.66% | - |
| Skilled Craft | 8.57% | 8.57% | **.**% | **.**% | **.**% | - |
| Service Maintenance | 9.50% | 9.50% | 10.00% | **.**% | 11.38% | - |

Total Separations FY 2022-FY 2024

| Separation | Females | Racial/Ethnic Minorities | Persons with Disabilities |
|------------------|---------|--------------------------|---------------------------|
| Total Separation | 38.77% | 19.97% | 14.87% |

Department of Employment and Economic Development



Progress Report Toward Goals FY 2022-FY 2024

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

| Job Category | Prior AAP Total Females | Prior AAP Availability Females | Females Hired | Females Promoted | Actual Females Hiring | Females Goals Met? |
|--------------------------|-------------------------|--------------------------------|---------------|------------------|-----------------------|--------------------|
| Officials/Administrators | 68.54% | 59.33% | 68.97% | 61.90% | 66.00% | - |
| Professionals | 68.52% | 65.04% | 62.47% | 71.43% | 64.94% | - |
| Technicians | **.**% | 43.94% | **.**% | **.**% | **.**% | - |
| Paraprofessionals | **.**% | 0.00% | **.**% | **.**% | **.**% | - |
| Admin Support | 86.43% | 70.57% | 78.33% | **.**% | 77.61% | - |
| Service Maintenance | **.**% | 26.67% | **.**% | **.**% | **.**% | - |

Racial/Ethnic Minorities (R/E) Promotion includes both promoted into and within the job category.

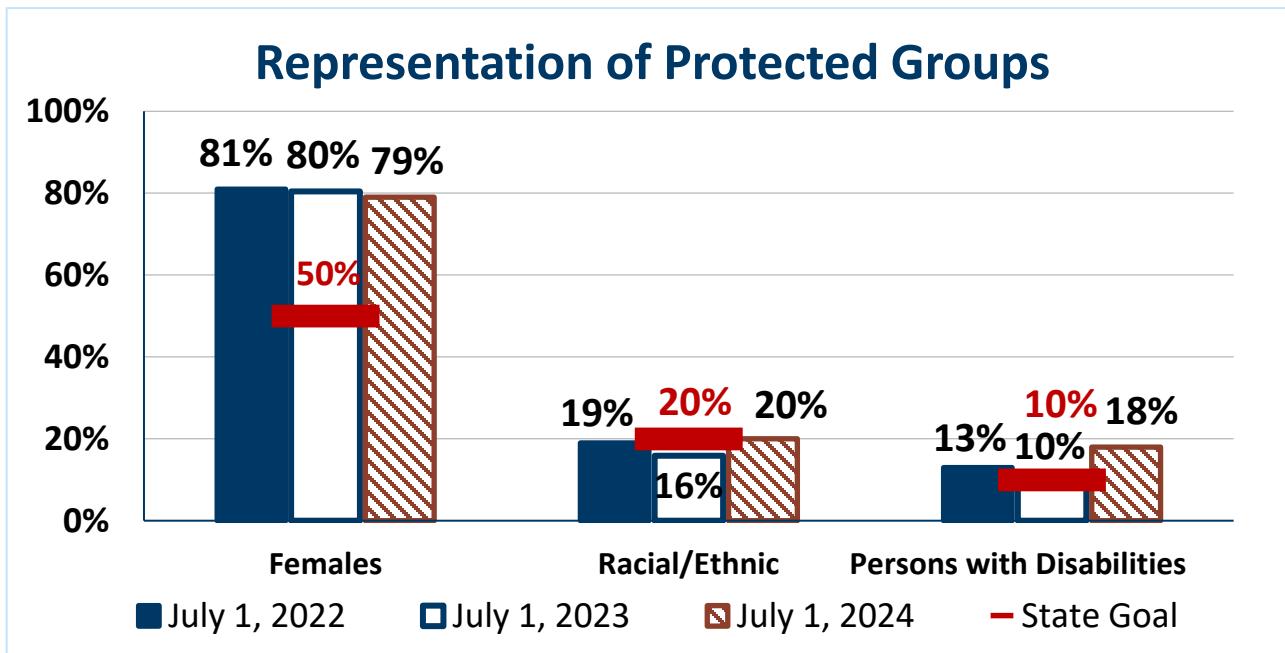
| Job Category | Prior AAP Total R/E | Prior AAP Availability R/E | R/E Hired | R/E Promoted | Actual R/E Hiring | R/E Goals Met? |
|--------------------------|---------------------|----------------------------|-----------|--------------|-------------------|----------------|
| Officials/Administrators | 17.98% | 11.71% | **.**% | **.**% | **.**% | - |
| Professionals | 17.97% | 17.68% | 27.90% | 16.88% | 24.87% | - |
| Technicians | **.**% | 38.46% | **.**% | **.**% | **.**% | - |
| Paraprofessionals | **.**% | 0.00% | **.**% | **.**% | **.**% | - |
| Admin Support | 18.57% | 18.57% | 25.00% | **.**% | 23.88% | - |
| Service Maintenance | **.**% | 13.33% | **.**% | **.**% | **.**% | No |

Persons with Disabilities (PWD) Promotion includes both promoted into and within the job category.

| Job Category | Prior AAP Total PWD | Prior AAP Availability PWD | PWD Hired | PWD Promoted | Actual PWD Hiring | PWD Goals Met? |
|--------------------------|---------------------|----------------------------|-----------|--------------|-------------------|----------------|
| Officials/Administrators | 12.36% | 9.78% | **.**% | **.**% | 22.00% | - |
| Professionals | 15.70% | 10.36% | 25.93% | 16.23% | 23.26% | - |
| Technicians | **.**% | 6.43% | **.**% | **.**% | **.**% | - |
| Paraprofessionals | **.**% | 0.00% | **.**% | **.**% | **.**% | - |
| Admin Support | 20.71% | 11.09% | 20.00% | **.**% | 19.40% | - |
| Service Maintenance | **.**% | 13.28% | **.**% | **.**% | **.**% | - |

Total Separations FY 2022-FY 2024

| Separations | Females | Racial/Ethnic Minorities | Persons with Disabilities |
|-------------------|---------|--------------------------|---------------------------|
| Total Separations | 66.08% | 22.51% | 19.01% |



Progress Report Toward Goals FY 2022-FY 2024

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

| Job Category | Prior AAP Total Females | Prior AAP Availability Females | Females Hired | Females Promoted | Actual Females Hiring | Females Goals Met? |
|--------------------------|-------------------------|--------------------------------|---------------|------------------|-----------------------|--------------------|
| Officials/Administrators | 79.55% | 46.31% | **.**% | 76.92% | 76.00% | - |
| Professionals | 79.83% | 75.12% | 85.38% | 73.68% | 82.74% | - |
| Technicians | **.**% | 83.80% | **.**% | **.**% | **.**% | - |
| Paraprofessionals | **.**% | 87.32% | 76.92% | **.**% | 76.92% | No |
| Admin Support | 84.21% | 90.40% | 78.57% | **.**% | 76.47% | No |

Racial/Ethnic Minorities (R/E) Promotion includes both promoted into and within the job category.

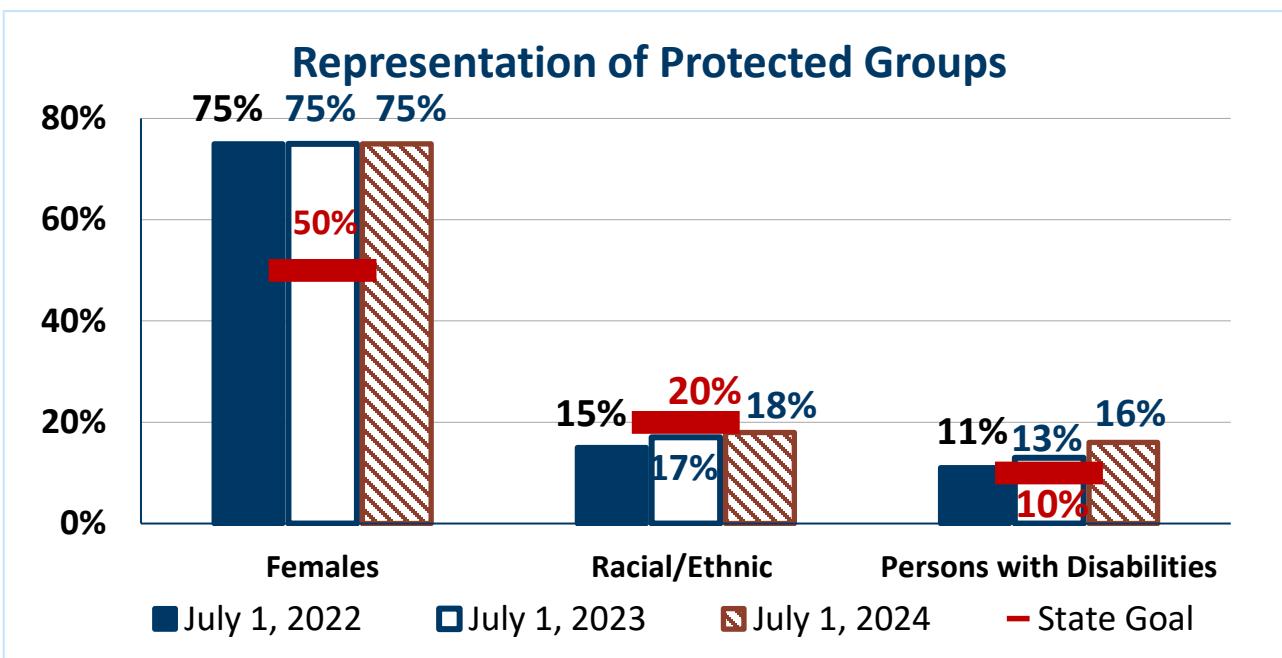
| Job Category | Prior AAP Total R/E | Prior AAP Availability R/E | R/E Hired | R/E Promoted | Actual R/E Hiring | R/E Goals Met? |
|--------------------------|---------------------|----------------------------|-----------|--------------|-------------------|----------------|
| Officials/Administrators | 29.55% | 12.59% | **.**% | **.**% | **.**% | - |
| Professionals | 18.75% | 14.74% | 29.23% | **.**% | 27.98% | - |
| Technicians | **.**% | 11.00% | **.**% | **.**% | **.**% | - |
| Paraprofessionals | **.**% | 23.20% | **.**% | **.**% | **.**% | - |
| Admin Support | **.**% | 12.99% | **.**% | **.**% | **.**% | - |

Persons with Disabilities (PWD) Promotion includes both promoted into and within the job category.

| Job Category | Prior AAP Total PWD | Prior AAP Availability PWD | PWD Hired | PWD Promoted | Actual PWD Hiring | PWD Goals Met? |
|--------------------------|---------------------|----------------------------|-----------|--------------|-------------------|----------------|
| Officials/Administrators | **.**% | 5.42% | **.**% | **.**% | **.**% | - |
| Professionals | 13.64% | 7.45% | 18.46% | **.**% | 19.64% | - |
| Technicians | **.**% | 0.00% | **.**% | **.**% | **.**% | - |
| Paraprofessionals/Admin | **.**% | 6.68% | **.**% | **.**% | **.**% | - |
| Admin Support | **.**% | 12.33% | **.**% | **.**% | **.**% | - |

Total Separations FY 2022 – FY 2024

| Separations | Females | Racial/Ethnic Minorities | Persons with Disabilities |
|-------------------|---------|--------------------------|---------------------------|
| Total Separations | 81.63% | 24.49% | 17.35% |



Progress Report Toward Goals FY 2022-FY 2024

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

| Job Category | Prior AAP Total Females | Prior AAP Availability Females | Females Hired | Females Promoted | Actual Females Hiring | Females Goals Met? |
|--------------------------|-------------------------|--------------------------------|---------------|------------------|-----------------------|--------------------|
| Officials/Administrators | 67.89% | 67.49% | 66.67% | 81.48% | 73.02% | - |
| Professionals | 74.58% | 71.08% | 76.59% | 76.06% | 76.44% | - |
| Technicians | 80.56% | 69.23% | 59.09% | **.**% | 60.00% | - |
| Paraprofessionals | 68.18% | 81.20% | 63.23% | **.**% | 64.15% | No |
| Admin Support | 82.79% | 71.67% | 80.49% | 92.31% | 83.33% | - |

Racial/Ethnic Minorities (R/E) Promotion includes both promoted into and within the job category.

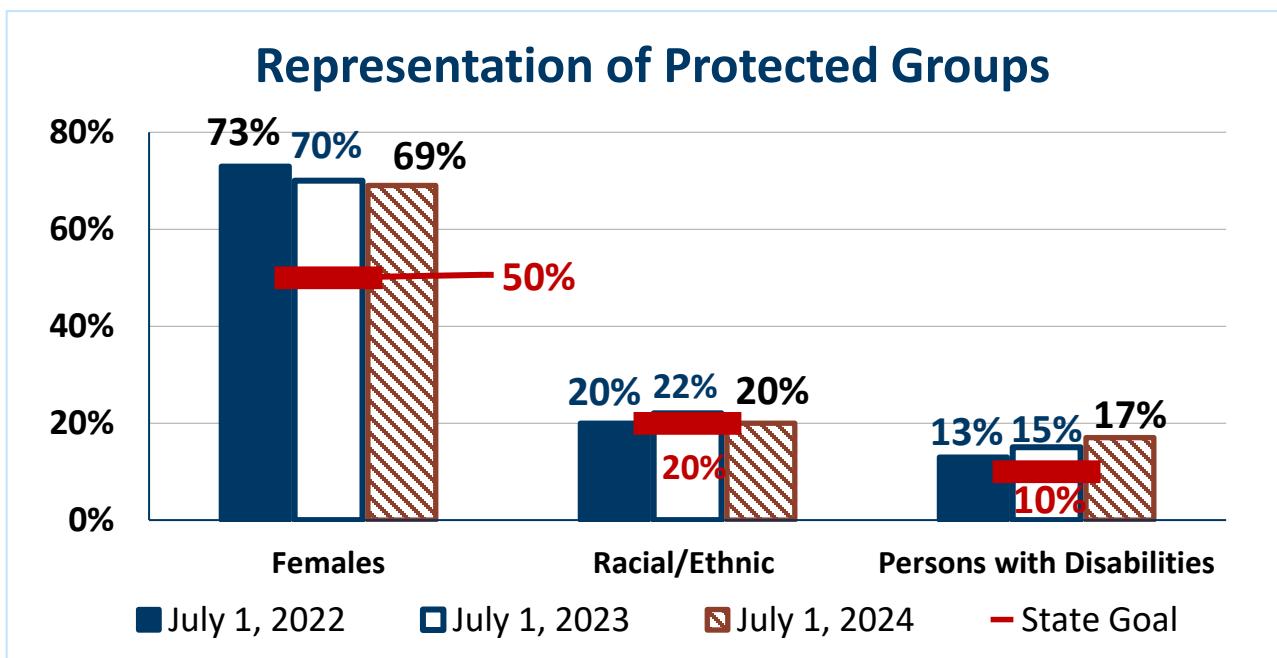
| Job Category | Prior AAP Total R/E | Prior AAP Availability R/E | R/E Hired | R/E Promoted | Actual R/E Hiring | R/E Goals Met? |
|--------------------------|---------------------|----------------------------|-----------|--------------|-------------------|----------------|
| Officials/Administrators | 11.93% | 13.12% | **.**% | **.**% | 19.05% | Yes |
| Professionals | 14.12% | 11.75% | 22.81% | 16.22% | 20.96% | - |
| Technicians | **.**% | 18.60% | **.**% | **.**% | **.**% | - |
| Paraprofessionals | 30.68% | 18.54% | 23.23% | **.**% | 22.64% | - |
| Admin Support | 18.85% | 19.58% | 31.71% | **.**% | 29.63% | - |

Persons with Disabilities (PWD) Promotion includes both promoted into and within the job category.

| Job Category | Prior AAP Total PWD | Prior AAP Availability PWD | PWD Hired | PWD Promoted | Actual PWD Hiring | PWD Goals Met? |
|--------------------------|---------------------|----------------------------|-----------|--------------|-------------------|----------------|
| Officials/Administrators | **.**% | 9.49% | **.**% | **.**% | **.**% | Yes |
| Professionals | 10.50% | 8.23% | 18.73% | 17.76% | 18.46% | - |
| Technicians | **.**% | 7.96% | **.**% | **.**% | **.**% | Yes |
| Paraprofessionals | 13.64% | 11.05% | 11.61% | **.**% | 11.32% | - |
| Admin Support | 20.49% | 9.26% | **.**% | **.**% | 18.52% | - |

Total Separations FY 2022-FY 2024

| Separations | Females | Racial/Ethnic Minorities | Persons with Disabilities |
|-------------------|---------|--------------------------|---------------------------|
| Total Separations | 71.90% | 22.72% | 14.29% |



Racial/Ethnic Minorities (R/E) Promotion includes both promoted into and within the job category.

| Job Category | Prior AAP Total R/E | Prior AAP Availability R/E | R/E Hired | R/E Promoted | Actual R/E Hiring | R/E Goals Met? |
|--------------------------|---------------------|----------------------------|-----------|--------------|-------------------|----------------|
| Officials/Administrators | **.**% | 12.42% | **.**% | **.**% | **.**% | - |
| Professionals | 18.45% | 5.68% | 19.23% | **.**% | 18.89% | - |
| Technicians | **.**% | 0.00% | **.**% | **.**% | **.**% | - |
| Paraprofessionals | **.**% | 0.00% | **.**% | **.**% | **.**% | - |
| Admin Support | **.**% | 0.00% | **.**% | **.**% | **.**% | - |

Persons with Disabilities (PWD) Promotion includes both promoted into and within the job category.

| Job Category | Prior AAP Total PWD | Prior AAP Availability PWD | PWD Hired | PWD Promoted | Actual PWD Hiring | PWD Goals Met? |
|--------------------------|---------------------|----------------------------|-----------|--------------|-------------------|----------------|
| Officials/Administrators | **.**% | 6.38% | **.**% | **.**% | **.**% | - |
| Professionals | 12.62% | 5.03% | **.**% | **.**% | 18.89% | - |
| Technicians | **.**% | 0.00% | **.**% | **.**% | **.**% | - |
| Paraprofessionals/Admin | **.**% | 8.47% | **.**% | **.**% | **.**% | - |
| Admin Support | **.**% | 1.51% | **.**% | **.**% | **.**% | - |

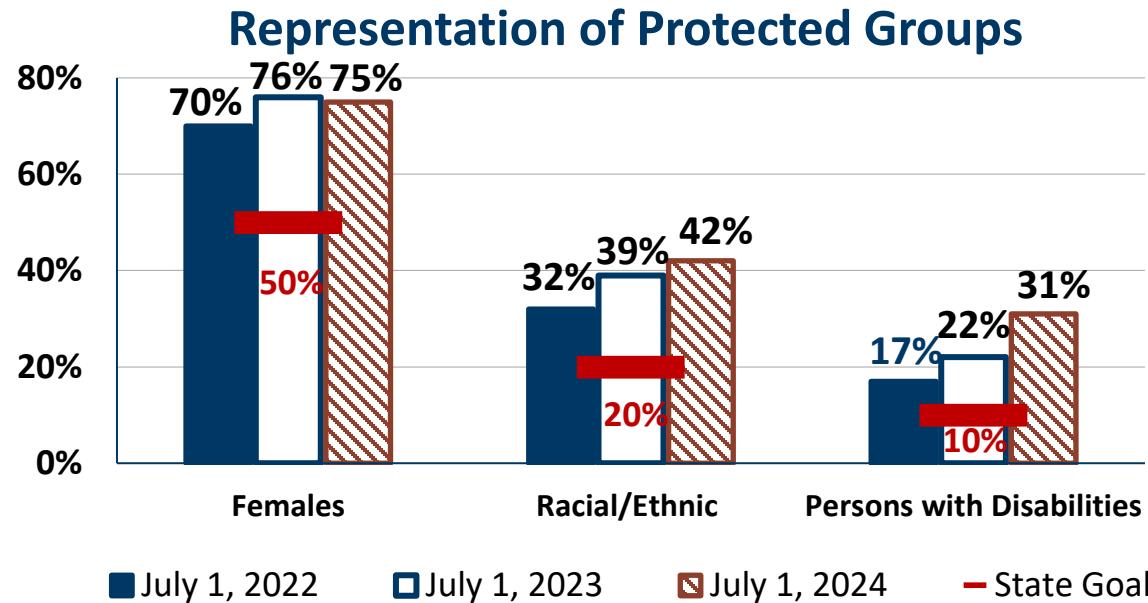
Progress Report Toward Goals FY 2022-FY 2024

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

| Job Category | Prior AAP Total Females | Prior AAP Availability Females | Females Hired | Females Promoted | Actual Females Hiring | Females Goals Met? |
|--------------------------|-------------------------|--------------------------------|---------------|------------------|-----------------------|--------------------|
| Officials/Administrators | 69.05% | 56.96% | **.**% | **.**% | 76.92% | - |
| Professionals | 71.84% | 39.42% | 55.77% | 68.42% | 61.11% | - |
| Technicians | **.**% | 83.77% | **.**% | **.**% | **.**% | - |
| Paraprofessionals | 84.62% | 47.87% | **.**% | **.**% | **.**% | - |
| Admin Support | 84.62% | 83.60% | **.**% | **.**% | **.**% | - |

Total Separations FY 2022-FY 2024

| Separations | Females | Racial/Ethnic Minorities | Persons with Disabilities |
|-------------------|---------|--------------------------|---------------------------|
| Total Separations | 68.29% | **.**% | **.**% |



Progress Report Toward Goals FY 2022-FY2024

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

| Job Category | Prior AAP Total Females | Prior AAP Availability Females | Females Hired | Females Promoted | Actual Females Hiring | Females Goals Met? |
|--------------------------|-------------------------|--------------------------------|---------------|------------------|-----------------------|--------------------|
| Officials/Administrators | **.**% | 34.97% | **.**% | **.**% | **.**% | - |
| Professionals | 65.63% | 63.77% | 64.71% | **.**% | 68.00% | - |
| Technicians | **.**% | 69.35% | **.**% | **.**% | **.**% | - |
| Paraprofessionals | **.**% | 67.37% | **.**% | **.**% | **.**% | - |
| Admin Support | **.**% | 75.00% | **.**% | **.**% | **.**% | - |

Racial/Ethnic Minorities (R/E) Promotion includes both promoted into and within the job category.

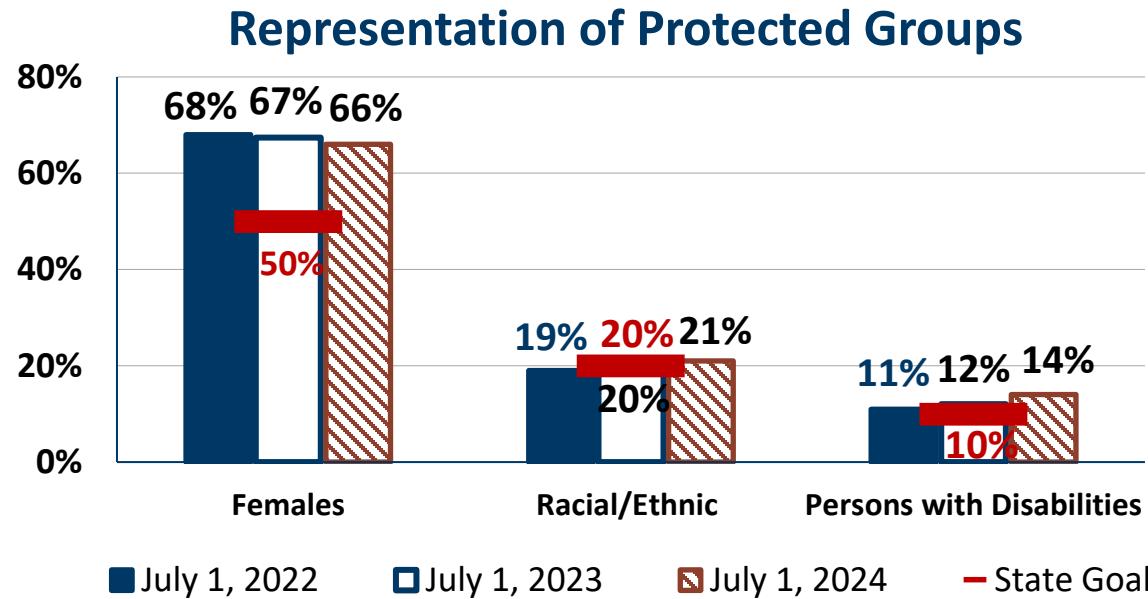
| Job Category | Prior AAP Total R/E | Prior AAP Availability R/E | R/E Hired | R/E Promoted | Actual R/E Hiring | R/E Goals Met? |
|--------------------------|---------------------|----------------------------|-----------|--------------|-------------------|----------------|
| Officials/Administrators | **.**% | 5.24% | **.**% | **.**% | **.**% | - |
| Professionals | **.**% | 21.01% | **.**% | **.**% | 52.00% | - |
| Technicians | **.**% | 13.10% | **.**% | **.**% | **.**% | - |
| Paraprofessionals | **.**% | 18.90% | **.**% | **.**% | **.**% | - |
| Admin Support | **.**% | 19.33% | **.**% | **.**% | **.**% | - |

Persons with Disabilities (PWD) Promotion includes both promoted into and within the job category.

| Job Category | Prior AAP Total PWD | Prior AAP Availability PWD | PWD Hired | PWD Promoted | Actual PWD Hiring | PWD Goals Met? |
|--------------------------|---------------------|----------------------------|-----------|--------------|-------------------|----------------|
| Officials/Administrators | **.**% | 8.93% | **.**% | **.**% | **.**% | - |
| Professionals | **.**% | 6.96% | **.**% | **.**% | 44.00% | - |
| Technicians | **.**% | 0.00% | **.**% | **.**% | **.**% | - |
| Paraprofessionals | **.**% | 8.40% | **.**% | **.**% | **.**% | - |
| Admin Support | **.**% | 3.09% | **.**% | **.**% | **.**% | - |

Total Separations FY 2022–FY 2024

| Separations | Females | Racial/Ethnic Minorities | Persons with Disabilities |
|-------------------|---------|--------------------------|---------------------------|
| Total Separations | **.**% | **.**% | **.**% |



Progress Report Toward Goals FY 2022-FY 2024

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

| Job Category | Prior AAP Total Females | Prior AAP Availability Females | Females Hired | Females Promoted | Actual Females Hiring | Females Goals Met? |
|--------------------------|-------------------------|--------------------------------|---------------|------------------|-----------------------|--------------------|
| Officials/Administrators | 67.73% | 72.11% | 48.98% | 73.68% | 64.00% | No |
| Professionals | 73.71% | 71.35% | 74.04% | 73.68% | 73.90% | - |
| Technicians | 78.50% | 78.49% | 73.75% | 84.13% | 75.37% | - |
| Paraprofessionals | 50.11% | 52.18% | 50.18% | 52.29% | 50.39% | No |
| Admin Support | 87.03% | 64.75% | 87.76% | 88.24% | 87.85% | - |
| Skilled Craft | **.***% | 18.40% | **.***% | **.***% | **.***% | No |
| Service Maintenance | 42.42% | 42.49% | 41.10% | **.***% | 43.02% | - |

Racial/Ethnic Minorities (R/E) Promotion includes both promoted into and within the job category.

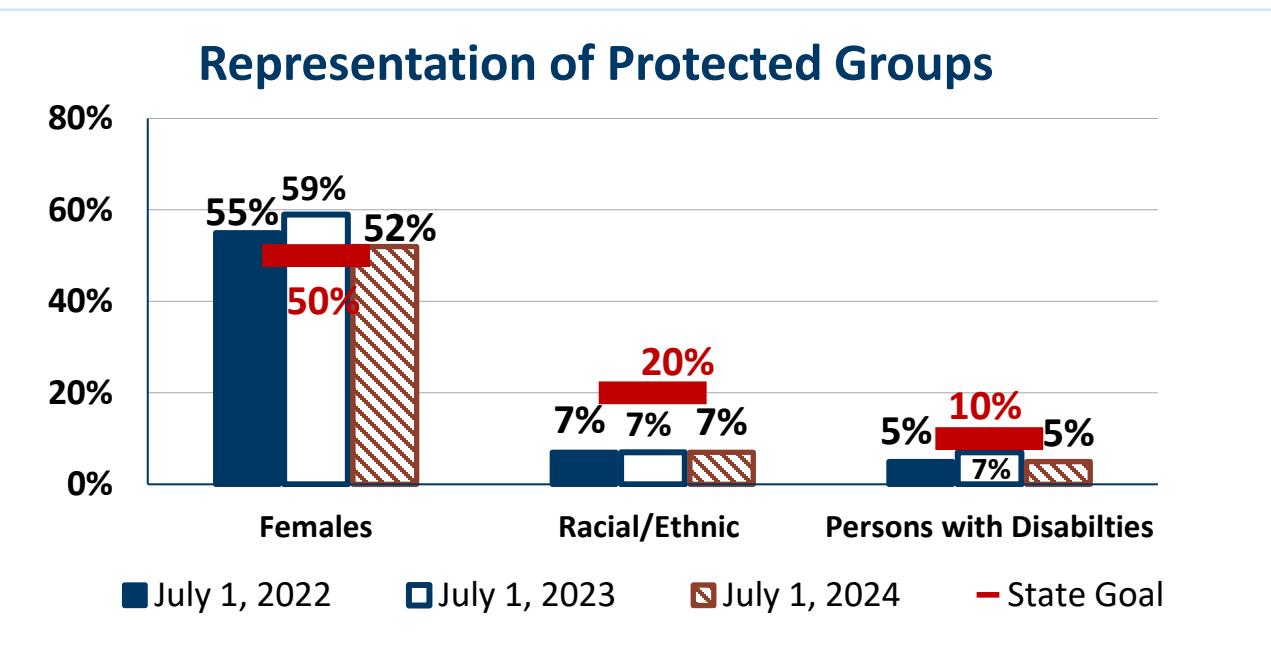
| Job Category | Prior AAP Total R/E | Prior AAP Availability R/E | R/E Hired | R/E Promoted | Actual R/E Hiring | R/E Goals Met? |
|--------------------------|---------------------|----------------------------|-----------|--------------|-------------------|----------------|
| Officials/Administrators | 16.93% | 20.85% | **.***% | 14.47% | 16.00% | No |
| Professionals | 19.17% | 20.14% | 25.24% | 21.53% | 23.78% | Yes |
| Technicians | 20.32% | 22.56% | 25.66% | 36.51% | 27.36% | - |
| Paraprofessionals | 22.65% | 19.60% | 24.62% | 20.26% | 24.18% | - |
| Admin Support | 17.41% | 19.32% | 32.65% | **.***% | 28.73% | No |
| Skilled Craft | **.***% | 12.00% | **.***% | **.***% | **.***% | No |
| Service Maintenance | 12.12% | 21.08% | 13.70% | **.***% | 13.95% | No |

Persons with Disabilities (PWD) Promotion includes both promoted into and within the job category.

| Job Category | Prior AAP Total PWD | Prior AAP Availability PWD | PWD Hired | PWD Promoted | Actual PWD Hiring | PWD Goals Met? |
|--------------------------|---------------------|----------------------------|-----------|--------------|-------------------|----------------|
| Officials/Administrators | 9.90% | 10.38% | 22.45% | 15.79% | 18.40% | Yes |
| Professionals | 11.90% | 9.30% | 19.19% | 12.42% | 16.53% | - |
| Technicians | 41.22% | 4.38% | 12.39% | **.***% | 12.69% | - |
| Paraprofessionals | 12.16% | 7.29% | 16.58% | 10.46% | 15.97% | - |
| Admin Support | 15.70% | 8.31% | 12.93% | **.***% | 12.71% | - |
| Skilled Craft | **.***% | 8.62% | **.***% | **.***% | **.***% | - |
| Service Maintenance | 7.27% | 9.35% | **.***% | **.***% | 12.79% | Yes |

Total Separations FY 2022-FY 2024

| Separations | Females | Racial/Ethnic Minorities | Persons with Disabilities |
|-------------------|---------|--------------------------|---------------------------|
| Total Separations | 64.91% | 20.68% | 16.19% |



Progress Report Toward Goals FY 2022-FY 2024

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

| Job Category | Prior AAP Total Females | Prior AAP Availability Females | Females Hired | Females Promoted | Actual Females Hiring | Females Goals Met? |
|--------------------------|-------------------------|--------------------------------|---------------|------------------|-----------------------|--------------------|
| Officials/Administrators | **.**% | 57.57% | **.**% | **.**% | **.**% | - |
| Professionals | 59.09% | 65.69% | **.**% | **.**% | **.**% | Yes |
| Paraprofessionals | **.**% | 94.10% | **.**% | **.**% | **.**% | - |
| Office Clerical | **.**% | 82.99% | **.**% | **.**% | **.**% | - |
| Skilled Craft | **.**% | 2.77% | **.**% | **.**% | **.**% | - |
| Service Maintenance | **.**% | 0.34% | **.**% | **.**% | **.**% | - |

Racial/Ethnic Minorities (R/E) Promotion includes both promoted into and within the job category.

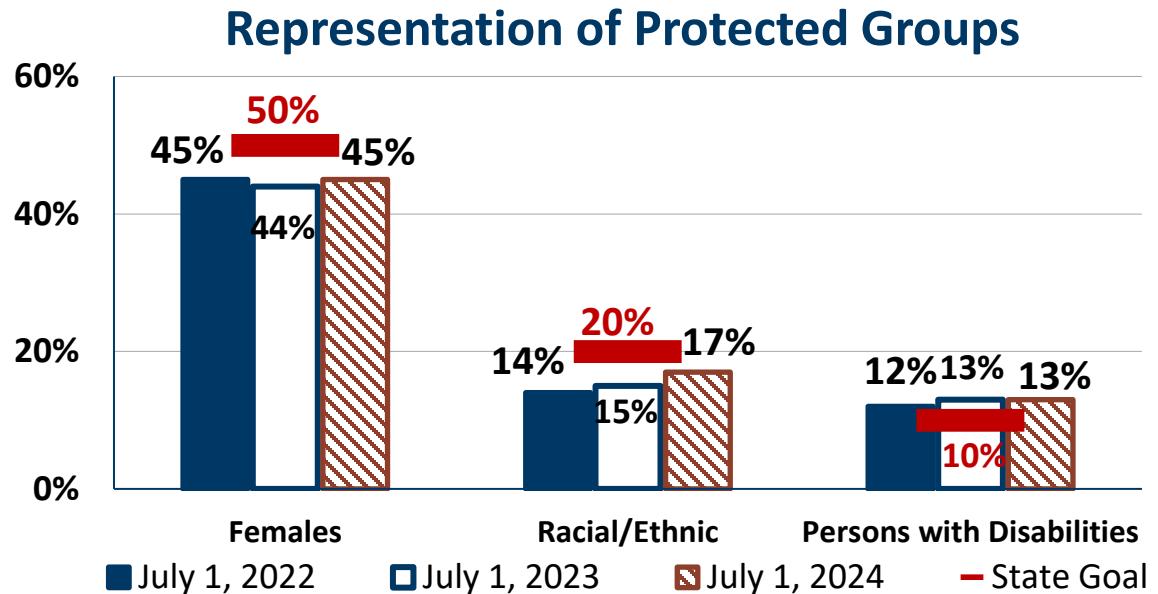
| Job Category | Prior AAP Total R/E | Prior AAP Availability R/E | R/E Hired | R/E Promoted | Actual R/E Hiring | R/E Goals Met? |
|--------------------------|---------------------|----------------------------|-----------|--------------|-------------------|----------------|
| Officials/Administrators | **.**% | 1.81% | **.**% | **.**% | **.**% | - |
| Professionals | **.**% | 7.36% | **.**% | **.**% | **.**% | - |
| Paraprofessionals | **.**% | 6.13% | **.**% | **.**% | **.**% | - |
| Office Clerical | **.**% | 1.41% | **.**% | **.**% | **.**% | - |
| Skilled Craft | **.**% | 10.49% | **.**% | **.**% | **.**% | - |
| Service Maintenance | **.**% | 0.78% | **.**% | **.**% | **.**% | - |

Persons with Disabilities (PWD) Promotion includes both promoted into and within the job category.

| Job Category | Prior AAP Total PWD | Prior AAP Availability PWD | PWD Hired | PWD Promoted | Actual PWD Hiring | PWD Goals Met? |
|--------------------------|---------------------|----------------------------|-----------|--------------|-------------------|----------------|
| Officials/Administrators | **.**% | 0.00% | **.**% | **.**% | **.**% | Yes |
| Professionals | **.**% | 0.36% | **.**% | **.**% | **.**% | - |
| Paraprofessionals | **.**% | 1.70% | **.**% | **.**% | **.**% | - |
| Office Clerical | **.**% | 15.42% | **.**% | **.**% | **.**% | - |
| Skilled Craft | **.**% | 25.00% | **.**% | **.**% | **.**% | - |
| Service Maintenance | **.**% | 0.00% | **.**% | **.**% | **.**% | - |

Total Separations FY 2022-FY 2024

| Separations | Females | Racial/Ethnic Minorities | Persons with Disabilities |
|-------------------|---------|--------------------------|---------------------------|
| Total Separations | **.**% | **.**% | **.**% |



Racial/Ethnic Minorities (R/E) Promotion includes both promoted into and within the job category.

| Job Category | Prior AAP Total R/E | Prior AAP Availability R/E | R/E Hired | R/E Promoted | Actual R/E Hiring | R/E Goals Met? |
|--------------------------|---------------------|----------------------------|-----------|--------------|-------------------|----------------|
| Officials/Administrators | **.**% | 7.38% | **.**% | **.**% | **.**% | - |
| Professionals | 11.18% | 12.25% | 24.84% | 18.03% | 22.90% | Yes |
| Technicians | **.**% | 13.89% | **.**% | **.**% | **.**% | - |
| Prt. Svcs Non-Sworn | **.**% | 0.00% | **.**% | **.**% | **.**% | - |
| Paraprofessionals | **.**% | 0.00% | **.**% | **.**% | **.**% | - |
| Admin Support | 24.32% | 20.78% | **.**% | **.**% | 40.74% | - |

Persons with Disabilities (PWD) Promotion includes both promoted into and within the job category.

| Job Category | Prior AAP Total PWD | Prior AAP Availability PWD | PWD Hired | PWD Promoted | Actual PWD Hiring | PWD Goals Met? |
|--------------------------|---------------------|----------------------------|-----------|--------------|-------------------|----------------|
| Officials/Administrators | **.**% | 5.89% | **.**% | **.**% | **.**% | - |
| Professionals | 13.24% | 7.61% | 15.03% | **.**% | 14.95% | - |
| Technicians | **.**% | 8.33% | **.**% | **.**% | **.**% | - |
| Prt. Svcs Non-Sworn | **.**% | 0.00% | **.**% | **.**% | **.**% | - |
| Paraprofessionals | **.**% | 0.00% | **.**% | **.**% | **.**% | - |
| Admin Support | 13.51% | 7.74% | **.**% | **.**% | **.**% | - |

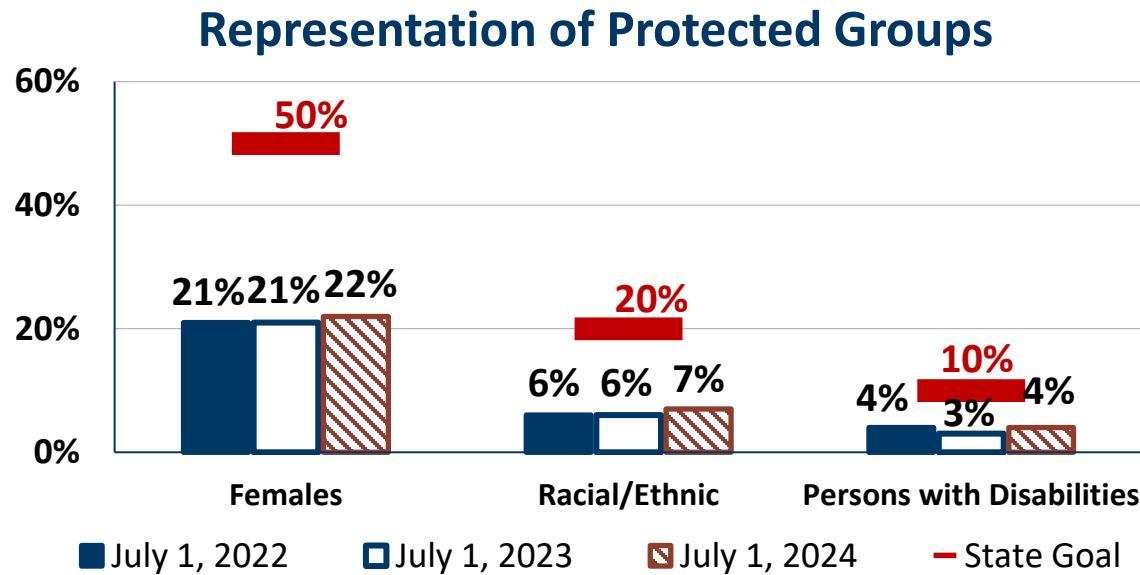
Progress Report Toward Goals FY 2022-FY 2024

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

| Job Category | Prior AAP Total Females | Prior AAP Availability Females | Females Hired | Females Promoted | Actual Females Hiring | Females Goals Met? |
|--------------------------|-------------------------|--------------------------------|---------------|------------------|-----------------------|--------------------|
| Officials/Administrators | 56.67% | 38.93% | **.**% | **.**% | 66.67% | - |
| Professionals | 37.06% | 44.51% | 35.95% | 42.62% | 37.85% | No |
| Technicians | **.**% | 49.93% | **.**% | **.**% | **.**% | - |
| Prt. Svcs Non-Sworn | **.**% | 0.00% | **.**% | **.**% | **.**% | - |
| Paraprofessionals | **.**% | 0.00% | **.**% | **.**% | **.**% | - |
| Admin Support | 79.73% | 72.73% | 66.67% | **.**% | 74.07% | - |

Total Separations FY 2022-FY 2024

| Separations | Females | Racial/Ethnic Minorities | Persons with Disabilities |
|-------------------|---------|--------------------------|---------------------------|
| Total Separations | 35.48% | 17.20% | 19.35% |



Racial/Ethnic Minorities (R/E) Promotion includes both promoted into and within the job category.

| Job Category | Prior AAP Total R/E | Prior AAP Availability R/E | R/E Hired | R/E Promoted | Actual R/E Hiring | R/E Goals Met? |
|----------------------------|---------------------|----------------------------|-----------|--------------|-------------------|----------------|
| Officials/Administrators | **.**% | 2.04% | **.**% | **.**% | **.**% | - |
| Professionals | 11.92% | 7.58% | 12.37% | **.**% | 10.81% | - |
| Technicians | **.**% | 9.80% | **.**% | **.**% | **.**% | - |
| Protective Svcs. Non-Sworn | **.**% | 14.75% | **.**% | **.**% | **.**% | No Hire |
| Admin Support | **.**% | 10.37% | **.**% | **.**% | **.**% | Yes |
| Skilled Craft | **.**% | 11.03% | **.**% | **.**% | **.**% | Yes |
| Service Maintenance | **.**% | 19.91% | **.**% | **.**% | **.**% | No |

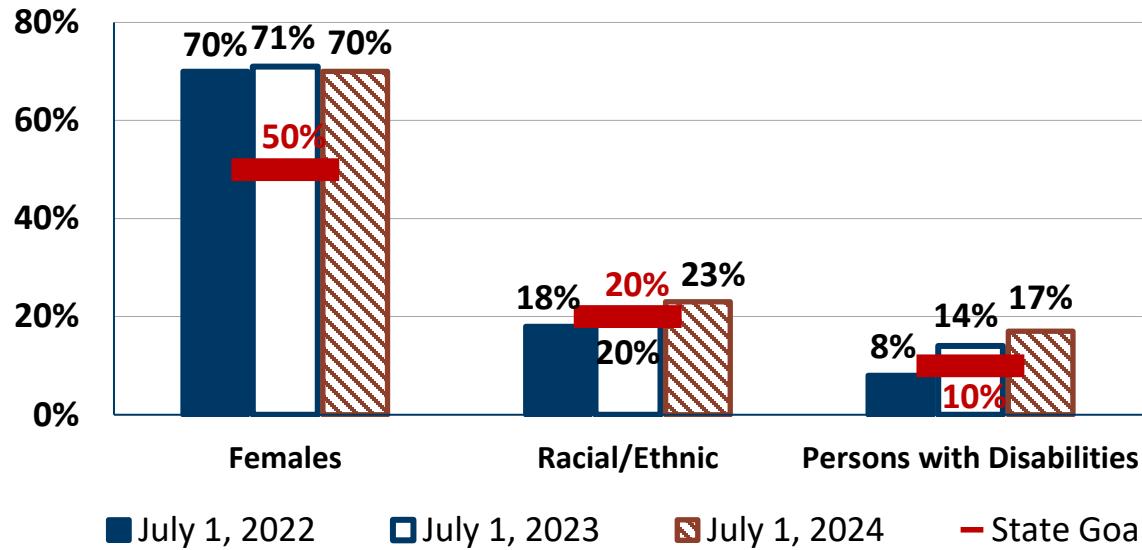
Persons with Disabilities (PWD) Promotion includes both promoted into and within the job category.

| Job Category | Prior AAP Total PWD | Prior AAP Availability PWD | PWD Hired | PWD Promoted | Actual PWD Hiring | PWD Goals Met? |
|----------------------------|---------------------|----------------------------|-----------|--------------|-------------------|----------------|
| Officials/Administrators | **.**% | 1.20% | **.**% | **.**% | **.**% | - |
| Professionals | **.**% | 4.12% | **.**% | **.**% | **.**% | - |
| Technicians | **.**% | 3.68% | **.**% | **.**% | **.**% | - |
| Protective Svcs, Non-Sworn | **.**% | 5.25% | **.**% | **.**% | **.**% | Yes |
| Admin Support | **.**% | 15.38% | **.**% | **.**% | **.**% | - |
| Skilled Craft | **.**% | 5.15% | **.**% | **.**% | **.**% | - |
| Service Maintenance | **.**% | 10.04% | **.**% | **.**% | **.**% | Yes |

Total Separations FY 2022-FY 2024

| Separations | Females | Racial/Ethnic Minorities | Persons with Disabilities |
|-------------------|---------|--------------------------|---------------------------|
| Total Separations | 20.45% | 6.25% | **.**% |

Representation of Protected Groups



Progress Report Toward Goals FY 2022-FY 2024

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

| Job Category | Prior AAP Total Females | Prior AAP Availability Females | Females Hired | Females Promoted | Actual Females Hiring | Females Goals Met? |
|--------------------------|-------------------------|--------------------------------|---------------|------------------|-----------------------|--------------------|
| Officials/Administrators | 60.53% | 57.92% | 63.41% | 58.82% | 62.07% | - |
| Professionals | 72.73% | 71.35% | 65.96% | 76.32% | 68.94% | - |
| Technicians | **.**% | 87.00% | **.**% | **.**% | **.**% | - |
| Paraprofessionals | **.**% | 0.00% | **.**% | **.**% | **.**% | - |
| Admin Support | 80.00% | 64.96% | **.**% | **.**% | **.**% | - |

Racial/Ethnic Minorities (R/E) Promotion includes both promoted into and within the job category.

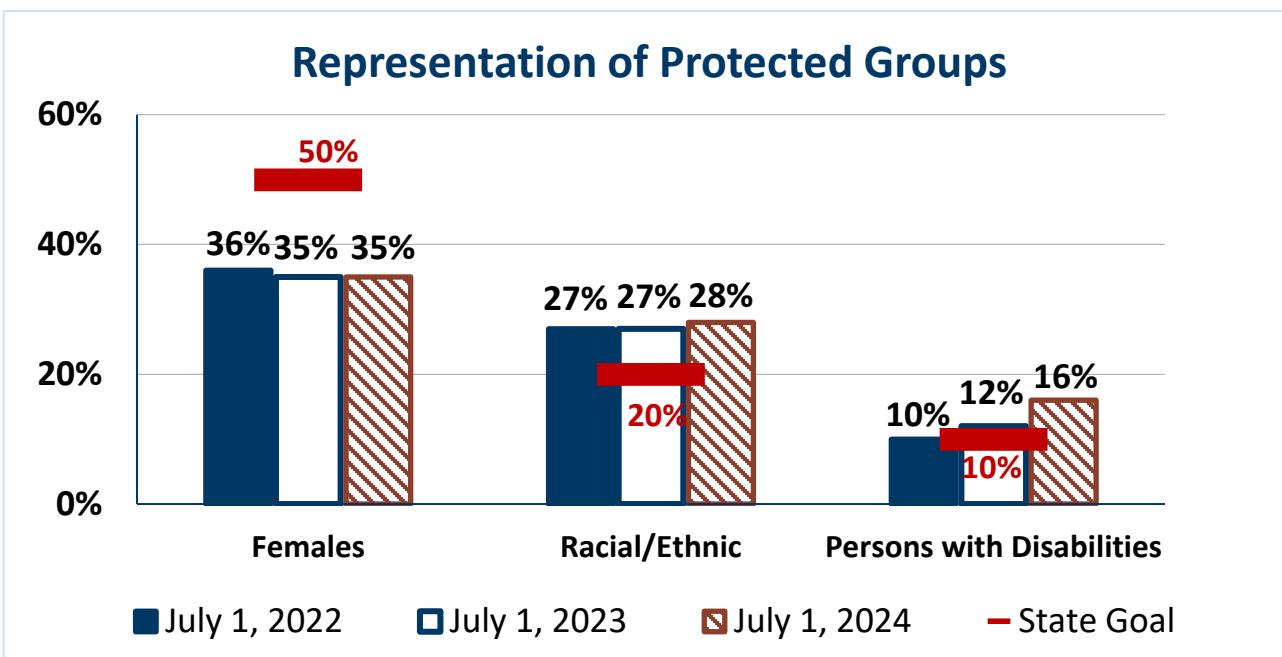
| Job Category | Prior AAP Total R/E | Prior AAP Availability R/E | R/E Hired | R/E Promoted | Actual R/E Hiring | R/E Goals Met? |
|--------------------------|---------------------|----------------------------|-----------|--------------|-------------------|----------------|
| Officials/Administrators | **.**% | 24.32% | 26.83% | **.**% | 22.41% | No |
| Professionals | 21.39% | 25.02% | 31.91% | 26.32% | 30.30% | Yes |
| Technicians | **.**% | 8.30% | **.**% | **.**% | **.**% | - |
| Paraprofessionals | **.**% | 0.00% | **.**% | **.**% | **.**% | - |
| Admin Support | **.**% | 25.95% | **.**% | **.**% | **.**% | - |

Persons with Disabilities (PWD) Promotion includes both promoted into and within the job category.

| Job Category | Prior AAP Total PWD | Prior AAP Availability PWD | PWD Hired | PWD Promoted | Actual PWD Hiring | PWD Goals Met? |
|--------------------------|---------------------|----------------------------|-----------|--------------|-------------------|----------------|
| Officials/Administrators | **.**% | 6.26% | 26.83% | **.**% | 27.59% | - |
| Professionals | 10.70% | 9.37% | 13.83% | **.**% | 16.67% | - |
| Technicians | **.**% | 8.60% | **.**% | **.**% | **.**% | - |
| Paraprofessionals | **.**% | 0.00% | **.**% | **.**% | **.**% | - |
| Admin Support | **.**% | 17.20% | **.**% | **.**% | **.**% | - |

Total Separations FY 2022–FY 2024

| Separations | Females | Racial/Ethnic Minorities | Persons with Disabilities |
|-------------------|---------|--------------------------|---------------------------|
| Total Separations | 66.15% | 27.69% | **.**% |



Progress Report Toward Goals FY 2022-FY 2024

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

| Job Category | Prior AAP Total Females | Prior AAP Availability Females | Females Hired | Females Promoted | Actual Females Hiring | Females Goals Met? |
|--------------------------|-------------------------|--------------------------------|---------------|------------------|-----------------------|--------------------|
| Officials/Administrators | 36.78% | 32.97% | **.**% | **.**% | **.**% | - |
| Professionals | 35.32% | 30.88% | 30.97% | 46.26% | 35.28% | - |
| Technicians | **.**% | 21.29% | **.**% | **.**% | **.**% | - |
| Paraprofessionals | 50.00% | 19.85% | 40.00% | **.**% | 40.00% | - |
| Admin Support | **.**% | 87.04% | **.**% | **.**% | **.**% | - |

Racial/Ethnic Minorities (R/E) Promotion includes both promoted into and within the job category.

| Job Category | Prior AAP Total R/E | Prior AAP Availability R/E | R/E Hired | R/E Promoted | Actual R/E Hiring | R/E Goals Met? |
|--------------------------|---------------------|----------------------------|-----------|--------------|-------------------|----------------|
| Officials/Administrators | 13.79% | 14.32% | **.**% | **.**% | **.**% | - |
| Professionals | 27.00% | 25.54% | 35.29% | 28.19% | 33.29% | - |
| Technicians | **.**% | 9.44% | **.**% | **.**% | **.**% | - |
| Paraprofessionals | **.**% | 13.73% | 46.67% | **.**% | 46.67% | - |
| Admin Support | **.**% | 19.36% | **.**% | **.**% | **.**% | - |

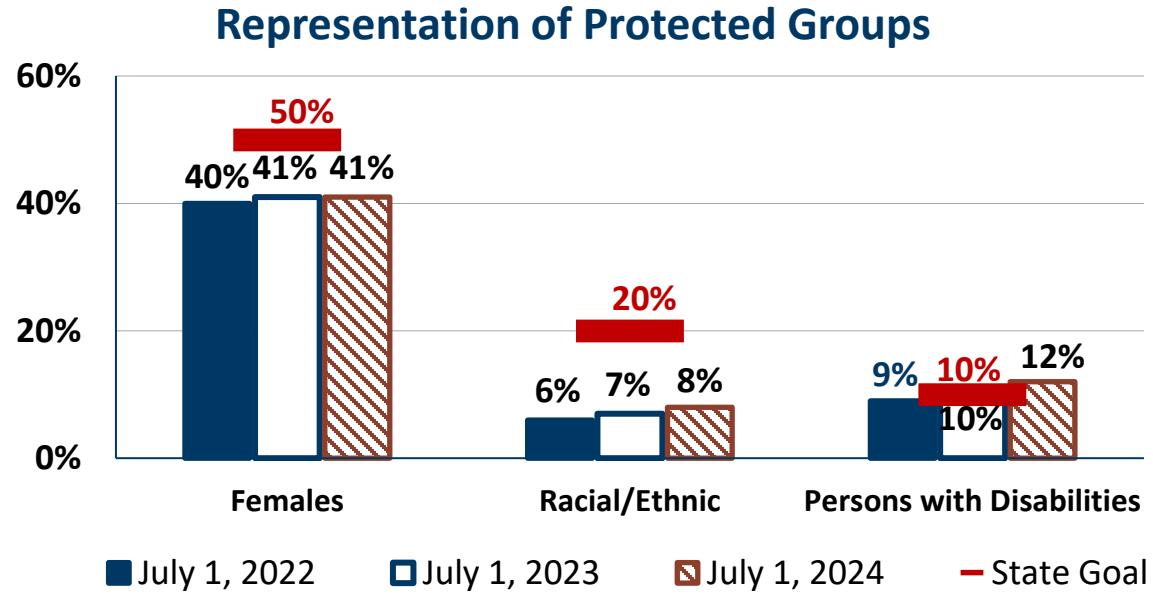
Persons with Disabilities (PWD) Promotion includes both promoted into and within the job category.

| Job Category | Prior AAP Total PWD | Prior AAP Availability PWD | PWD Hired | PWD Promoted | Actual PWD Hiring | PWD Goals Met? |
|--------------------------|---------------------|----------------------------|-----------|--------------|-------------------|----------------|
| Officials/Administrators | 16.09% | 10.14% | **.**% | **.**% | **.**% | - |
| Professionals | 10.27% | 10.15% | 20.59% | 15.42% | 19.13% | - |
| Technicians | **.**% | 9.76% | **.**% | **.**% | **.**% | - |
| Paraprofessionals | **.**% | 9.92% | **.**% | **.**% | **.**% | - |
| Admin Support | **.**% | 21.67% | **.**% | **.**% | **.**% | - |

Total Separations FY 2022-FY 2024

| Separations | Females | Racial/Ethnic Minorities | Persons with Disabilities |
|-------------------|---------|--------------------------|---------------------------|
| Total Separations | 37.90% | 26.75% | 17.20% |

Department of Natural Resources



Racial/Ethnic Minorities (R/E) Promotion includes both promoted into and within the job category.

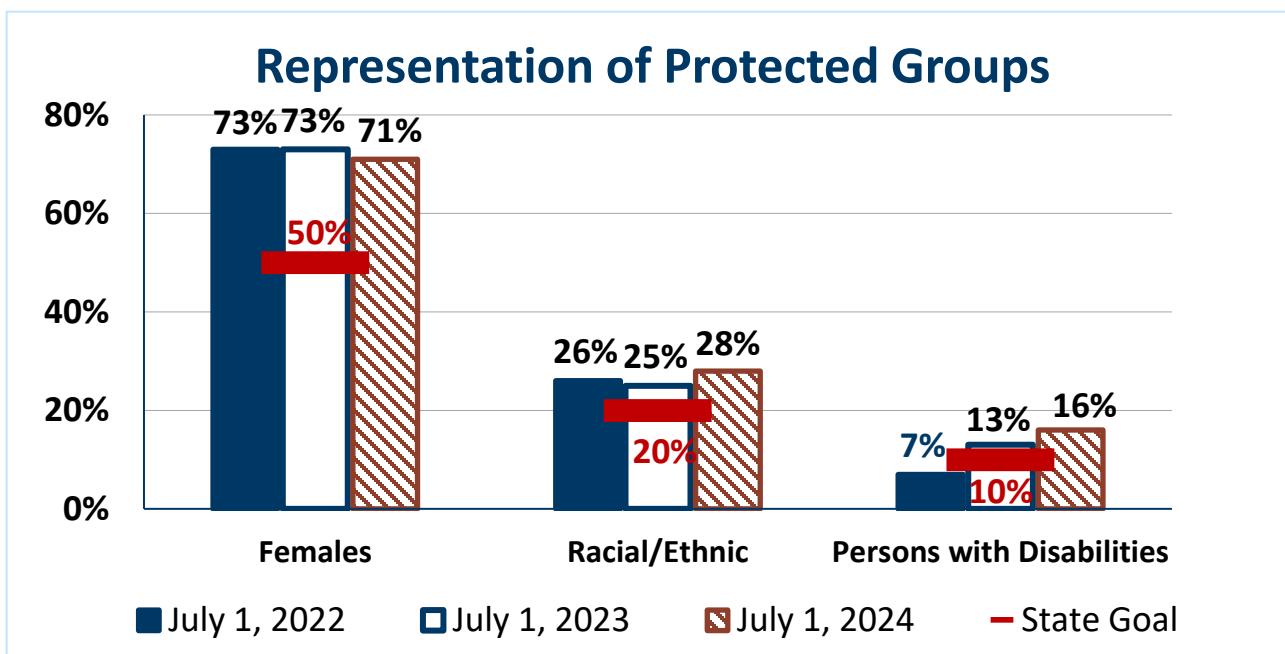
| Job Category | Prior AAP Total R/E | Prior AAP Availability R/E | R/E Hired | R/E Promoted | Actual R/E Hiring | R/E Goals Met? |
|----------------------------|---------------------|----------------------------|-----------|--------------|-------------------|----------------|
| Officials/Administrators | **.**% | 5.72% | **.**% | **.**% | **.**% | Yes |
| Professionals | 5.52% | 6.34% | 10.32% | 5.15% | 8.25% | Yes |
| Technicians | **.**% | 8.45% | 10.24% | **.**% | 9.84% | Yes |
| Protective Svcs, Sworn | 12.15% | 13.94% | **.**% | **.**% | **.**% | No |
| Protective Svcs. Non-Sworn | **.**% | 15.38% | **.**% | **.**% | **.**% | No Hire |
| Paraprofessionals | **.**% | 13.52% | **.**% | **.**% | **.**% | - |
| Admin Support | 7.75% | 13.02% | 18.75% | **.**% | 17.79% | Yes |
| Skilled Craft | **.**% | 9.06% | **.**% | **.**% | **.**% | - |
| Service Maintenance | 6.55% | 16.36% | 6.29% | **.**% | 6.27% | No |

Persons with Disabilities (PWD) Promotion includes both promoted into and within the job category.

| Job Category | Prior AAP Total PWD | Prior AAP Availability PWD | PWD Hired | PWD Promoted | Actual PWD Hiring | PWD Goals Met? |
|----------------------------|---------------------|----------------------------|-----------|--------------|-------------------|----------------|
| Officials/Administrators | 12.71% | 9.66% | **.**% | **.**% | **.**% | - |
| Professionals | 8.76% | 5.93% | 17.77% | 11.16% | 15.12% | - |
| Technicians | 6.94% | 5.60% | 16.87% | **.**% | 16.06% | - |
| Protective Svcs. Sworn | **.**% | 5.56% | **.**% | **.**% | **.**% | Yes |
| Protective Svcs. Non-Sworn | **.**% | 7.51% | **.**% | **.**% | **.**% | No Hire |
| Paraprofessionals | **.**% | 7.56% | **.**% | **.**% | **.**% | - |
| Admin Support | 13.57% | 8.63% | 20.14% | **.**% | 21.47% | - |
| Skilled Craft | **.**% | 6.74% | **.**% | **.**% | **.**% | - |
| Service Maintenance | 7.90% | 10.18% | 13.06% | **.**% | 13.17% | Yes |

Total Separations FY 2022-FY 2024

| Separations | Females | Racial/Ethnic Minorities | Persons with Disabilities |
|-------------------|---------|--------------------------|---------------------------|
| Total Separations | 36.11% | 4.60% | 7.57% |



Progress Report Toward Goals FY 2022-FY 2024

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

| Job Category | Prior AAP Total Females | Prior AAP Availability Females | Females Hired | Females Promoted | Actual Females Hiring | Females Goals Met? |
|--------------------------|-------------------------|--------------------------------|---------------|------------------|-----------------------|--------------------|
| Officials/Administrators | 62.96% | 40.47% | **.**% | **.**% | **.**% | - |
| Professionals | 76.47% | 67.61% | 72.73% | **.**% | 75.00% | - |
| Technicians | **.**% | 72.32% | **.**% | **.**% | **.**% | - |
| Paraprofessionals | **.**% | 50.00% | **.**% | **.**% | **.**% | - |
| Admin Support | 90.91% | 69.54% | 78.57% | **.**% | 81.25% | - |

Racial/Ethnic Minorities (R/E) Promotion includes both promoted into and within the job category.

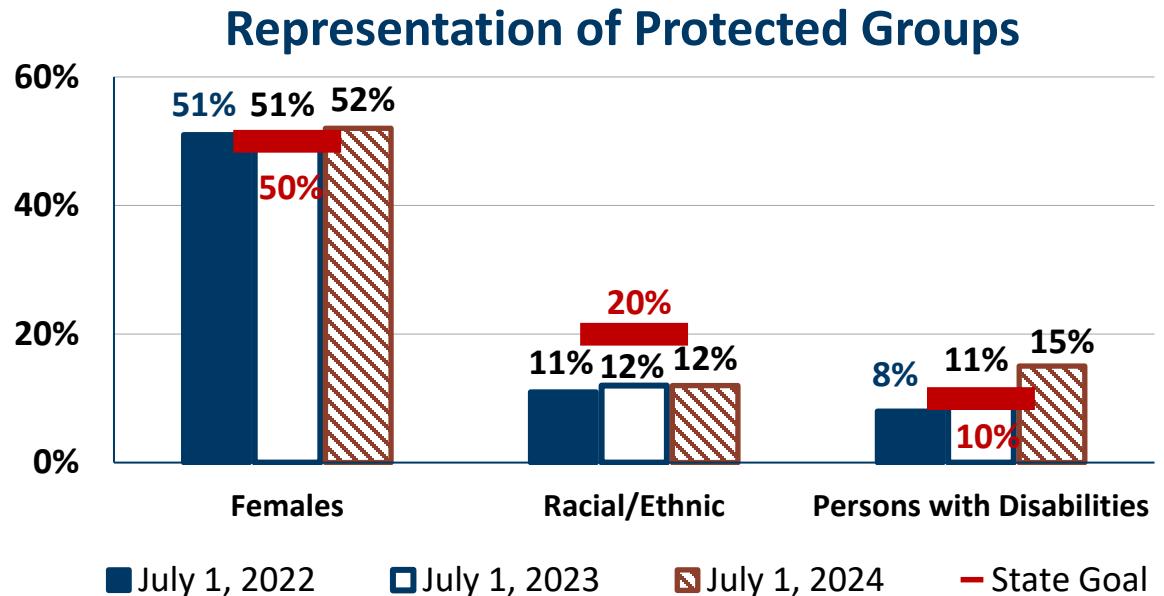
| Job Category | Prior AAP Total R/E | Prior AAP Availability R/E | R/E Hired | R/E Promoted | Actual R/E Hiring | R/E Goals Met? |
|--------------------------|---------------------|----------------------------|-----------|--------------|-------------------|----------------|
| Officials/Administrators | **.**% | 10.41% | **.**% | **.**% | **.**% | - |
| Professionals | 29.41% | 18.44% | 45.45% | **.**% | 45.83% | - |
| Technicians | **.**% | 12.56% | **.**% | **.**% | **.**% | - |
| Paraprofessionals | **.**% | 50.00% | **.**% | **.**% | **.**% | - |
| Admin Support | **.**% | 63.12% | **.**% | **.**% | **.**% | No |

Persons with Disabilities (PWD) Promotion includes both promoted into and within the job category.

| Job Category | Prior AAP Total PWD | Prior AAP Availability PWD | PWD Hired | PWD Promoted | Actual PWD Hiring | PWD Goals Met? |
|--------------------------|---------------------|----------------------------|-----------|--------------|-------------------|----------------|
| Officials/Administrators | **.**% | 6.43% | **.**% | **.**% | **.**% | - |
| Professionals | **.**% | 7.52% | **.**% | **.**% | **.**% | - |
| Technicians | **.**% | 0.00% | **.**% | **.**% | **.**% | - |
| Paraprofessionals | **.**% | 50.00% | **.**% | **.**% | **.**% | - |
| Admin Support | **.**% | 6.46% | **.**% | **.**% | **.**% | - |

Total Separations FY 2022-FY 2024

| Separations | Females | Racial/Ethnic Minorities | Persons with Disabilities |
|-------------------|---------|--------------------------|---------------------------|
| Total Separations | 69.57% | **.**% | **.**% |



Racial/Ethnic Minorities (R/E) Promotion includes both promoted into and within the job category.

| Job Category | Prior AAP Total R/E | Prior AAP Availability R/E | R/E Hired | R/E Promoted | Actual R/E Hiring | R/E Goals Met? |
|-------------------------------|---------------------|----------------------------|-----------|--------------|-------------------|----------------|
| Officials/Administrators | **.**% | 5.72% | **.**% | **.**% | **.**% | - |
| Professionals | 9.38% | 14.60% | 15.38% | 11.01% | 13.88% | No |
| Technicians/Paraprofessionals | 16.95% | 19.21% | 14.10% | **.**% | 15.00% | No |
| Admin Support | 19.44% | 17.34% | **.**% | **.**% | **.**% | - |

Persons with Disabilities (PWD) Promotion includes both promoted into and within the job category.

| Job Category | Prior AAP Total PWD | Prior AAP Availability PWD | PWD Hired | PWD Promoted | Actual PWD Hiring | PWD Goals Met? |
|-------------------------------|---------------------|----------------------------|-----------|--------------|-------------------|----------------|
| Officials/Administrators | **.**% | 2.38% | **.**% | **.**% | **.**% | Yes |
| Professionals | 6.44% | 7.09% | 20.67% | 11.93% | 17.67% | Yes |
| Technicians/Paraprofessionals | **.**% | 2.24% | 20.51% | **.**% | 20.63% | - |
| Admin Support | 20.83% | 5.51% | **.**% | **.**% | 26.32% | - |

Progress Report Toward Goals FY 2022-FY 2024

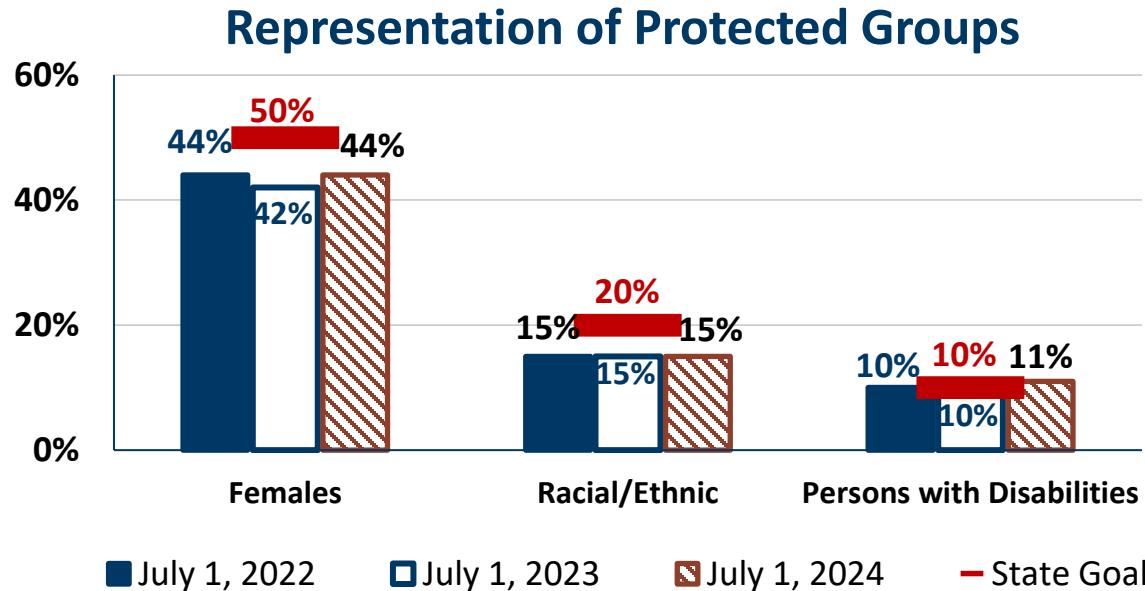
Females Promotion includes both promoted into and within the job category.

| Job Category | Prior AAP Total Females | Prior AAP Availability Females | Females Hired | Females Promoted | Actual Females Hiring | Females Goals Met? |
|-------------------------------|-------------------------|--------------------------------|---------------|------------------|-----------------------|--------------------|
| Officials/Administrators | 48.89% | 35.46% | **.**% | 68.75% | 77.27% | - |
| Professionals | 47.48% | 51.03% | 59.62% | 59.63% | 59.62% | Yes |
| Technicians/Paraprofessionals | 57.63% | 34.82% | 59.62% | **.**% | 60.63% | - |
| Admin Support | 84.72% | 75.50% | 68.75% | **.**% | 73.68% | - |

Total Separations FY 2022-FY 2024

| Separations | Females | Racial/Ethnic Minorities | Persons with Disabilities |
|-------------------|---------|--------------------------|---------------------------|
| Total Separations | 60.65% | 13.72% | 16.61% |

Department of Public Safety



Racial/Ethnic Minorities (R/E) Promotion includes both promoted into and within the job category.

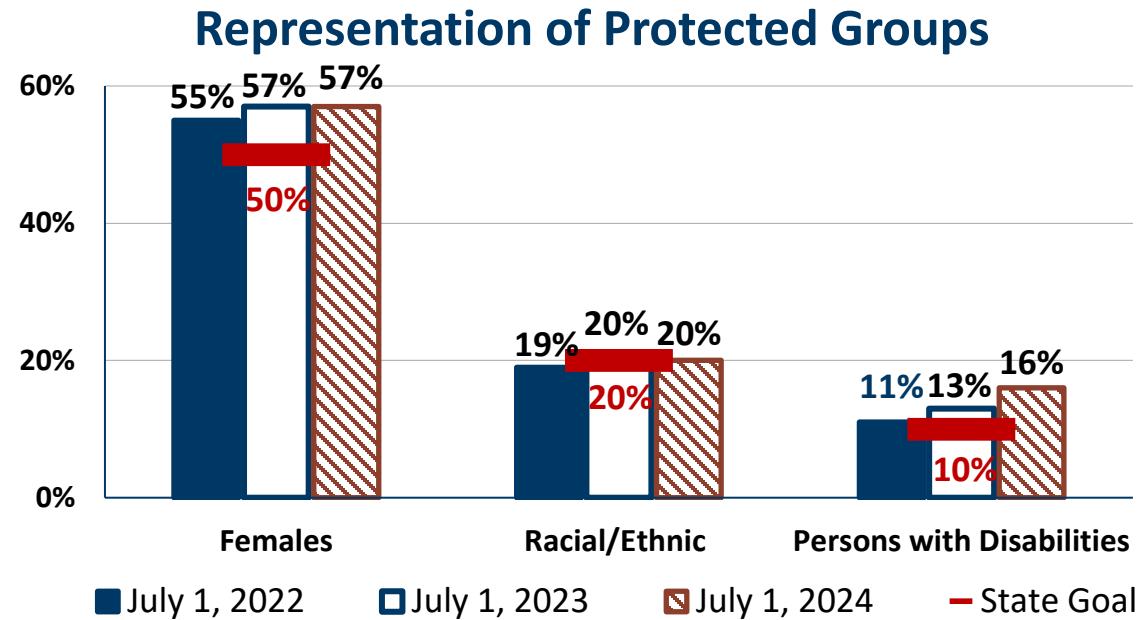
| Job Category | Prior AAP Total R/E | Prior AAP Availability R/E | R/E Hired | R/E Promoted | Actual R/E Hiring | R/E Goals Met? |
|----------------------------|---------------------|----------------------------|-----------|--------------|-------------------|----------------|
| Officials/Administrators | **.***% | 1.78% | **.***% | **.***% | **.***% | - |
| Professionals | 10.61% | 8.43% | 21.82% | 22.06% | 21.89% | - |
| Technicians | 10.80% | 10.17% | 23.68% | **.***% | 24.72% | - |
| Protective Svcs, Sworn | 9.07% | 12.68% | 26.55% | 25.00% | 26.14% | Yes |
| Protective Svcs. Non-Sworn | 24.22% | 25.11% | **.***% | **.***% | **.***% | No Hire |
| Paraprofessionals | **.***% | 8.40% | **.***% | **.***% | **.***% | - |
| Admin Support | 24.77% | 20.10% | 19.77% | **.***% | 17.92% | - |
| Service Maintenance | **.***% | 4.73% | 13.33% | **.***% | 12.73% | - |

Persons with Disabilities (PWD) Promotion includes both promoted into and within the job category.

| Job Category | Prior AAP Total PWD | Prior AAP Availability PWD | PWD Hired | PWD Promoted | Actual PWD Hiring | PWD Goals Met? |
|----------------------------|---------------------|----------------------------|-----------|--------------|-------------------|----------------|
| Officials/Administrators | **.***% | 1.55% | **.***% | **.***% | **.***% | - |
| Professionals | 8.98% | 8.74% | 13.94% | **.***% | 13.30% | - |
| Technicians | 9.66% | 2.79% | 23.68% | **.***% | 21.35% | - |
| Protective Svcs. Sworn | 1.67% | 3.08% | 19.47% | **.***% | 16.99% | Yes |
| Protective Svcs. Non-Sworn | 17.49% | 11.53% | **.***% | **.***% | **.***% | - |
| Paraprofessionals | **.***% | 2.53% | **.***% | **.***% | **.***% | - |
| Admin Support | 17.73% | 8.87% | 20.93% | **.***% | 16.98% | - |
| Service Maintenance | **.***% | 4.77% | **.***% | **.***% | **.***% | - |

Total Separations FY 2022-FY 2024

| Separations | Females | Racial/Ethnic Minorities | Persons with Disabilities |
|-------------------|---------|--------------------------|---------------------------|
| Total Separations | 48.40% | 19.41% | 13.76% |



Progress Report Toward Goals FY 2022-FY 2024

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

| Job Category | Prior AAP Total Females | Prior AAP Availability Females | Females Hired | Females Promoted | Actual Females Hiring | Females Goals Met? |
|--------------------------|-------------------------|--------------------------------|---------------|------------------|-----------------------|--------------------|
| Officials/Administrators | 58.33% | 50.11% | **.**% | **.**% | 57.89% | - |
| Professionals | 52.92% | 57.21% | 53.85% | 57.63% | 56.04% | No |
| Technicians | 63.37% | 67.95% | 67.33% | **.**% | 65.82% | No |
| Paraprofessionals | **.**% | 63.10% | 61.90% | **.**% | 66.67% | Yes |
| Admin Support | 64.66% | 70.35% | 68.75% | **.**% | 65.45% | No |

Racial/Ethnic Minorities (R/E) Promotion includes both promoted into and within the job category.

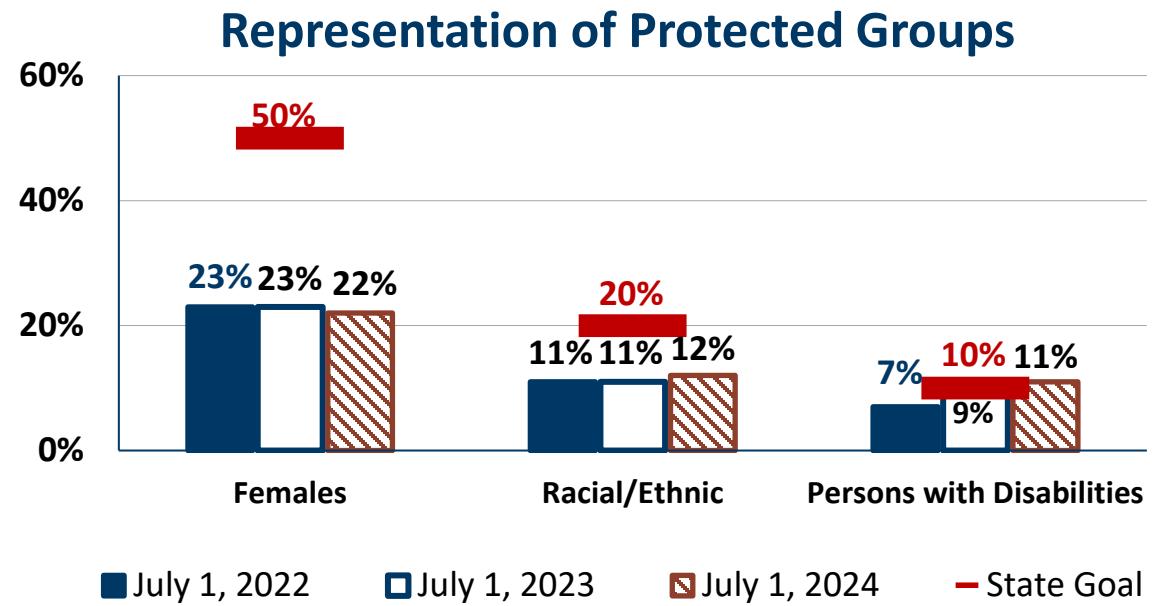
| Job Category | Prior AAP Total R/E | Prior AAP Availability R/E | R/E Hired | R/E Promoted | Actual R/E Hiring | R/E Goals Met? |
|--------------------------|---------------------|----------------------------|-----------|--------------|-------------------|----------------|
| Officials/Administrators | **.**% | 11.08% | **.**% | **.**% | **.**% | - |
| Professionals | 17.79% | 13.29% | 20.09% | 19.00% | 19.46% | - |
| Technicians | 23.76% | 5.60% | 31.33% | **.**% | 31.65% | - |
| Paraprofessionals | **.**% | 0.00% | **.**% | **.**% | **.**% | - |
| Admin Support | 24.78% | 17.98% | 33.33% | **.**% | 30.91% | - |

Persons with Disabilities (PWD) Promotion includes both promoted into and within the job category.

| Job Category | Prior AAP Total PWD | Prior AAP Availability PWD | PWD Hired | PWD Promoted | Actual PWD Hiring | PWD Goals Met? |
|--------------------------|---------------------|----------------------------|-----------|--------------|-------------------|----------------|
| Officials/Administrators | 20.83% | 11.70% | **.**% | **.**% | **.**% | - |
| Professionals | 10.40% | 8.61% | 20.51% | 11.21% | 15.14% | - |
| Technicians | 18.81% | 2.09% | 24.00% | **.**% | 24.05% | - |
| Paraprofessionals | **.**% | 16.67% | **.**% | **.**% | **.**% | - |
| Admin Support | 10.62% | 4.70% | 22.92% | **.**% | 21.82% | - |

Total Separations FY 2022-FY 2024

| Separations | Females | Racial/Ethnic Minorities | Persons with Disabilities |
|-------------------|---------|--------------------------|---------------------------|
| Total Separations | 55.84% | 25.55% | 19.71% |



Racial/Ethnic Minorities (R/E) Promotion includes both promoted into and within the job category.

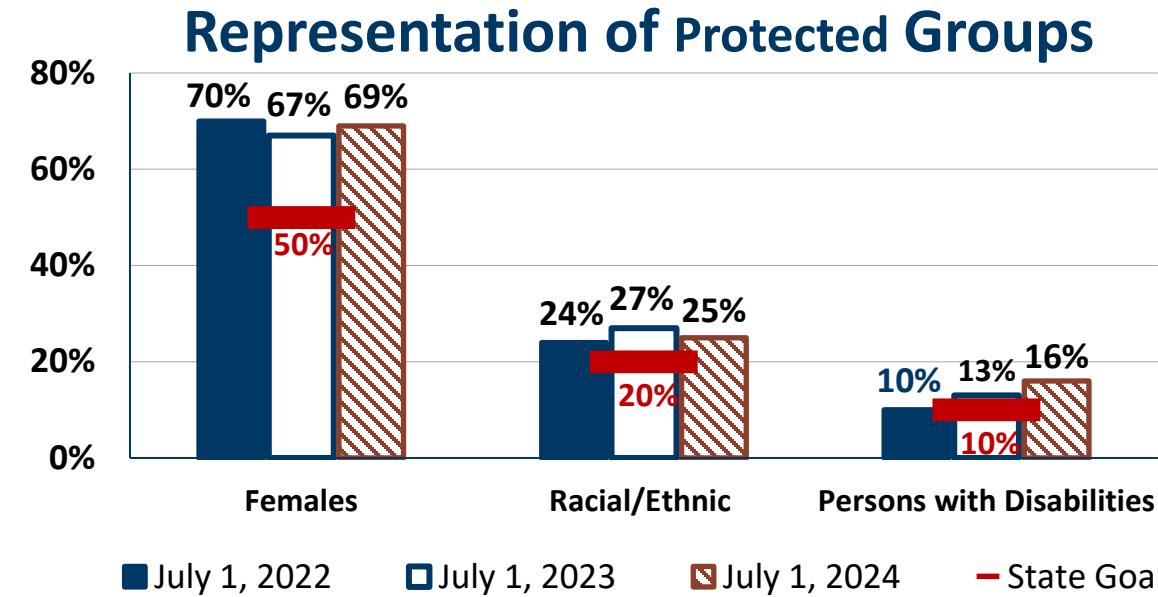
| Job Category | Prior AAP Total R/E | Prior AAP Availability R/E | R/E Hired | R/E Promoted | Actual R/E Hiring | R/E Goals Met? |
|--------------------------|---------------------|----------------------------|-----------|--------------|-------------------|----------------|
| Officials/Administrators | 7.14% | 6.97% | **.***% | **.***% | **.***% | - |
| Professionals | 14.41% | 12.07% | 19.01% | 13.61% | 17.07% | - |
| Technicians | 7.46% | 8.04% | 10.29% | 7.11% | 8.27% | Yes |
| Paraprofessionals | 19.44% | 0.00% | 26.63% | **.***% | 26.47% | - |
| Admin Support | 16.77% | 14.98% | 22.94% | **.***% | 19.85% | - |
| Skilled Craft | **.***% | 7.92% | **.***% | **.***% | **.***% | Yes |
| Service Maintenance | 9.40% | 8.83% | 12.67% | **.***% | 12.25% | - |

Persons with Disabilities (PWD) Promotion includes both promoted into and within the job category.

| Job Category | Prior AAP Total PWD | Prior AAP Availability PWD | PWD Hired | PWD Promoted | Actual PWD Hiring | PWD Goals Met? |
|--------------------------|---------------------|----------------------------|-----------|--------------|-------------------|----------------|
| Officials/Administrators | 9.34% | 6.48% | **.***% | **.***% | **.***% | - |
| Professionals | 8.40% | 6.57% | 16.67% | 14.14% | 15.76% | - |
| Technicians | 5.00% | 4.44% | 17.65% | 13.81% | 15.20% | - |
| Paraprofessionals | **.***% | 5.74% | **.***% | **.***% | **.***% | - |
| Admin Support | 13.17% | 8.50% | 12.84% | **.***% | 14.50% | - |
| Skilled Craft | 6.28% | 6.43% | **.***% | **.***% | **.***% | - |
| Service Maintenance | 7.26% | 7.43% | 13.34% | 17.57% | 13.73% | Yes |

Total Separations FY 2022-FY 2024

| Separations | Females | Racial/Ethnic Minorities | Persons with Disabilities |
|-------------------|---------|--------------------------|---------------------------|
| Total Separations | 44.44% | 14.65% | 11.62% |



Progress Report Toward Goals FY 2022-FY 2024

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

| Job Category | Prior AAP Total Females | Prior AAP Availability Females | Females Hired | Females Promoted | Actual Females Hiring | Females Goals Met? |
|--------------------------|-------------------------|--------------------------------|---------------|------------------|-----------------------|--------------------|
| Officials/Administrators | 44.12% | 45.75% | **.***% | **.***% | 45.45% | - |
| Professionals | 70.37% | 72.59% | 74.41% | 73.47% | 74.26% | Yes |
| Technicians | 86.54% | 87.31% | 82.50% | **.***% | 81.40% | - |
| Paraprofessionals | 75.96% | 79.45% | 78.15% | **.***% | 77.74% | No |
| Admin Support | 84.42% | 75.42% | 90.00% | **.***% | 91.53% | - |
| Skilled Craft | **.***% | 4.29% | **.***% | **.***% | **.***% | - |
| Service Maintenance | 55.36% | 46.30% | 48.02% | **.***% | 47.23% | - |

Racial/Ethnic Minorities (R/E) Promotion includes both promoted into and within the job category.

| Job Category | Prior AAP Total R/E | Prior AAP Availability R/E | R/E Hired | R/E Promoted | Actual R/E Hiring | R/E Goals Met? |
|--------------------------|---------------------|----------------------------|-----------|--------------|-------------------|----------------|
| Officials/Administrators | **.***% | 10.18% | **.***% | **.***% | **.***% | - |
| Professionals | 15.87% | 15.38% | 18.11% | **.***% | 18.15% | - |
| Technicians | 29.81% | 25.20% | 22.50% | **.***% | 22.09% | - |
| Paraprofessionals | 40.98% | 36.08% | 36.00% | **.***% | 35.31% | - |
| Admin Support | 16.88% | 16.91% | **.***% | **.***% | 20.34% | - |
| Skilled Craft | **.***% | 9.81% | **.***% | **.***% | **.***% | Yes |
| Service Maintenance | 24.29% | 25.85% | 18.84% | **.***% | 18.95% | No |

Persons with Disabilities (PWD) Promotion includes both promoted into and within the job category.

| Job Category | Prior AAP Total PWD | Prior AAP Availability PWD | PWD Hired | PWD Promoted | Actual PWD Hiring | PWD Goals Met? |
|--------------------------|---------------------|----------------------------|-----------|--------------|-------------------|----------------|
| Officials/Administrators | 29.41% | 21.70% | **.***% | **.***% | **.***% | - |
| Professionals | 17.99% | 10.91% | 19.69% | 20.41% | 19.80% | - |
| Technicians | **.***% | 4.12% | 20.00% | **.***% | 19.77% | - |
| Paraprofessionals | 7.92% | 7.07% | 10.46% | **.***% | 10.39% | - |
| Admin Support | **.***% | 6.58% | 26.00% | **.***% | 25.42% | - |
| Skilled Craft | **.***% | 6.74% | **.***% | **.***% | **.***% | - |
| Service Maintenance | 10.71% | 9.84% | 18.54% | **.***% | 18.08% | - |

Total Separations FY 2022-FY 2024

| Separations | Females | Racial/Ethnic Minorities | Persons with Disabilities |
|-------------------|---------|--------------------------|---------------------------|
| Total Separations | 63.96% | 23.29% | 14.97% |