
ANNUAL PERFORMANCE REPORT

1994

MINNESOTA DEPARTMENT OF EMPLOYEE RELATIONS

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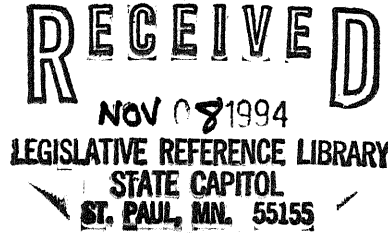
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 - Provide a multi-carrier insurance pool structure with employee-level choice to eligible private employers. Increase the number of participating employer groups in the program by 100 each year and maintain a retention rate of 85% or better. 45

AGENCY: Employee Relations, Department of

MISSION:

The mission of the Department of Employee Relations is to provide leadership and partnership in human resource management.

By "Leadership" we mean:

1. Pursuing excellence by continually increasing our expertise and improving our services.
2. Striving for fairness, equity, integrity, and ethical behavior in the workplace.
3. Challenging ourselves to make our agency a model of organizational health.

By "Partnership" we mean:

1. Involving others in decision-making through teamwork and effective communication.
2. Working with our customers to anticipate and respond to their challenging needs.
3. Treating each other, our customers, and our stakeholders with respect.

By "Human Resource Management" we mean:

1. Providing a continuum of services to our customers.
2. Our primary customer is the executive branch as a single employer and each state agency within the executive branch.

DEPARTMENT GOALS:

- to provide effective policy leadership and direction for human resource management.
- to create a diverse workforce and a work environment free from discrimination and harassment.
- to provide fair and flexible classification and selection processes which assist state managers to attract and maintain a qualified workforce.
- to maximize the productivity of the state's workforce by assuring that opportunities are available for professional and organizational development.
- to ensure a quality workforce by providing cost effective, competitive and equitable compensation and insurance benefits.
- to ensure that state employees work in a safe and healthy environment and minimize work-related injuries and illness.
- to promote effective management and positive labor-management relations, in a unionized work environment.
- to provide cost effective health insurance to public and private sector employers.

Table 1:

<u>Program</u>	<u>Estimated Expenditures (\$ in Thousands)</u>	<u>Percent of Total</u>	<u>FTE Staff Positions</u>	<u>Percent of Total</u>
Human Resources	\$6,207	38.53	96.0	54.30
Employee Insurance	9,901	61.47	80.8	45.70
State Group Insurance	3,521	21.85	29.2	16.51
Workers' Compensation	5,468	33.95	44.9	25.39
State Public Employees Insurance	381	2.37	3.9	2.22
Minnesota Employees Insurance	531	3.30	2.8	1.58
<u>Totals</u>	<u>\$16,108</u>	<u>100.0</u>	<u>176.8</u>	<u>100.0</u>

ORGANIZATION:

The department is organized into 2 program areas: Human Resource Management and Employee Insurance.

The Human Resource Management program provides services to state agencies which include providing public information concerning state hiring practices and job opportunities; tracking workforce and labor force trends; recruiting, screening and referring qualified applicants to fill vacancies; curriculum developing and brokering services to train state employees; providing equal employment opportunities, affirmative action programs and ensuring incorporation of diverse cultures into all state activities; maintaining a classification framework as a means of determining equitable compensation, negotiating and administering labor-management contracts, and reporting on pay equity compliance for local governments.

The Employee Insurance program includes five distinct activities, they are: 1) administering state employees life insurance, hospital, medical and dental benefits; 2) managing state workers' compensation claims; 3) providing cost effective insurance benefits for local units of government; 4) private sector employers; and 5) wellness and safety.

SUMMARY

AGENCY: Employee Relations, Department of
PROGRAM: 01 - Human Resource Management

EXPENDITURES AND STAFFING (F.Y. 1994)

(\$ in Thousands)

Total Expenditures:	\$ 6,207
From State Funds	\$ 6,207
 Number of FTE Staff:	 96.0

PROGRAM GOALS:

- To create and support opportunities to maximize the productivity of the state's workforce (43A.21).
- To ensure a quality workforce by providing cost effective and equitable compensation (M.S. 43A.18).
- To improve labor/management relations in a unionized work environment (M.S. 179A.22).
- To eliminate the under representation of qualified protected group members (M.S. 43A.19).
- To incorporate diverse cultures into all activities of state government (M.S. 43A.19).
- To ensure that all executive branch positions are accessible (M.S. 43A.19).
- To ensure that state government services are equally accessible to all Minnesotans (M.S. 43A.19).
- To report on the number of local jurisdictions who are in compliance with the Pay Equity Act (M.S. 471.992-471.999).
- To improve customer satisfaction with our selection system (M.S. 43A.10 and M.S. 43A.15).
- To maintain a classification plan that ensures equity (M.S. 43A.07).

DESCRIPTION OF SERVICES:

The Human Resource Management program encompasses the following 5 activities:

Administration: This activity provides guidance to the executive branch of state government by managing the department's activities, preparing and evaluating legislative proposals, maintaining liaison with the legislature and Governor's Office, implementing administrative procedures, interpreting the department's policies for state agencies and the public, administers the statewide payroll certification and provides internal personnel, fiscal and general support to the agency.

Staffing: This area assists state agencies through the examination and non-competitive and qualifying appointment processes to attract and maintain a qualified workforce to accomplish their missions. This includes consultation and direct service in recruiting, screening, assessing, and referring qualified applicants to state managers and supervisors for selection to fill job vacancies. It maintains the state job classification framework and assigns positions to appropriate classes within that framework as a basis for equitable compensation to work of comparable value. Additionally, it provides assistance to state managers and employees in administering the position classification system and employee placement/layoff and bumping procedures during workforce reorganizations and retrenchments.

Office of Diversity and Equal Opportunity: This activity provides state managers and supervisors the policy framework and technical assistance necessary to carry out their responsibilities under federal and state equal employment opportunity laws. It provides state managers and supervisors training, education and assistance to help them achieve and maintain a workforce that reflects the diversity of Minnesota's overall labor force.

Human Resource Development: This activity provides coordination and technical assistance to operating agencies on course design and delivery of training services to meet their organizational needs; develops curriculum and provides training to inform and educate employees in how to carry out state policies that affect the workforce; provides programs to train state trainers and non-training specialists; develops a course catalog; and serves as a resource for requested training solutions.

Labor Relations and Compensation: The labor relations activity represents state management in its relationships with the exclusive representatives for state employees, and sets statewide policy for management's relationship with labor. The compensation activity provides an overall compensation framework, policy development, and research services to executive branch management in the areas of compensation, pay equity, and related programs.

Pay Equity: This activity is responsible for reporting to the legislature the number of local government jurisdictions who are in compliance with the Local Government Pay Equity Act.

BACKGROUND INFORMATION: Administration

MEASURES OF ACTIVITIES (A), WORKLOAD (W), UNIT COSTS (UC), OTHER DATA (O)

<u>Type</u>	<u>Measure</u>	<u>F.Y. 1993</u>	<u>F.Y. 1994</u>
W	Legislative bills tracked	458	295
W	Legislative initiatives	7	10
A	Hearings attended	75	50
W	Fiscal notes prepared	23	27
W	Phone calls answered	40,000	30,000
A	Ethics training sessions	7	8
W	Job audits conducted	40	75
A	Time spent on statewide systems project	-	25%
W	Requests for information/services	2,560	3,200
W	Production jobs run	1,234	1,278
W	Information reports produced	560	567
W	Employee Action Forms processed	140,000	156,000
W	Position Action Forms processed	13,000	14,300
W	Error reports reviewed and corrected	260	260
W	Invoices paid	1,518	1,682
W	Purchase orders	700	573

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<u>Type</u>	<u>Measure</u>	<u>F.Y. 1993</u>	<u>F.Y. 1994</u>
W	Printing orders	302	267
W	Deposits made	1,189	870
W	Ledger entries	12,000	13,800
W	Documents keyed	302,423	148,423
W	Documents typed	40,000	36,000
W	Mailings	156	260
A	Errands Run	320	320

BACKGROUND INFORMATION: Staffing

MEASURES OF ACTIVITIES (A), WORKLOAD (W), UNIT COSTS (UC), OTHER DATA (O)

<u>Type</u>	<u>Measure</u>	<u>F.Y. 1993</u>	<u>F.Y. 1994</u>
A	Hay point system evaluation	136	108
W	Hay committees convened	76	60
W	Classes added	100	77
W	Classes re-established	13	10
W	Classes deleted	73	84
O	Net class change	+40	+3
W	Total classifications	2219	2222
W	Audits completed (DOER)	3113	2476
A	Audits completed (delegated)	832	1533
O	Percent of vacant positions allocated in 14 days	97.0%	95.6%
O	Percent of occupied positions allocated in 42 days	96.9%	91.8%
W	Monthly average of applications received	2,479	3,472
W	Monthly average of certification requisitions received	286.6	379.8
W	Monthly average of exams announced	45.3	48.5
O	Written exams, days from closing to list	43.6	42.9
O	Open continuous written exams, days from date received to to list	49.0	46.1
O	Percent of experience and training exams completed in less than 90 days	95.5%	93.1%
O	Experience and training exams, median number of days from closing to establishment of list	13.3	22.0
O	Open continuous exams, experience and training rating, median number of days from date received to placement on list	13.9	13.9
A	Competitive open list appointments	1164	1434
A	Competitive promotional list appointments	813	878
A	Reemployment list appointments	1	12

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<u>Type</u>	<u>Measure</u>	<u>F.Y. 1993</u>	<u>F.Y. 1994</u>
A	Layoff list appointments	45	22
A	Emergency appointments	1142	1124
A	Temporary appointments	2140	2316
A	Provisional appointments	15	19
A	Conversion of provisional to probationary	18	10
A	Non-competitive promotion	1624	1251
A	Transfers (total)	458	542
	- Class	301	325
	- Agency - voluntary	157	217
A	Interjurisdictional transfer	8	12
A	Demotion (total)	244	243
	- Voluntary	144	191
	- Frozen \$	21	23
	- In lieu of layoff	79	29
A	Conversion of unclassified to classified	81	81
A	Exceptional qualifications	31	20
A	Labor service	41	19
A	Routine service	335	329
A	Shortage occupations	70	54
A	Conversion of work training to probationary	127	204
A	Revenue seasonal	62	0
A	Temporary unclassified (Rule 10)	437	653
A	Reinstatement	104	136
A	Qualified disabled	7	3
A	Total appointments from lists	2023	2346
A	Total non-competitive appointments	6942	7016
A	Total temporary/emergency appointments	3282	3440
A	Total unlimited (grand total less temporary and emergency) appointments	5683	5922
A	Grand total, appointments all types	8965	9362
O	List appointments as % of unlimited appointments	36%	40%
O	List appointments as % of total appointments	22%	25%
O	Non-competitive and qualifying appointments as a % of total appointments	77%	75%
O	Emergency and temporary as % of non-competitive appointments	47%	49%
O	Emergency and temporary as % of all appointments	37%	37%

BACKGROUND INFORMATION: Office of Diversity and Equal Opportunity**MEASURES OF ACTIVITIES (A), WORKLOAD (W), UNIT COSTS (UC), OTHER DATA (O)**

<u>Type</u>	<u>Measure</u>	<u>F.Y. 1993</u>	<u>F.Y. 1994</u>
W	Agency affirmative action plans reviewed	150	150

BACKGROUND INFORMATION: Human Resource Development**MEASURES OF ACTIVITIES (A), WORKLOAD (W), UNIT COSTS (UC), OTHER DATA (O)**

<u>Type</u>	<u>Measure</u>	<u>F.Y. 1993</u>	<u>F.Y. 1994</u>
A	Training sessions conducted	157	130
A	Conferences held	2	2
W	Participants in training sessions	5,752	4,006
W	Participants in conferences	572	775
W	Training hours	3,050	1,353
O	Participant hours in training sessions	56,215	40,600
W	Training session topics	45	40
UC	Average cost of tuition per classroom attendee	26.44	33.59
UC	Average cost per conference attendee		113.67
UC	Average cost of training per participant hour		3.31

BACKGROUND INFORMATION: Labor Relations and Compensation**MEASURES OF ACTIVITIES (A), WORKLOAD (W), UNIT COSTS (UC), OTHER DATA (O)**

<u>Type</u>	<u>Measure</u>	<u>F.Y. 1993</u>	<u>F.Y. 1994</u>
W	Grievances	519	410
W	Arbitrations	22	11
A	Negotiation sessions	228	NA
A	Labor management meetings	28	40

BACKGROUND INFORMATION: Pay Equity**MEASURES OF ACTIVITIES (A), WORKLOAD (W), UNIT COSTS (UC), OTHER DATA (O)**

<u>Type</u>	<u>Measure</u>	<u>F.Y. 1993</u>	<u>F.Y. 1994</u>
W	Number of jurisdictions	2,500	2,500

PROGRAM DRIVERS:

Staffing: State and federal legislation influence the division's success when law changes result in the addition or deletion of staff. The impact of technology on programs in state agencies affects jobs and their classifications. Processes within Staffing are affected as better systems are developed. The availability of candidates with requisite skills and education may affect the size and quality of candidate pools. Federal mandates, such as the Americans with Disabilities Act, may require amendment to current or passage of new state legislation to provide sufficient flexibility to respond to them. Such changes may affect the division's workload and response time.

Office of Diversity and Equal Opportunity: The availability of funds for this activity and individual agencies to support trainee/internship programs, mentor programs, diversity training, internal conflict/dispute resolution programs, and other hiring, retention and workplace environment initiatives will affect how well agencies can hire and retain a diverse workforce and create a harassment free workplace.

Human Resource Development: Since employer training and development is a shared responsibility among many stakeholders, including agency managers, supervisors, and the employees themselves, outcomes will vary depending on the commitment among stakeholders.

AGENCY: Employee Relations, Department of
PROGRAM: Human Resource Management

OBJECTIVE, MEASURE

Objective 1: Balanced satisfaction with the policy leadership and direction for human resource management.

Measure (1): Percentage of satisfaction among major stakeholder groups.

Actual Performance	<u>F.Y. 1992</u>	<u>F.Y. 1993</u>	<u>F.Y. 1994</u>	<u>F.Y. 1995</u> to be devel- oped	<u>F.Y. 1996</u>	<u>F.Y. 1997</u>
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DEFINITION, RATIONALE, DATA SOURCE:

Balanced satisfaction is achieved when at least 75% of each major stakeholder group is satisfied with the overall leadership of the Department of Employee Relations in Human Resource Management. Effective policy leadership allows major stakeholders to feel that their needs are being addressed even though those needs might not be absolutely fulfilled to their liking. Major stakeholders include:

- Governor's Staff
- Agency Heads
- Legislature
- Union Representatives
- Minority Councils
- Agency Managers and Supervisors
- Agency Human Resource Professionals
- Agency Employees
- DOER Employees
- Job Applicants

The above groups bring to the discussion diverse points of view that need to be considered when developing and implementing human resource policy. Effective leadership is the art of using the participation of all stakeholders to frame the parameters of the issue and then find solutions that maximize the overall benefit to the state and provide satisfaction to the stakeholders. We understand that DOER cannot fully satisfy all stakeholder needs since the special interests of one group could be the opposite of other groups. However, if we can achieve a 75% rate from each group, we believe that this will show effective human resource leadership.

We will be developing a stakeholder survey that will measure various levels of satisfaction with our leadership and direction. The smaller groups such as union representatives will be surveyed 100%. The larger groups such as agency employees will be surveyed by using sampling methods.

DISCUSSION OF PAST PERFORMANCE:

Since 1991, we have conducted a number of surveys and interviews with our customers through the Commission on Reform and Efficiency (CORE) and our own strategic planning process. We were able to identify through this process a number of areas where we needed to change or improve our services. Many of these changes are well underway, such as establishment of the Office of Diversity and Equal Opportunity and the Human Resource Innovations Labor Management Committee. We will continue to move in those directions identified as important to our stakeholders.

PLAN TO ACHIEVE TARGETS:

By surveying our customers on a variety of the human resources functions we perform along with some focus group sessions, we hope to achieve 75 % satisfaction among our stakeholders. In order to do this, we anticipate there will be a cost. Survey development, mailing, analyzing and compiling this information will cost us approximately \$25,000 each year.

OTHER FACTORS AFFECTING PERFORMANCE:

Factors that could affect our performance are:

- Significant conflict between stakeholders
- Economic conditions (high inflation, high unemployment, full employment)
- Changes in federal employment laws
- Significant changes in programs administered by state agencies

Objective 2: Administer and maintain a classification plan to ensure equity between different kinds of work (M.S. 43A.07).

Measure (1): The percentage of acceptable evaluations of state positions will be greater than the acceptable percentage for industry standards.

Actual Performance	<u>F.Y. 1992</u>	<u>F.Y. 1993</u>	<u>F.Y. 1994</u>	<u>F.Y. 1995</u>	<u>F.Y. 1996</u>	<u>F.Y. 1997</u>
Industry acceptance	80 %		80 %		80 %	
State acceptance	92 %		90 %			

DEFINITION, RATIONALE, DATA SOURCE:

The Staffing Division is responsible for maintaining the job classification plan for all positions in the Executive Branch. Each state employee, including the Governor, is assigned to a job classification. There are approximately 2,200 classes at this time. The class plan accommodates the needs of state managers to select the kind of job class (broadly or narrowly) that allows them to effectively administer their programs.

Job classification is primarily a system of identifying the diverse kinds of work performed by state employees, grouping similar positions together, and then assigning a common job title and description to them. The process of job classification involves the analysis of the job's responsibilities and tasks, the knowledges, skills and abilities required to perform them, the freedom of action and special working conditions.

DOER Staffing determines proper allocation of positions through audits or the use of the Hay point evaluation method. The audit involves review of the subject position and comparison against class specifications (documents which define each class and differentiate it from others) as well as other previously audited positions in the comparison classifications. Positions are evaluated using the point evaluation method when the subject position does not match with existing classes, the compensation level needs to be clarified, or a new class is requested directly. These evaluation ratings are a guide for assignment within the classification and compensation plans.

Equity comparisons are derived by quality inspections and correlation review of position evaluations. Our most recent evaluations are compared with existing state evaluations, against rating standards in other governmental jurisdictions and against quality in the private sector.

The percentage is derived by subtracting from 100 % the number of evaluations recommended for revision divided by the total number of evaluations reviewed.

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This measure addresses the quality and effectiveness of the job evaluation system which is the basis for the classification of positions and for compensation recommendations. M.S. 43A.02, Subd. 14a defines the "comparability of value of the work" as the composite of the skill, effort, responsibility, and working conditions normally required in the performance of the work.

DOER contracts for completion of independent quality assurance and correlation reports. The existing practice is to request correlation review every 5 years and quality inspection every two years; the last correlation was completed in 1990. Further detail follows about the completed quality and correlation reviews:

Review dates	March '90	Dec. '91	May '94
Time coverage	'84-'89	1/90-12/91	1/92-12/93
Classes reviewed	39	229	335
Changes implemented	4	18	34

Additional background data comes from the Chief Classification Analyst's Annual Report, DOER's Information Processing Center audit tables and Staffing Division workload tabulations.

Costs of collecting data, or completing the recommended 1996 Correlation are \$20,000.00, minimally, based on costs from previous contracts.

DISCUSSION OF PAST PERFORMANCE:

The volume of audits and evaluations corresponds to the program activity generated in state agencies. Audit activity may result from gradual changes in work performance, from reorganization, addition or deletion of programs (state or federal), or legislation.

PLAN TO ACHIEVE TARGETS:

In August of 1993 selected agencies began to receive additional delegated authority for administration and maintenance of classification plans. Some agencies are piloting job evaluation activity as well. The effect of these changes in practice is unknown; however it is anticipated that all evaluations will be included in the pool from which inspection or correlation studies would be completed.

OTHER FACTORS AFFECTING PERFORMANCE:

The outcomes of existing legislation for the Civil Service Pilot Project (Laws of Minnesota, Ch. 301, Sect. 1) in the Office of the State Auditor and the Housing Finance Agency may result in changes to services provided by the Staffing Division.

Objective 3: Provide state managers with an effective selection system that provides qualified candidates for vacant positions (M.S. 43A.10 to M.S. 43A.15).

Measure (1): The percentage of managers who are satisfied with the flexibility and timeliness of the system and the percentage of managers who are satisfied with the quality of candidates for vacant positions.

Actual Performance	<u>F.Y. 1992</u>	<u>F.Y. 1993</u>	<u>F.Y. 1994</u>	<u>F.Y. 1995</u>	<u>F.Y. 1996</u>	<u>F.Y. 1997</u>
				Pilot		

DEFINITION, RATIONALE, DATA SOURCE:

Entrance to the classified service occurs through successful competition in an examination and appointment from an eligible list (M.S. 43A.10). M.S. 43A.15 provides for other means of filling positions in specific situations; among them are emergency, temporary, noncompetitive promotion, transfer, demotion, and entry clerical appointments. (These are called non-list hires and account for nearly 70% of appointments made each year).

Flexibility in this measure means the ability to use the methods identified in statutes for the appointment of candidates. Background data shows the appointment types used by managers and supervisors to meet hiring needs.

Timeliness in this measure refers to the time between requesting the list and receiving a list of candidates. For this purpose, the time frame begins at the time a request to employ, appoint, or announce an exam is received in Staffing; it ends when the manager receives the list of eligible candidates or the approval of an alternative selection method. Both Staffing Division and selected agencies with delegated authority have responsibilities for generating lists of candidates.

Quality in this measure refers to the assessment by hiring managers and/or supervisors that candidates for vacancies had training and/or experience and skills that were appropriately matched to the needs of the vacant position.

DOER is charged with the responsibility to develop and maintain the selection system to provide for appointments to the classified service. This assures that state managers can employ individuals qualified to meet their program objectives. The measure of management's satisfaction with the hiring process, using appropriate selection methods, demonstrates the effectiveness of selection.

A survey will begin as a pilot study. Our intent is to include both competitive and non-competitive appointments, however that will require cooperative efforts with state agencies, and will depend on the effectiveness of the initial survey effort. Hours of staff time invested in development of the survey are not available, costs (additional staff time) will be incurred for developing the pilot survey, for distribution and data collection, and for analysis of results. Results of the pilot survey will be reported for 1995.

DISCUSSION OF PAST PERFORMANCE:

Not applicable.

PLAN TO ACHIEVE TARGETS:

Data collection for reporting this measure will begin during F.Y. 1995. Agencies with recently increased levels of delegated authority are also seeking and defining methods to assess their performance, thus cooperation with agencies and coordination of survey data and methods is important to success. The availability of staff to compile and analyze results will also be a factor.

OTHER FACTORS AFFECTING PERFORMANCE:

Contract language regarding the filling of vacancies such as seniority, or claiming rights (layoff) may affect the flexibility of selection considerations. Agency decisions regarding action taken to fill positions can affect the amount of time elapsing between identification of the need for the position and the appointment of a new employee.

Objective 4: Increase the number of protected group employees--minorities, women and persons with disabilities--in the executive branch workforce to reflect their percentage of labor force availability.

The following four measures provide an indication of how well the state is building a workforce that reflects Minnesota's diverse population.

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Measure (1): Number and percentage of minorities, women and persons with disabilities in the executive branch workforce broken down by bargaining unit, academic included in 1993 and 1994 only.

Actual Performance	<u>F.Y. 1992</u>	<u>F.Y. 1993</u>	<u>F.Y. 1994</u>	<u>F.Y. 1995</u>	<u>F.Y. 1996</u>	<u>F.Y. 1997</u>
<u>WOMEN</u>						
Managers - total	381	456	495			
Managers - percent	30.17	32.04	33.20			
Supervisors - total	1,050	1,033	1,011			
Supervisors - percent	30.65	30.53	30.52			
Professionals - total	4166	6905	7224			
Professionals - percent	42.61	42.52	43.36			
Others - total	10,780	10,809	10,854			
Others - percent	55.15	55.28	55.45			
Total Women - total	16,377	19,203	19,584			
Total Women - percent	48.15	47.30	47.72			
<u>MINORITY</u>						
Managers - total	65	80	86			
Managers - percent	5.15	5.62	5.77			
Supervisors - total	108	109	106			
Supervisors - percent	3.15	3.22	3.20			
Professionals - total	499	1,114	1,108			
Professionals - percent	5.10	6.86	6.65			
Others - total	861	927	990			
Others - percent	4.40	4.74	5.06			
Total Minority - total	1,533	2,230	2,290			
Total Minority - percent	4.51	5.49	5.58			
<u>DISABLED</u>						
Managers - total	89	92	101			
Managers - percent	7.05	6.47	6.77			
Supervisors - total	268	273	278			
Supervisors - percent	7.82	8.07	8.39			
Professionals - total	635	736	877			
Professionals - percent	6.49	4.53	5.26			
Others - total	1,432	1,425	1,419			
Others - percent	7.33	7.29	7.25			
Total Disabled - total	2,424	2,526	2,675			
Total Disabled - percent	7.13	6.22	6.52			

Measure (2): Total Protected Group Employees (minorities, women, people with disabilities) in the State of Minnesota Executive Branch Workforce Compared to the Minnesota Labor Force.

Actual Performance	<u>F.Y. 1992</u>	<u>F.Y. 1993</u>	<u>F.Y. 1994</u>	<u>F.Y. 1995</u>	<u>F.Y. 1996</u>	<u>F.Y. 1997</u>
See bar graphs attached						

Measure (3): Protected Group Employees (minorities, women, people with disabilities) in the State of Minnesota Executive Branch workforce compared to the Minnesota Labor Force broken down by bargaining unit.

Actual Performance F.Y. 1992 F.Y. 1993 F.Y. 1994 F.Y. 1995 F.Y. 1996 F.Y. 1997
 See bar graphs attached

DEFINITION, RATIONALE, DATA SOURCE:

Historically, protected group members were excluded from most employment opportunities in the state workplace. State and federal statutes state that these protected group members must have equal employment opportunities. They must be included in the work force. Moreover, state government has a commitment to respect and value Minnesotans from all cultures, races and backgrounds. As Minnesota's population becomes more diverse, state workers serve a more diverse clientele which is better served by an inclusive workforce that draws on the talents of all Minnesotans.

Agency Affirmative Action Plans; Special Handling Report; U.S. 1990 Census.

DISCUSSION OF PAST PERFORMANCE:

Total executive branch employment for protected groups closely approximates their representation in the state workforce. The noticeable changes in employment for all three groups between 1993 and 1994 are due to the inclusion of academic employees in the labor force data. The employment figures indicate a slight increase in executive branch employment for all three protected groups, but more years of data with academic included are needed before a definite trend can be established.

When the aggregate data is broken down by bargaining unit, "glass ceiling" problems become apparent for all protected groups. Minorities are underrepresented in the "supervisor" classification, overrepresented in "other," (which primarily includes clerical and laborer classifications) and slightly above workforce availability in the "managers" and "professional" categories. The inclusion of academic employees clearly increases the percentages in the "professionals" and "others" classification such that trends in these classes cannot be identified until 1995 and 1996 data are available.

Women are underrepresented in the "managers," "supervisors," and "professionals," classifications and overrepresented in the "others" classification (because of their overwhelming predominance in clerical positions). Slight increases have occurred in the "managers" classification while representation in the "supervisors" and "professionals" classes has remained static.

Disabled persons are adequately represented in all classifications, but this reveals little about state recruitment and hiring of disabled persons because the majority of disabled executive branch employees were disabled on the job; they were non-disabled when they were hired. Also, accurate workforce availability data for disabled persons is difficult to determine because it is based on actual workforce participation and many disabled persons who want to participate in the workforce have been unable to; artificial barriers to their employment are widespread. Moreover, two disturbing trends are evident in the "managers" and "professionals" classifications -- both show a drop in representation between 1991 and 1992, before the academic data is merged.

Since workforce availability is based on the federal census, and the population trends in the State of Minnesota show a steady increase in minority population and participation -- and the desire to participate -- of disabled persons in the workforce, we would expect to continue to increase the overall representation of minorities and disabled persons in the executive branch workforce. In the year 2000, the State of Minnesota executive branch workforce should reflect the composition of the workforce in the entire state as defined by the federal census.

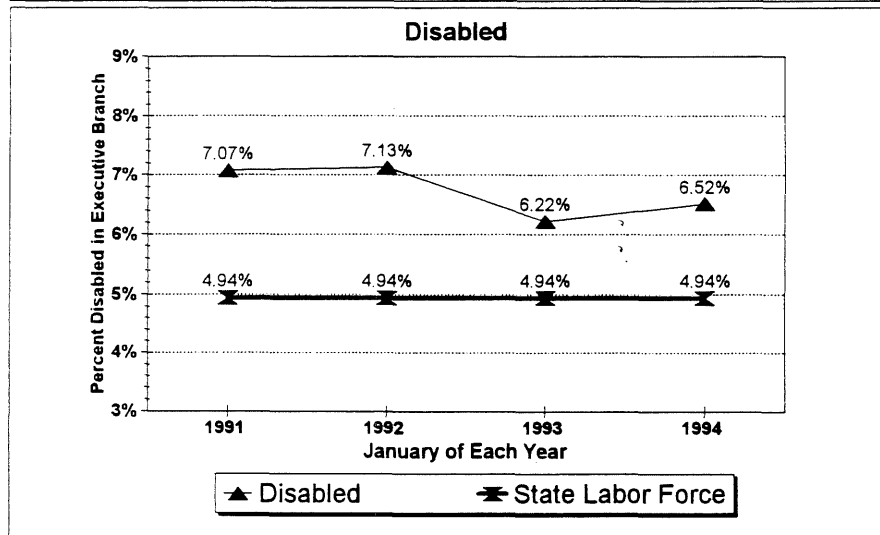
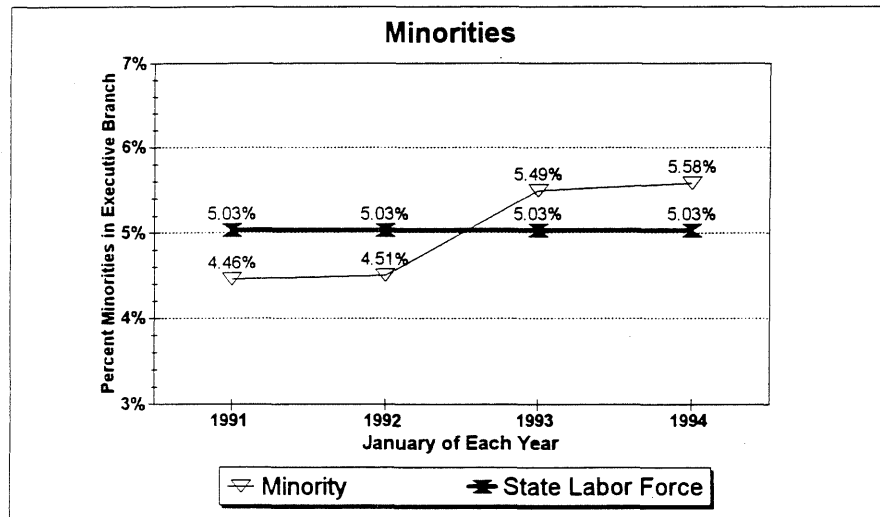
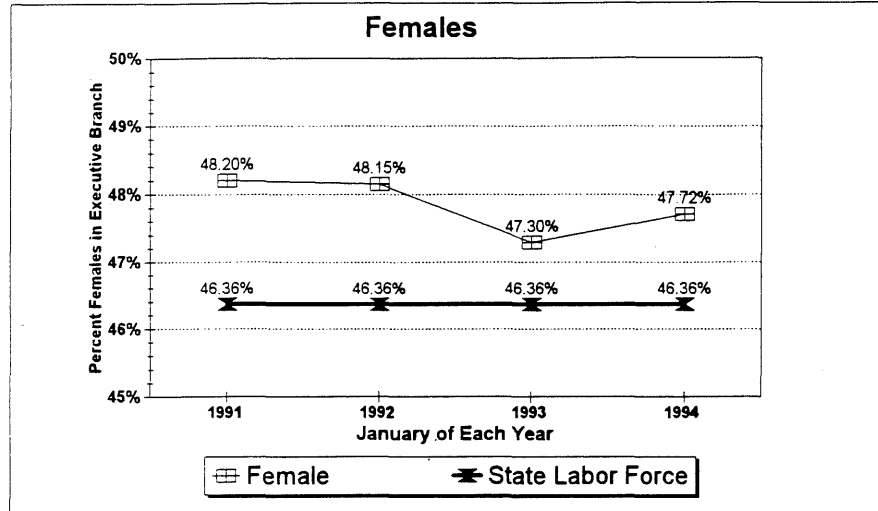
PLAN TO ACHIEVE TARGETS:

See discussion following Measure (4).

OTHER FACTORS AFFECTING PERFORMANCE:

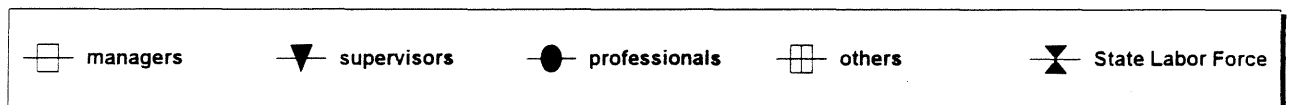
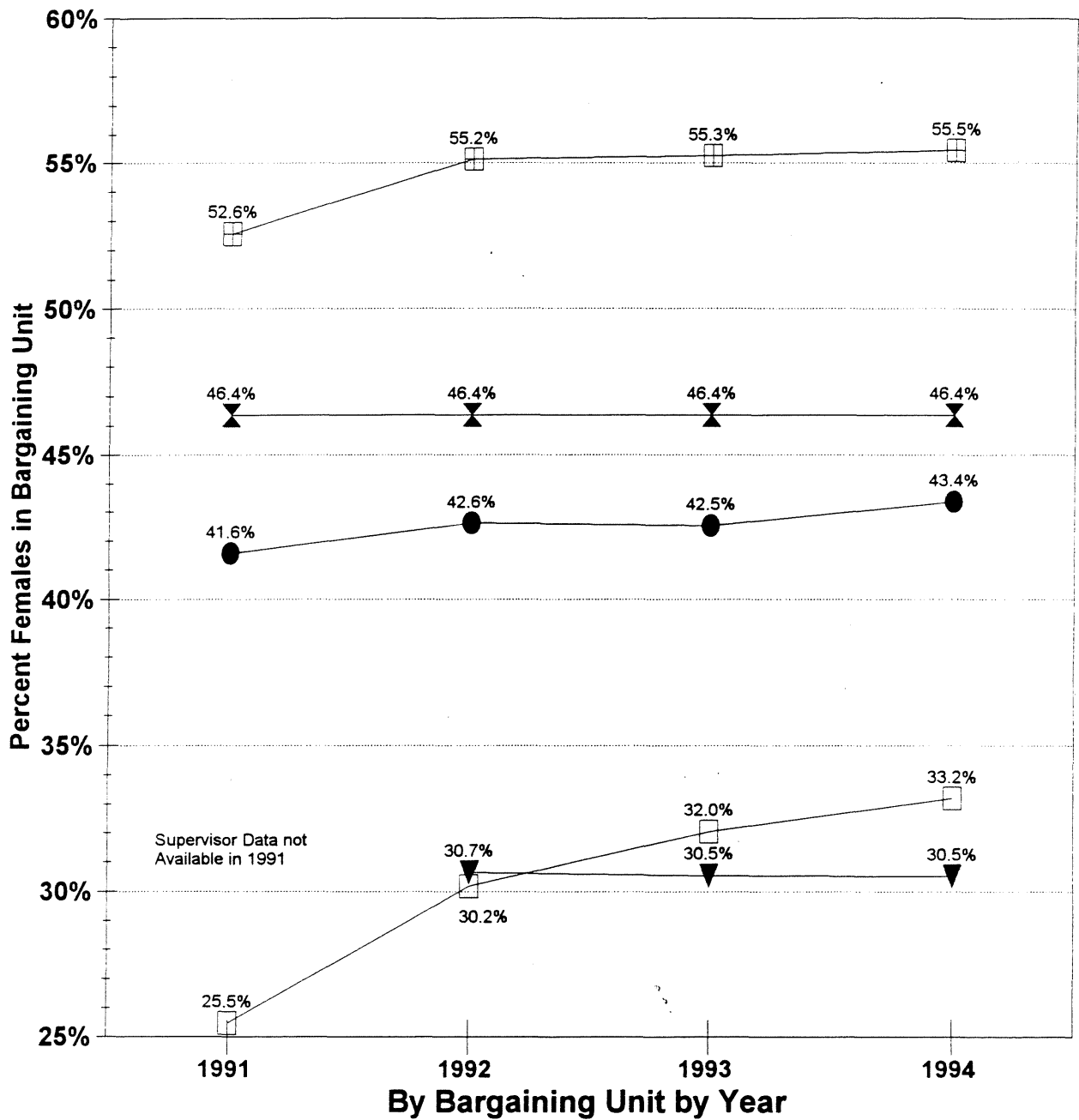
See discussion following Measure (4).

Percent Protected Group Members
Academic Included in 1993 and 1994 Only



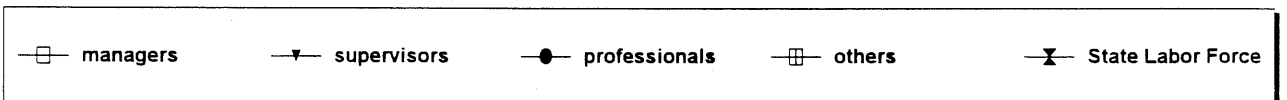
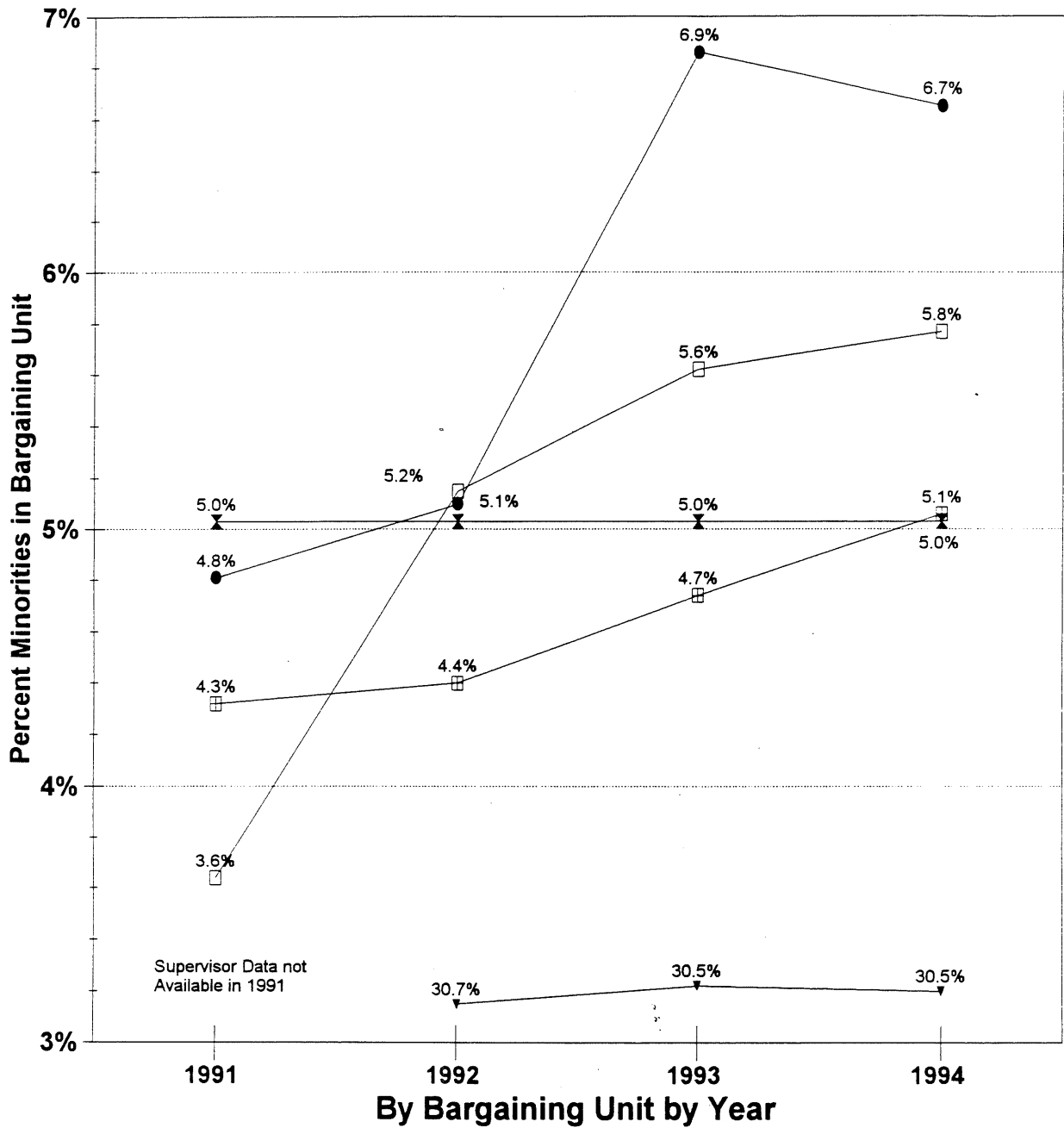
Percent Females by Bargaining Unit

Academic Included in 1993 & 1994 Only



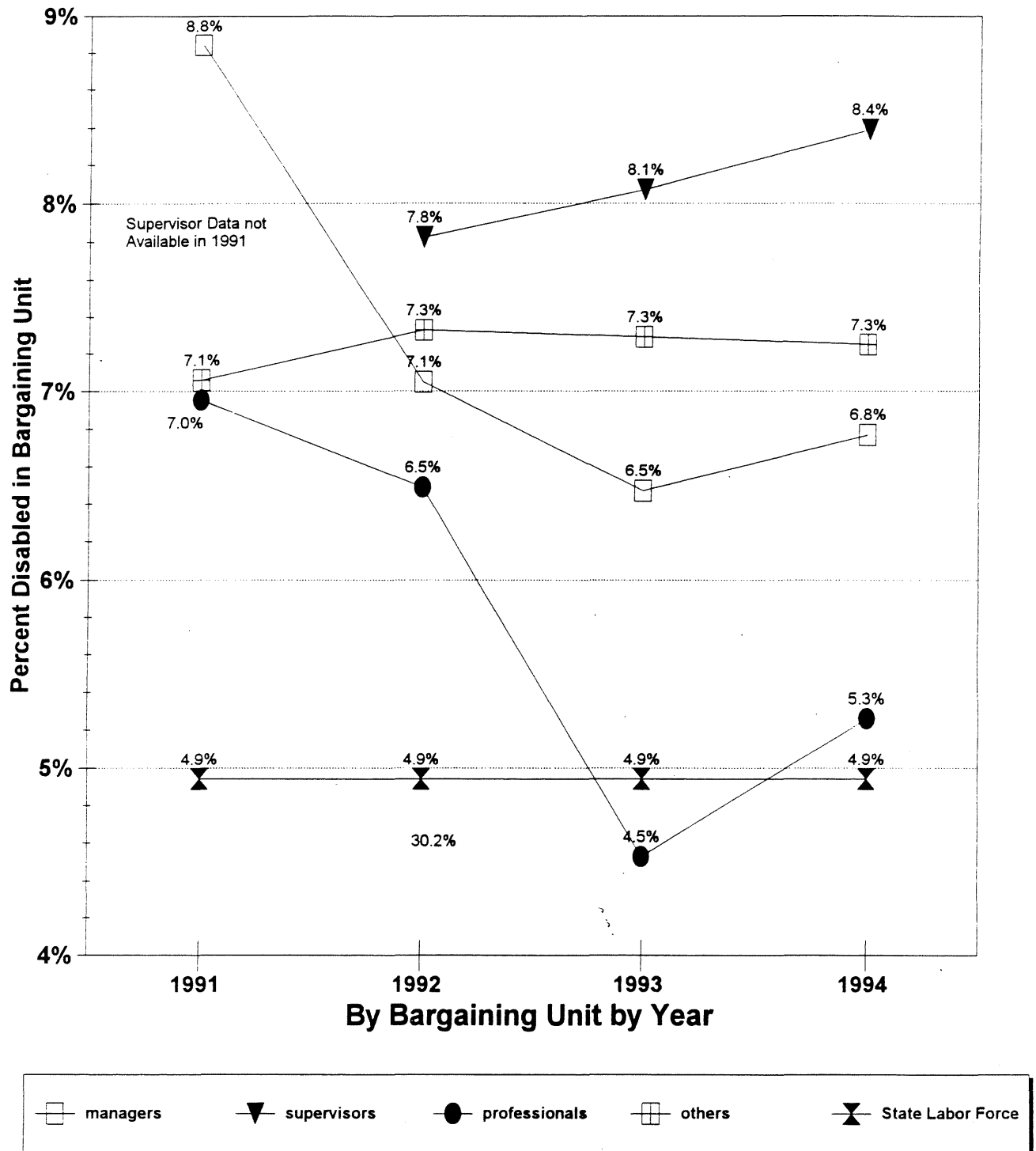
Percent Minorities by Bargaining Unit

Academic Included in 1993 & 1994 Only



Percent Disabled by Bargaining Unit

Academic Included in 1993 & 1994 Only



1994 Annual Performance Report

Measure (4): Number of disparities that exist in state agencies broken down by small, medium and large agencies, by bargaining unit, and by protected group--minorities, women and people with disabilities.

	Total All Units				All Managers				Mgrs Supervisors				Supv Professionals				Prof Others				Others
	Sm	Med	Lg	Total	Sm	Med	Lg	Total	Sm	Med	Lg	Total	Sm	Med	Lg	Total	Sm	Med	Lg	Total	Total
Female																					
Disparity	20	52	181	253	1	6	16	23	10	10	33	53	8	14	41	63	1	22	88	111	
No. Disparity	29	65	221	315	1	6	7	14	4	13	19	36	7	14	55	76	17	32	139	188	
% Disparities	41	44	45	45	50	50	70	62	71	43	63	60	53	50	43	45	6	41	39	37	
Minority																					
Disparity	27	64	238	329	2	9	16	27	9	16	42	67	9	14	53	76	7	25	125	157	
No. Disparity	22	53	164	239	0	3	7	10	5	7	10	22	6	14	43	63	11	29	102	142	
% Disparities	55	55	59	58	100	75	70	73	64	70	81	75	60	50	55	55	39	46	55	53	
Disabled																					
Disparity	33	78	238	349	1	7	11	19	13	13	22	48	10	19	62	91	9	39	140	188	
No. Disparity	16	39	164	219	1	5	12	18	1	10	30	41	5	9	34	48	9	15	87	111	
% Disparities	67	67	59	61	50	58	48	51	93	57	42	54	67	68	65	65	50	72	62	63	

DEFINITION, RATIONALE, DATA SOURCE:

A small agency is one with fewer than 100 full-time employees. A medium agency is one with between 100 and 800 full-time employees. A large agency is one with more than 800 full-time employees. A disparity exists when the percentage of protected group members one can reasonably expect to have in the bargaining unit based on federal census data (availability) exceeds the percentage of protected group members employed in full-time positions by state agencies (utilization).

A decrease in the total number of disparities shows that the State of Minnesota's work force is becoming representative of its population. A decrease in disparities in the managerial, supervisory and professional bargaining units indicates progress in breaking the "glass ceiling" effect for protected group members. In addition, this measure breaks down the aggregate employment data to the agency level. This will reveal if deficiencies in protected group member employment are widespread among state agencies or localized in a few problem agencies.

Agency Affirmative Action Plans; Special Handling Report; U.S. 1990 Census; "Tomorrow's Labor Force: The Next 30 Years," Minnesota Planning 1994.

DISCUSSION OF PAST PERFORMANCE:

1994 is the first year disparity data has been collected in this way. It will, therefore, be the benchmark against which future performance will be measured.

The 1994 data indicates that the underutilization of protected group persons occurs across state agencies and bargaining units regardless of agency size. Two central reasons account for the discrepancy between aggregate workforce participation which closely approximates workforce availability and the underrepresentation of protected group members in over 50% of executive agency bargaining units.

1. Agencies which have successfully recruited and retained large numbers of protected group employees mask the failures of other agencies to do so. (See individual agency employment statistics in Appendix A1-3). This is the primary reason for the seeming discrepancy between Measures 1-3 and Measure 4.
2. Most agencies that do have above average employment of protected group members overall have disparities or underrepresentation in one of their bargaining units. For instance, Housing Finance has 17.7% total minority employees as of July 1994. Yet they have no minority supervisors. Education has 7.6% minority employees as of July 1994, yet only 3.7% minority managers. Their overall success in hiring a diverse workforce masks hiring deficiencies in particular bargaining units.

PLAN TO ACHIEVE TARGETS:

A coordinated recruitment program and trainee/intern programs for both students and non-students are critical to achieving our workforce diversity goals. A coordinated state recruitment strategy for the State of Minnesota will increase the representation of protected group people in state applicant pools and state employment. A trainee/internship program will develop and expand concrete paths within and across state agencies to real, ongoing jobs for both students and non-students who reflect Minnesota's diversity. Currently, the Office of Diversity and Equal Opportunity (ODEO) has a Recruitment Coordinator working with the Diversity Action Council and state agencies to develop and implement strategies to assist in the recruitment of protected group members such as: on-site testing to facilitate the inclusion of protected group talent on state eligibility lists; a clearinghouse and communications effort which will assist agencies in exchanging information about successful and unsuccessful recruitment techniques and policy development information affecting recruitment; the establishment of stronger relationships with the protected group councils to enhance recruitment efforts and with educational institutions for possible internship programs targeted to protected group members.

The ODEO and the Diversity Action Council are also proposing a Trainee/Internship Co-op Program which will establish a partnership between state agencies, unions, schools, colleges and community organizations. It will link trainees' study and training with entry-level work in state agencies in selected occupational classes at professional, technical and blue-collar levels that have a regular flow of openings. Successful participants will progress into full-time employment. A central coordinator will work with agencies and schools to develop and sustain the program.

OTHER FACTORS AFFECTING PERFORMANCE:

Funding for ODEO personnel and programs will affect performance. The Recruitment Coordinator position is temporarily funded through F.Y. 1995. Additional funds will be needed to continue the position. In the absence of a Recruitment Coordinator, recruitment functions will fall to the two Diversity Coordinators, decreasing the level of agency support and coordination for recruitment and the level of support for agencies in other diversity efforts. The result would be less effective recruitment efforts, and consequently lower numbers of protected group members recruited into state employment. The Trainee/Internship Co-op Program requires funding for staff support as well as for program elements. A successful program will expand employment opportunities for all Minnesotans, especially members of protected groups, and hence a more diverse workforce should result. If the program is not funded, it will be more difficult to increase the representation of protected group members in the state workforce.

External Factors: Commitment from individual agencies' leadership is essential to implementing effective recruitment programs. The Department of Employee Relations (DOER) can encourage that commitment but does not have the authority to compel it. Other factors which influence the state's ability to recruit and hire a diverse workforce include hiring freezes, job availability, protected group members availability, collective bargaining agreements, institutional "isms" (i.e., racism, sexism).

Objective 5: Change how affirmative action compliance is measured and increase the number of agencies in compliance with those affirmative action requirements.

Measure (1): Number and percent of agencies in compliance with affirmative action requirements broken down by small, medium and large agencies. 1995 data will provide the benchmark for this measure.

Actual Performance	<u>F.Y. 1992</u>	<u>F.Y. 1993</u>	<u>F.Y. 1994</u>	<u>F.Y. 1995</u>	<u>F.Y. 1996</u>	<u>F.Y. 1997</u>
	N/A	N/A	N/A	Benchmark		

DEFINITION, RATIONALE, DATA SOURCE:

To be in compliance* with affirmative action requirements, the agency must submit a complete affirmative action plan and follow the procedures and goals set out in its affirmative action plan. If a disparity exists in an employment classification, the agency must hire affirmatively in that classification. The agency is charged a "missed opportunity" if it does not have a justified reason for a non-affirmative hire in a disparate classification. DOER identifies reasons and assesses the validity of the agencies' justifications. No agency should have more than 25% of missed opportunities. The available compliance information for 1990, 1991, 1992 and 1993 is of limited use because it is based only on whether an agency had more than 25% missed opportunities in disparate classifications.

A complete affirmative action plan includes:

- identification of underrepresented groups in the agency's workforce
- statement of commitment to affirmative action from the agency head
- designation of those individuals or groups responsible for directing and implementing the agency affirmative action program and the specific responsibility, accountability, and duties of each person or group
- methods by which the agency's affirmative action program is communicated internally and externally to employees and other interested persons
- internal procedures for processing complaints of alleged discrimination

- employment goals and timetables
- methods for developing programs and program objectives designed to meet affirmative action goals
- methods for auditing, evaluating, and reporting program success, including a procedure that requires a pre-employment review of all hiring decisions
- provision for reasonable accommodation for applicants and employees with disabilities
- building evacuation plan for employees with disabilities and other persons with disabilities who may be in the building during evacuation
- identification of positions that can be used for supported employment

* The Statewide Affirmative Action Committee (SWAAC) is developing recommendations to change how compliance is measured. Currently, only list hires are considered in determining an agency's "utilization" of protected group members. Thus, those agencies who actively recruit and hire protected group members through non-list, temporary positions such as: internships, training programs, student workers, project specific employment and other types of alternative hiring practices receive no "credit" for their efforts. Such positions are often transitional to permanent, classified jobs in state government as well and should be considered when evaluating an agency's hiring practices. In addition, employee development and workplace environment initiatives should also be considered when measuring compliance with affirmative action requirements. The equal availability of specialized training for all employees; diversity training; sexual harassment awareness training; internal conflict/dispute resolution programs; and diversity related initiatives should all be considered when determining an agency's compliance record. SWAAC will be refining the measures and recommendations during this fiscal year. If new compliance measures are instituted by DOER, the compliance figures for future years will not be comparable to the compliance figures now gathered. We would actually expect a drop in compliance the first 2 years that more comprehensive measures are initiated.

Agency's approval letter, approving the Affirmative Action Plan; Special Handling Report; 1990 Census.

DISCUSSION OF PAST PERFORMANCE:

Not applicable: 1995 data will provide the benchmark for measuring future performance.

PLAN TO ACHIEVE TARGETS:

The ODEO will continue to provide consultation, technical support and training for agency staff to help them develop their affirmative action plans. As the determination of compliance is modified as noted above, the entire range of ODEO program activities will affect this measure. The office provides consultation, technical support and training for agency staff to establish action plans for incorporating diversity into state government, including the recruitment, retention and development of employees from all backgrounds. The addition of substantive sanctions for agency heads and managers for non-compliance and incentives for exemplary compliance would also assist in this effort.

OTHER FACTORS AFFECTING PERFORMANCE:

The availability of funds within ODEO and individual agencies to support trainee/internship programs, mentor programs, diversity training, internal conflict/dispute resolution programs and other hiring, retention and workplace environment initiatives will affect how well agencies can hire and retain a diverse workforce and create a harassment free workplace.

External Factors. Commitment from individual agencies' leadership is essential to implementing effective diversity and affirmative action. DOER can encourage that commitment but does not have the authority to compel it. Other factors which influence the state's ability to recruit and hire a diverse workforce include hiring freezes, job availability, protected group members availability, collective bargaining agreements, institutional "isms" (i.e., racism, sexism).

Objective 6: Reduce turnover of protected group members absolutely and relative to total turnover of state employees.

Measure (1): Turnover of protected group members, minorities, women and people with disabilities, due to resignation, termination, and dismissal and that turnover compared to total turnover of state employees.

Actual Performance	<u>F.Y. 1992</u>	<u>F.Y. 1993</u>	<u>F.Y. 1994</u>	<u>F.Y. 1995</u>	<u>F.Y. 1996</u>	<u>F.Y. 1997</u>
See bar graph attached						

DEFINITION, RATIONALE, DATA SOURCE:

Turnover is when a state employee ceases to be a state employee. Turnover rate due to resignation, termination, and dismissal is a partial measure of the employment environment for state employees. If the turnover rates for protected group employees are significantly higher than the turnover rate for all state employees, then one could conclude that the work environment is more hostile to protected group employees.

Agency Affirmative Action Plan; Special Handling Report; Employee Survey to be conducted F.Y. 1995.

DISCUSSION OF PAST PERFORMANCE:

A disproportionate number of minority state employees are resigning or being dismissed or terminated compared to those same turnover rates for all state employees. Furthermore, the turnover rates increased from 5.59% in 1992 to 8.18% in 1994 for minority employees. Although the majority of that turnover was due to resignations (see detailed data in Appendix C1), the dismissal rates for minority employees are over three times as high as the dismissal rate for all state employees and those rates also increased from 1992 and 1994. The nature of the work environment for minority employees in executive branch state agencies must be examined in light of these trends. Such extreme differences in dismissal and turnover rates cannot easily be explained. A survey/study currently being conducted by the Office of Diversity and Equal Opportunity should clarify some of the reasons for high minority turnover rates and give the office and the state direction in addressing the causes of those high rates.

The turnover rates for women are slightly higher than those for all state employees and show little fluctuation between 1992 and 1994. Turnover rates for disabled state employees remain slightly below the rates for all state employees.

PLAN TO ACHIEVE TARGETS:

Since the workforce climate in the agency affects employee's performance which leads to termination or resignation, ODEO will consult with agencies to establish mentor programs which will smooth the entry of all employees into the state workforce and increase acceptance and reduce turnover of protected group employees. The office will also assist agencies in implementing effective diversity and anti-bias training to improve the work environment for all employees. Specifically, if funds are available, the office will work with the Diversity Action Council to implement the Council's proposed mentor and diversity training programs.

OTHER FACTORS AFFECTING PERFORMANCE:

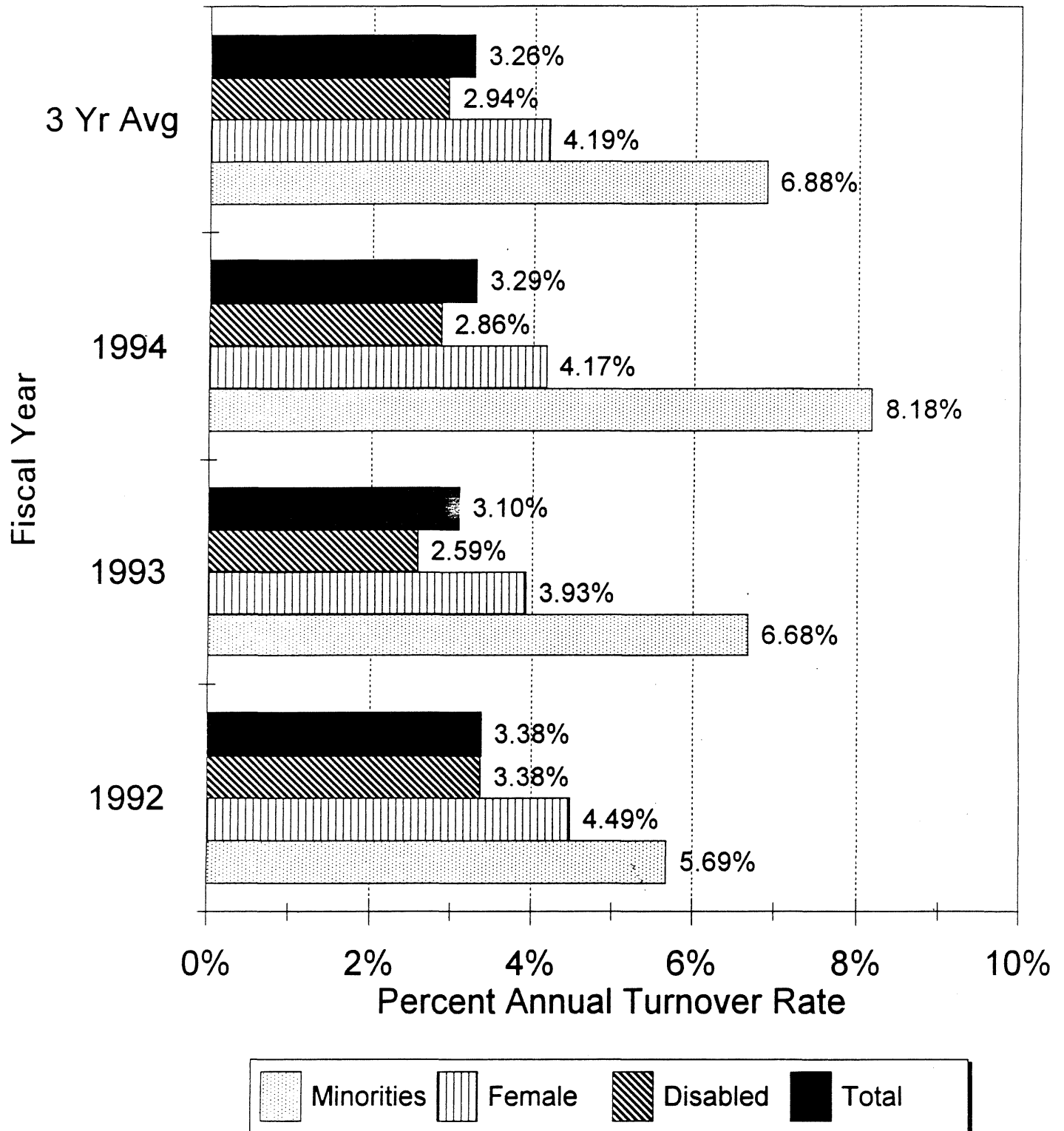
The Diversity Action Council Mentor and Diversity Training programs both require additional funding for implementation. Agency leadership commitment is again a major factor in how successful programs to improve workplace environment can be.

Protected Group Turnover 1992-1994

Resignation, Termination & Dismissal

Non-Academic Bargaining Units in the Executive Branch

Unlimited Classified & Unclassified



Objective 7: Advocate the vision and purpose of Human Resource Development (HRD) in state government.

Measure (1): The percentage of payroll spent on training to reach the national average by the year 2000.

Actual Performance	<u>F.Y. 1992</u>	<u>F.Y. 1993</u>	<u>F.Y. 1994</u>	<u>F.Y. 1995</u>	<u>F.Y. 1996</u>	<u>F.Y. 1997</u>
State of Minnesota		.5%	.75%	1.0%	1.5%	2.0%
National Average		1.5%	1.5%			

DEFINITION, RATIONALE, DATA SOURCE:

Training costs include registration fees, trainers' salaries, supplies. Payroll includes employee salaries and benefits.

This is a standard measure used in public and private sectors to determine amount of training expenditures. Using a percent of payroll provides a linkage to the size of the organization and reflects changes (growth or downsizing).

The national average for all public and private organizations is 1½%. Organizations with a strong commitment to employee training and development spend 3-5% of payroll.

Effective advocacy will result in the state's percentages increasing.

Agencies do not currently have a uniform system for documenting training costs. A reporting mechanism will be developed to obtain this information.

DISCUSSION OF PAST PERFORMANCE:

Budgeting for training of state employees is the responsibility of each state agency. The focus of DOER's role was changed in 1993 to include the role of advocacy.

PLAN TO ACHIEVE TARGETS:

Effective advocacy will increase the state's percentage of budget spent on training and hours dedicated to training.

OTHER FACTORS AFFECTING PERFORMANCE:

There are many factors that affect this measure, including agency budget constraints, and differences in individual agency managers' levels of commitment to employee development.

Measure (2): The average number of training hours per employee.

Actual Performance	<u>F.Y. 1992</u>	<u>F.Y. 1993</u>	<u>F.Y. 1994</u>	<u>F.Y. 1995</u>	<u>F.Y. 1996</u>	<u>F.Y. 1997</u>
State of Minnesota	NA	NA	NA			27
Private corporation	27	27	27			
national average						
Malcolm Baldrige Award Winners*			33			

*The Malcolm Baldrige Awards are given to organizations who are recognized for their quality management practices.

DEFINITION, RATIONALE, DATA SOURCE:

The total number of hours employees spend in training per year, divided by the number of employees. Training hours will include formal and informal training. The number of employees will be expressed as FTE's.

This measures how much time is being spent developing state employees. Measurement will increase awareness within agencies and identify gaps or shortages.

Currently there is not a uniform mechanism for monitoring training hours. A mechanism will be developed to obtain this information.

DISCUSSION OF PAST PERFORMANCE:

Not applicable, this information was not obtained in the past.

PLAN TO ACHIEVE TARGETS:

Mechanisms will be put into place to help us to obtain a report on this information.

OTHER FACTORS AFFECTING PERFORMANCE:

Agency budgets and priorities will affect this measure. Resources for developing a mechanism to obtain this information will affect this measure.

Objective 8: Establish a market driven approach to planning and providing HRD services.

Measure (1): Stakeholder satisfaction with DOER's HRD services.

Actual Performance	F.Y. 1992	F.Y. 1993	F.Y. 1994	F.Y. 1995	F.Y. 1996	F.Y. 1997
Non-managerial employees	50%	NA	NA	60%	65%	70%
All stakeholders	NA	NA	NA	60%	65%	70%

DEFINITION, RATIONALE, DATA SOURCE:

Percentage of stakeholders responding to a survey reporting that they are extremely satisfied or very satisfied (based on a 5-point scale) with the services they receive from Human Resource Development Services. This measure is based on the average of responses to questions concerning how well HRD Services has advocated the vision and purpose of employee development in state government; established a market driven approach to planning and providing HRD Services; facilitated cooperative ventures to improve access to quality HRD services; and facilitated the delivery of training on topics with statewide policy impact.

Human resource development services is a shared responsibility among DOER's HRD Services, other state agencies, state agency managers and supervisors, and the individual employees. HRD Services' role in this joint effort is to advocate, facilitate, and coordinate services that will assist agency managers and supervisors, as well as individual employees gain access to high quality, cost effective training and development.

The agency plans to institute a stakeholder survey comparable to the "Evaluation of Services and Functions" survey of non-managerial employees conducted in 1992. The survey will be conducted in F.Y. 1995 and will include all stakeholders.

DISCUSSION OF PAST PERFORMANCE:

The Commission on Reform and Efficiency (CORE) Report identified significant dissatisfaction among state stakeholders about the lack of training and development services. This triggered a major change in focus for DOER's HRD Services in 1993.

PLAN TO ACHIEVE TARGETS:

DOER's new role is to work closely with stakeholders (HRD advisory group, bargaining units, HRI labor-management committee, councils of managers, training coordinators, HR directors, other state training resources, Government Training Services, etc.) to assess needs and facilitate delivery of training.

OTHER FACTORS AFFECTING PERFORMANCE:

Since employee training and development is a shared responsibility among many stakeholders, including agency managers, supervisors, and the employees themselves, outcomes will vary depending on the commitment among stakeholders. Budget allocations and layoffs are also factors that affect the outcome of programs designed to improve human resource development services, particularly if those cuts are made in training budgets or agency training staff.

Objective 9: Improve access to quality HRD services through cooperative ventures.

Measure (1): The number of cooperative ventures.
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Actual Performance	<u>F.Y. 1992</u>	<u>F.Y. 1993</u>	<u>F.Y. 1994</u>	<u>F.Y. 1995</u>	<u>F.Y. 1996</u>	<u>F.Y. 1997</u>
	NA	NA	32	40	45	50

DEFINITION, RATIONALE, DATA SOURCE:

Cooperative ventures are efforts where development resources and programs are shared for the benefit of a larger group than an individual agency. All cooperative ventures will be counted which DOER has facilitated or promoted.

Cooperative ventures are cost effective in that they avoid duplication of efforts and they encourage maximizing the existing development resources. Some examples include: a) an agency which opens up a training program organized for their employees to others on a space available basis, b) an agency with particular expertise which shares this expertise with others, c) a group of agencies which get together to identify common employee training needs and jointly develop programs to meet these needs, d) courses offered to all agencies statewide, but developed and organized cooperatively.

DOER bulletins, course schedules and work plan accomplishments will be used to document number of ventures.

DISCUSSION OF PAST PERFORMANCE:

Comparisons to past are not relevant as this was not a priority in previous years.

PLAN TO ACHIEVE TARGETS:

We will be working with all stakeholders to identify worthwhile and needed cooperative ventures.

OTHER FACTORS AFFECTING PERFORMANCE:

Amount of agency resources
More agency cooperation and commitment
Printing schedules of training opportunities

1994 Annual Performance Report

Measure (2): The number of agencies (federal, state, local, etc.) participating in ventures.

Actual Performance	<u>F.Y. 1992</u>	<u>F.Y. 1993</u>	<u>F.Y. 1994</u>	<u>F.Y. 1995</u>	<u>F.Y. 1996</u>	<u>F.Y. 1997</u>
	NA	NA	25	30	35	35

DEFINITION, RATIONALE, DATA SOURCE:

The number of agencies/organizations involved in partnerships with DOER to maximize training resources.

Agencies should recognize that it is cost effective to work in partnership with each other to maximize tight resources. As cooperative ventures are proven successful, other agencies will try them as well.

DOER training bulletins and course schedules.

DISCUSSION OF PAST PERFORMANCE:

Comparisons with the past are not relevant as this was not a priority in previous years.

PLAN TO ACHIEVE TARGETS:

The plan is to work with other organizations to identify worthwhile ventures that can meet the needs of state employees.

OTHER FACTORS AFFECTING PERFORMANCE:

Agency Budget Constraints
Agency Resources
Agency Priorities

Objective 10: Deliver training needed on human resource related topics with statewide impact.

Measure (1): The number of training topics offered to implement statewide policies.

Actual Performance	<u>F.Y. 1992</u>	<u>F.Y. 1993</u>	<u>F.Y. 1994</u>	<u>F.Y. 1995</u>	<u>F.Y. 1996</u>	<u>F.Y. 1997</u>
Training Topics	8	8	8	8	8	8

DEFINITION, RATIONALE, DATA SOURCE:

Human resource related topics with statewide impact include any issues in which it is important to have statewide consistency in how it is handled. Some examples include:

- sexual harassment prevention
- hiring processes
- diversity
- performance management
- grievance handling
- supervisory core
- management core
- labor relations
- violence/conflict

DOER's role may involve developing curriculum which can be delivered by agencies (train the trainer) or direct delivery.

Agencies have indicated that they would like DOER to provide more training and assistance to them on topics which have statewide impact.

DOER training bulletins and course schedules.

DISCUSSION OF PAST PERFORMANCE:

This is something that we have traditionally done that we continue to do. Some topics change from year to year, others stay the same.

PLAN TO ACHIEVE TARGETS:

We intend to keep up with technological advances to develop cost-effective and geographically disbursed alternatives to traditional classroom training.

OTHER FACTORS AFFECTING PERFORMANCE:

The need for training determines how much we do and what the topics are.

Measure (2): The number of training sessions offered statewide by HRD Services.

Actual Performance	<u>F.Y. 1992</u>	<u>F.Y. 1993</u>	<u>F.Y. 1994</u>	<u>F.Y. 1995</u>	<u>F.Y. 1996</u>	<u>F.Y. 1997</u>
Training Sessions			132	150	150	150

DEFINITION, RATIONALE, DATA SOURCE:

This includes all training provided by HRD Services to meet statewide agency training needs.

DISCUSSION OF PAST PERFORMANCE:

Since F.Y. 1994, there has been greater use of the special revenues revolving fund to increase flexibility in offering a wider variety of courses. This assists us in assuring that our courses are market driven, meeting customers' needs.

PLAN TO ACHIEVE TARGETS:

The plan is to work with other organizations to identify worthwhile session topics that can be organized centrally by HRD Services to meet the needs of state employees.

OTHER FACTORS AFFECTING PERFORMANCE:

Other training delivery options are available to provide training to state employees.

Measure (3): The number of participant hours of training delivered.

Actual Performance	<u>F.Y. 1992</u>	<u>F.Y. 1993</u>	<u>F.Y. 1994</u>	<u>F.Y. 1995</u>	<u>F.Y. 1996</u>	<u>F.Y. 1997</u>
HRD Services	NA	56,215	40,600	45,000	45,000	45,000
Conferences	NA	NA	11,425	12,000	12,000	12,000

DEFINITION, RATIONALE, DATA SOURCE:

Participant hours of training is a measure determined by multiplying the number of course attendees times the number of course hours.

This measures the level of activity involved with providing this service.

DOER records will be used to document this.

DISCUSSION OF PAST PERFORMANCE:

Direct training by DOER trainers was the primary delivery mechanism through F.Y. 1993. Beginning in 1994 there was an increased emphasis on sharing resources from many agencies to deliver the training.

OTHER FACTORS AFFECTING PERFORMANCE:

If DOER develops curriculum and uses the "train the trainer" approach to delivery, we would not have records of all participants in the training conducted by the agency trainers.

Objective 11: Successfully resolve and reconcile labor-management disputes and competing interests within the framework of the public collective bargaining process.

Measure (1): Satisfaction of executive and legislative branch management with bargaining outcomes.
--

Actual Performance	<u>F.Y. 1992</u>	<u>F.Y. 1993</u>	<u>F.Y. 1994</u>	<u>F.Y. 1995</u>	<u>F.Y. 1996</u>	<u>F.Y. 1997</u>
		100%		100%		100%

Measure (2): Percentage of unresolved disputes.

Actual Performance	<u>F.Y. 1992</u>	<u>F.Y. 1993</u>	<u>F.Y. 1994</u>	<u>F.Y. 1995</u>	<u>F.Y. 1996</u>	<u>F.Y. 1997</u>
Grievances	601	519	410			
Withdrawn	191	146	38			
Settled	176	133	52			
Closed	57	48	17			
Arbitrated (hearings)	24 (42 grievances)	22 (26 grievances)	11 (11 grievances)			
Open	135	166	292			
Interest arbitrations	91-93 MLEA contract		93-95 Unit 8 of AFSCME contract			

Measure (3): Percentage of time spent training and consulting with state agencies.
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Actual Performance	<u>F.Y. 1992</u>	<u>F.Y. 1993</u>	<u>F.Y. 1994</u>	<u>F.Y. 1995</u>	<u>F.Y. 1996</u>	<u>F.Y. 1997</u>
	50%	50%				

DEFINITION, RATIONALE, DATA SOURCE:

Success of contract negotiations are determined by two factors: 1) that settlements are within the parameters set by the Governor's Office and 2) the Legislative Commission on Employee Relations ratification of negotiated agreements. Our success will be measured by these two factors. Training and day-to-day consultation provided to state agency management is a factor in how well contracts are being administered. One indicator is the small percentage of unresolved disputes.

DISCUSSION OF PAST PERFORMANCE:

During past years not as much emphasis was primarily on presenting training as a part of the regularly announced DOER schedule. Current emphasis is in two areas. One is supervisory Core training with many of the topics instructed by Labor Relations staff. The second area is topic or agency specific training. Investigations, sexual harassment, and training on the impact of new laws (ADA, FMLA) are areas of emphasis. Recently we have also begun to increase the amount of labor-management committees to resolve issues before they get to the dispute stage.

Contract negotiations have been successful.

PLAN TO ACHIEVE TARGETS:

During the next biennium, we will be developing and delivering more programs for state agency management on contract administration.

OTHER FACTORS AFFECTING PERFORMANCE:

New laws - ADA, FMLA are examples.
Economic conditions.
Court decisions
Changing priorities of unions

Objective 12: Report on the number of local jurisdictions in compliance with the Local Government Pay Equity Act.

Measure (1): Percentage of jurisdictions in compliance.

Actual Performance	<u>F.Y. 1992</u>	<u>F.Y. 1993</u>	<u>F.Y. 1994</u>	<u>F.Y. 1995</u>	<u>F.Y. 1996</u>	<u>F.Y. 1997</u>
	75 %		95 %	97 %	98 %	100 %

DEFINITION, RATIONALE, DATA SOURCE:

Beginning in January of 1992, all local governments were required to submit Pay Equity Implementation Reports to DOER. These reports are evaluated and over 1,600 jurisdictions received either an "in compliance" or "not in compliance" notice from DOER. After reviewing the 1992 reports, DOER determined that 75% of the jurisdictions were in compliance and 25% out of compliance.

The next objective is to help the 25% get into compliance. Then, beginning in 1994, jurisdictions will be reporting on a three-year cycle, and the objective is that compliance should improve and if not at 100%, be very close to 100%. A high rate of compliance indicates that the law is being followed and understood and that the legislative purpose of addressing sex-based wage disparities in local government is being accomplished.

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As Minnesota is the only state to have such a law for local governments, our performance has national and international attention. Stakeholders include:

- Governor's Office
- DOER
- Legislature
- Local Government Officials
- Local Government Employees
- Union Representatives

Pay Equity Reports submitted by local governments.

DISCUSSION OF PAST PERFORMANCE:

Not applicable.

PLAN TO ACHIEVE TARGETS:

Ideally 100% compliance by local jurisdictions is the goal, however, funding local levels could prohibit this goal from being achieved.

OTHER FACTORS AFFECTING PERFORMANCE:

Changes in the law.
Changes in local governments.

SUMMARY

AGENCY: Employee Relations, Department of
PROGRAM: 02 - Employee Insurance

EXPENDITURES AND STAFFING (F.Y. 1994)

(\$ in Thousands)

Total Expenditures:	\$	9,901
From State Funds	\$	9,901

Number of FTE Staff:	80.8
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PROGRAM GOALS:

- Provide state employees and other eligible persons with cost-effective and competitive life insurance, hospital, medical, and dental benefits through provider organizations. (M.S. 43A.22)
- Empower state employees and other eligible persons to take more responsibility for their choices regarding life insurance, hospital, medical, and dental benefits through provider organizations. (M.S. 43A.22)
- Ensure that state employees work in a safe and healthy environment by preventing accidents, illnesses, and diseases. (M.S. 43A.22 to 43A.31)
- Resolve workers' compensation claims effectively and efficiently in accordance with applicable laws and program policies and procedures. (M.S. 176)
- Create a statewide plan to provide public employees and other eligible persons life insurance and hospital, medical, and dental benefit coverage to advance the welfare of the citizens of the state. (M.S. 43A.316, Subd. 1)
- Create a statewide program to provide employers with the advantages of a large pool for insurance purchasing to advance the welfare of the citizens of the state. (M.S. 43A.316)

DESCRIPTION OF SERVICES:

This program exists to meet the insurance needs of state employees and to administer the state's self-insured workers' compensation program. The program includes the development, administration and management of the following:

State Group Insurance: It is essential to have a healthy and productive workforce to carry out the responsibilities of state government. Employee insurance benefits are an important part of total employee compensation and attracting and retaining a high-quality workforce. The state group insurance activity manages employee insurance benefits to support the state's goals as an employer and to enhance employee health through wellness programs.

Historically, large increases in health insurance premiums have posed a major challenge to the program and to all other health insurance purchasers. The program met this challenge through a unique "managed competition" approach to health insurance purchasing which emphasizes employee choice of plans and rewards insurers who provide coverage most efficiently.

Benefits offered by the program include health, dental, life and disability insurance, health promotion services, and pre-tax spending accounts for dependent care and medical/dental expenses. These benefits are available to executive branch employees and to other organizations authorized to participate including the University of Minnesota, the legislative and judicial branches of state government, and twenty-nine smaller organizations such as legislative commissions, employee credit unions, and state employee unions. The health promotion activity works closely in the development of health plans to require health care providers to develop and implement health promotion programs, and to ensure that prevention and health enhancement are key components of all interactions state employees have with the state's network of health care providers.

State Workers' Compensation: Workers' compensation benefits for injured state employees are administered by this self-insured program. It is responsible for management of all claims activity including accepting and denying claims, payment of indemnity, rehabilitation, medical, and legal benefits, coordination of rehabilitation and return-to-work activities, and legal representation. It also oversees consulting services in occupational safety, industrial hygiene, and injury prevention. Effective July 1, 1993, the program contracted with a certified managed care plan to provide a specialized network of health care professionals, utilization management, and medical bill processing. This program covers employees of the executive, legislative and judicial branches of state government and quasi-state agencies such as the State Fair and Historical Society.

Public Employees Insurance Plan (PEIP): PEIP is available to public employers. The program includes group medical, life insurance, and dental coverage. The health care plan is modeled after the State Employees Group Insurance Program, which allows employee choice and rewards insurers which provide cost-effective care.

The program's start-up and operating funds were financed by a budget which was approved by the Legislature and was repaid within three years. Agency staff direct the operations to comply with applicable laws, rules, and regulations; provide technical expertise; and oversee marketing and administration.

Minnesota Employees Insurance Plan (MEIP): The cost of health care has increased substantially over the past several years. For employers that offer coverage, increases in costs have diminished profitability. Some employers have opted not to offer coverage, to decrease benefits, or to increase employee contributions toward the cost of care.

MEIP, in conjunction with insurance reform, was designed to provide a health care alternative for private employers. The program is modeled after the State Employees Group Insurance Program, which allows employee choice and rewards insurers which provide cost-effective care.

The program's initial start-up and operating funds were directly appropriated by the Legislature and will be repaid within five years. Agency staff direct the operations to comply with applicable laws, rules, and regulations; provide technical expertise; and oversee marketing and administration.

BACKGROUND INFORMATION: State Group Insurance

MEASURES OF ACTIVITIES (A), WORKLOAD (W), UNIT COSTS (UC), OTHER DATA (O)

Type	Measure	F.Y. 1993	F.Y. 1994
W	Number of employees covered	58,400	66,400
W	Number of dependents covered	82,900	80,300
W	Number of employees in medical/dental pre-tax accounts	1,477	28,913
W	Number of employees selecting optional life	24,200	25,400
W	Number of employees selecting optional short term disability	23,900	24,184

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<u>Type</u>	<u>Measure</u>	<u>F.Y. 1993</u>	<u>F.Y. 1994</u>
W	Number of employees selecting optional long term disability	15,219	16,147
UC	Average premium cost-employee health	\$156.21	\$160.36
UC	Average premium cost-family health	\$317.14	\$382.28

PROGRAM DRIVERS for STATE GROUP INSURANCE:

For most state employees, the terms of employment, including insurance benefits, are determined through collective bargaining. Ten different labor unions represent almost all (95 %) of the state's workforce. The cost of insurance benefits is a major factor in the state's total compensation budget and a significant collective bargaining issue. Changes in medical care technology, and state and national health care reform efforts will also affect the cost of premiums, benefit levels, and delivery of systems. Health alliances between physicians, hospitals, and payers (HMOs, insurance companies) are forming integrated systems, which will change the way health care is delivered and purchased. Legislative initiatives will impact the entire health care industry and thus, impact the program.

BACKGROUND INFORMATION: State Workers' Compensation

MEASURES OF ACTIVITIES (A), WORKLOAD (W), UNIT COSTS (UC), OTHER DATA (O)

<u>Type</u>	<u>Measure</u>	<u>F.Y. 1993</u>	<u>F.Y. 1994</u>
W	Number of new claims	4,055	4,173
W	Number of open claims ending 6/30/xx	3,423	2,564
W	Number of new claims in formal litigation	NA	113
W	Number of open litigated claims	240	237
UC	Average program administrative cost per new claim	\$673	\$654
UC	Average managed care plan cost per new claim	NA	\$160
UC	Average program administrative cost per litigated claim	\$324	\$498
UC	Average outside counsel cost per litigated claim	\$1,812	\$2,038
UC	Average medical cost per medical only claim (includes rehab)	\$239	\$255
UC	Average medical cost per lost time claim (includes rehab)	\$2,720	\$2,141
UC	Average indemnity cost per lost time claim	\$5,353	\$6,875
W	Average open lost time caseload per claims specialist	148.7	138.5
A	Number of safety and job evaluations/consultations	268	408
A	Number of payment transactions processed by program	40,735	27,786
A	Number of payment transactions processed by managed care plan	NA	18,515
A	Number of agency training sessions conducted by program staff	72	91

PROGRAM DRIVERS for STATE WORKERS' COMPENSATION:

There are several factors that can influence the number of workers' compensation claims submitted and the costs associated with them. Increases in the number of claims submitted could be the result of an unsafe work environment, aging workforce, or changes in technology. For instance, increased use of computer technology has brought about an increased risk for carpal tunnel syndrome just as the decreased use of asbestos has brought about a decreased number of lung disease claims. Any increases in the number of claims submitted increases the demand on program staff. The Americans with Disabilities Act (ADA) is expected to have an impact on the workers' compensation system in the way it manages employees who return to work after a work-related injury or illness. The law requires that "reasonable accommodations" be made for employees

with disabilities. This may require additional efforts from the program's disability management team. Any changes to the State workers' compensation statutes, rules, or regulations could have a positive or negative impact on claims costs. Containing medical costs creates challenges for the program in providing necessary services and ensuring that injured workers have access to quality health care. Related to the increase in medical and health care costs is the growing value for preventive health programs and industrial safety programs, which could decrease the need for health care services.

BACKGROUND INFORMATION: PEIP

MEASURES OF ACTIVITIES (A), WORKLOAD (W), UNIT COSTS (UC), OTHER (O) DATA

<u>Type</u>	<u>Measure</u>	<u>F.Y. 1993</u>	<u>F.Y. 1994</u>
A	Number of inquiries about the program	NA	329
W	Number of participating employer groups	60	68
W	Number of covered employees	2,350	2,561

PROGRAM DRIVERS for PEIP:

The design and marketing of the program are fundamental to the program's success. Additional factors that can influence the growth of the program include general market conditions and competition. Changes in medical care technology, and state and national health care reform efforts will also affect the cost of premiums, benefit levels, and delivery of systems.

BACKGROUND INFORMATION: MEIP

MEASURES OF ACTIVITIES (A), WORKLOAD (W), UNIT COSTS (UC), OTHER (O) DATA

<u>Type</u>	<u>Measure</u>	<u>F.Y. 1993</u>	<u>F.Y. 1994</u>
A	Number of inquiries about the program	NA	3,250
W	Number of participating employer groups	NA	109
W	Number of covered employees	NA	919
A	Number of agents who are approved to sell the program.	NA	1,444

PROGRAM DRIVERS for MEIP:

The design and marketing of the program are fundamental to the program's success. Additional factors that can influence the growth of the program include general market conditions, competition from other purchasing pools, and public acceptance of the program. Changes in medical care technology, and state and national health care reform efforts will also affect the cost of premiums, benefit levels, and delivery of systems. Although it is not quantifiable, the influence that the program has in the general marketplace can also be considered an indicator of success.

AGENCY: Employee Relations, Department of
PROGRAM: Employee Insurance

OBJECTIVE, MEASURE

Objective 1: Purchase health coverage through negotiations with carriers for eligible employees and other eligible persons where the trend in premiums each year are equal to or less than the trend in the Consumer Price Index (CPI) and the trend in the Milliman & Robertson Health Cost Index.

Measure (1): Trend in State Employee Group Insurance Program premium rates each fiscal year.
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Actual Performance	<u>F.Y. 1992</u>	<u>F.Y. 1993</u>	<u>F.Y. 1994</u>	<u>F.Y. 1995</u>	<u>F.Y. 1996</u>	<u>F.Y. 1997</u>
SEGIP health price trend	7.8%	5.9%	4.3%	0.87% ^e		
Medical services CPI trend	7.2%	7.1%	5.9%	NA		
Health cost index trend	10%	6.7%	6.5%	NA		

DEFINITION, RATIONALE, DATA SOURCE:

Trend -- the rate of increase or decrease (expressed as a percentage) from one period to a subsequent period. Annual trends are used in this report which represent rates of change from identical periods twelve months apart.

SEGIP Price Trend -- the trend in the weighted average premium rate on a per contract basis for the State Employees Group Insurance Program. Premium and enrollment data are available directly to the Department of Employee Relations through its contracts, enrollment systems and insurance carrier reports.

Weighted average premium rate -- calculated by multiplying the premiums for employee and dependent coverage by the number of contracts in each plan and dividing the sum by the total contracts.

Consumer Price Trend (CPI) -- a statistical measure of changes in prices of goods and services bought by urban wage earners and clerical workers, compiled by the Bureau of Labor Statistics of the Department of Labor.

CPI medical services cost -- one component of the overall CPI specific to the change in purchases of medical services. An annual trend for the CPI medical services cost for the North Central geographic region is used in this report. CPI is available monthly from the US Department of Labor, Bureau of Labor Statistics.

Health Cost Index Trend -- derived from the Health Insurance Trend Model (HITM) for a typical \$250 deductible Comprehensive Major Medical Plan. The HITM is developed by Milliman & Robertson, Inc. and is published on a nationwide basis. Based on the Milliman & Robertson, Inc. Health Cost Guidelines and several national health care databases, the model is a close representative of trends in the Medical Care GNP (Hospital, Physician, and Drug) excluding Medicare. It is available monthly from the Health Cost Index Report published by Milliman & Robertson, Inc.

Health premiums are by far the largest component of insurance benefit costs. This outcome measure demonstrates whether we are succeeding in controlling these costs and maintaining premium levels which are competitive with other large Twin Cities employers. By comparing the SEGIP price trend with the CPI the state can see whether the trend in prices for the SEGIP program is in line with the regional CPI for medical services. By comparing the SEGIP price trend with the Health Cost Index the state can see whether the trend in prices for the SEGIP program is in line with the national Medical Care GNP excluding Medicare.

DISCUSSION OF PAST PERFORMANCE:

The program is one of the longest operating examples of the managed competition approach to health insurance purchasing. The program, now in its fifth year of managed competition, has achieved many outcomes projected by managed competition theorists, including significant health care cost savings and, expansion of managed care in rural areas.

PLAN TO ACHIEVE TARGETS:

Continued use of the managed competition approach to purchase health coverage.

OTHER FACTORS AFFECTING PERFORMANCE:

Although purchasers' actions can affect the rate of increase, health care costs are also greatly affected by external factors including the introduction of new drugs, equipment and procedures; changes in the average age and other demographic characteristics of the covered population; and public health factors such as new diseases (e.g., AIDS) and behavior patterns (e.g., gun-related injuries).

Objective 2: Hold health plans accountable to maintain or increase performance relating to overall health care from the previous years average.

Measure (1): Employee's overall satisfaction with their health care.
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Actual Performance	<u>F.Y. 1992</u>	<u>F.Y. 1993</u>	<u>F.Y. 1994</u>	<u>F.Y. 1995</u>	<u>F.Y. 1996</u>	<u>F.Y. 1997</u>
State Health Plan						
Base		84.8%				
Actual		87%				
Difference		+2.2%				
Target				84.8%		84.8%
Group Health Inc.						
Base		84.8%				
Actual		79%				
Difference		-5.8%				
Target				84.8%		84.8%
Medica Premier						
Base		84.8%				
Actual		91%				
Difference		+6.2%				
Target				84.8%		84.8%
Medica Primary						
Base		84.8%				
Actual		80%				
Difference		-4.8%				
Target				84.8%		84.8%
Actual Performance	<u>F.Y. 1992</u>	<u>F.Y. 1993</u>	<u>F.Y. 1994</u>	<u>F.Y. 1995</u>	<u>F.Y. 1996</u>	<u>F.Y. 1997</u>
MedCenters						
Base		84.8%				

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Actual	87%		
Difference	+2.2%		
Target		84.8%	84.8%
First Plan HMO			
Base	84.8%		
Actual	85%		
Difference	+ .2%		
Target		84.8%	84.8%
Average			
Base	84.8%		
Actual	84.8%		
Difference	0%		
Target		84.8%	84.8%

DEFINITION, RATIONALE, DATA SOURCE:

Employees overall satisfaction with health care -- Percentage of state employee survey respondents reporting that they are extremely satisfied or very satisfied (5 or 6 on a 6-point scale) with the health care they receive through their health plans. This measure is based on the average of responses to seven questions concerning: overall quality, results of adults' primary care, results of children's primary care, results of specialty care, quality of adults' primary care, quality of children's primary care, and quality of specialty care.

Base -- sum of the actual percentages for 1993 divided by six (the number of plans). A survey was conducted in 1991, but because of the change in format and a change in the questions the 1993 responses are not comparable to the 1991 responses. Future surveys will follow the 1993 format so that comparisons can be made from year to year.

Target -- the average from the previous year. The target for 1995 is the average for 1993, the target for 1997 will be the greater of the average from 1995 or the base for 1993. This keeps the target from decreasing below the established base of 1993.

Difference -- the difference plus (+) or minus (-) from the target to the actual. This shows how each individual carrier has performed and how the six plans performed together.

Managed care health plans influence many aspects of health care delivery. Patients' satisfaction with their health care bears directly on which plan they choose during open enrollment. By improving carrier performance and providing employees with this information it empowers employees to seek out quality, cost effective health care.

A random survey of 1,200 state employees concerning their perceptions and experiences with their health plans. The survey has been conducted in 1991 and 1993 and will be repeated every two years. The 1993 questionnaire is based in part on the following sources: 1991 DOER Survey; the 1992 National Committee for Quality Assurance Michigan Project Survey; and the 1991 Group Health Association of America Consumer Satisfaction Survey.

DISCUSSION OF PAST PERFORMANCE:

The survey conducted for F.Y. 1993 established the baseline for measuring future performance.

PLAN TO ACHIEVE TARGETS:

As part of annual renewal with the health plans, a workplan is developed by each health plan to address the areas needing improvement. This work plan is shared with the agency during the year through meetings with the health plans.

OTHER FACTORS AFFECTING PERFORMANCE:

The agency works with participating health plans to review the survey results, including areas they are doing well and areas where improvement is indicated. As a large purchaser the agency can have some influence on the plans' management and agenda for improvement, but ultimately each plan's rating will be determined by its own activities and the quality of participating health care providers.

Objective 3: Hold health plans accountable to maintain or increase performance relating to employees' satisfaction with their health plan in comparison to the previous years average.

Measure (1): Employee's overall satisfaction with their health insurance plans.

Actual Performance	<u>F.Y. 1992</u>	<u>F.Y. 1993</u>	<u>F.Y. 1994</u>	<u>F.Y. 1995</u>	<u>F.Y. 1996</u>	<u>F.Y. 1997</u>
State Health Plan						
Base		81%				
Actual		82%				
Difference		+1%				
Target				81%		81%
Group Health Inc						
Base		81%				
Actual		75%				
Difference		-6%				
Target				81%		81%
Medica Premier						
Base		81%				
Actual		82%				
Difference		+1%				
Target				81%		81%
Medica Primary						
Base		81%				
Actual		78%				
Difference		-3%				
Target				81%		81%
MedCenters						
Base		81%				
Actual		87%				
Difference		+6%				
Actual Performance	<u>F.Y. 1992</u>	<u>F.Y. 1993</u>	<u>F.Y. 1994</u>	<u>F.Y. 1995</u>	<u>F.Y. 1996</u>	<u>F.Y. 1997</u>
Target				81%		81%
First Plan HMO						

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Base	81%		
Actual	82%		
Difference	+1%		
Target		81%	81%
Average			
Base	81%		
Actual	81%		
Difference	0%		
Target		84.8%	84.8%

DEFINITION, RATIONALE, DATA SOURCE:

Employees' overall satisfaction with their health plan -- percentage of state employee survey respondents reporting that they are extremely satisfied or very satisfied (5 or 6 on a 6-point scale) with their chosen health plans. This measure is based on responses to the question: "All thing considered, are you satisfied or dissatisfied with having [Health Plan Name] as your health plan?"

Base -- sum of the actual percentages for 1993 divided by six (the number of plans). A survey was conducted in 1991, because of the change in format and a change in the questions the 1993 responses are not comparable to the 1991 responses. Future surveys will follow the 1993 format so that comparisons can be made from year to year.

Target -- the average from the previous year. The target for 1995 is the average for 1993, the target for 1997 will be the greater of the average from 1995 or the base for 1993. This keeps the target from decreasing below the established base of 1993.

Difference -- the difference plus (+) or minus (-) from the target to the actual. This shows how each individual carrier has performed and how the six plans performed together.

Managed care health plans influence many aspects of health care delivery. Patients' satisfaction with their health plan bears directly on which plan they choose during open enrollment. By improving carrier performance and providing employees with this information it empowers employees to seek out quality, cost effective health care..

A random survey of 1,200 state employees concerning their perceptions and experiences with their health plans. The survey has been conducted in 1991 and 1993 and will be repeated every two years. The 1993 questionnaire is based in part on the following sources: 1991 DOER Survey; the 1992 National Committee for Quality Assurance Michigan Project Survey; and the 1991 Group Health Association of America Consumer Satisfaction Survey.

DISCUSSION OF PAST PERFORMANCE:

The survey conducted for F.Y. 1993 established the baseline for measuring future performance.

PLAN TO ACHIEVE TARGETS:

As part of annual renewal with the health plans, a workplan is developed by each health plan to address the areas needing improvement. This work plan is shared with the agency during the year through meetings with the health plans.

OTHER FACTORS AFFECTING PERFORMANCE:

The agency works with participating health plans to review the survey results, including areas they are doing well and areas where improvement is indicated. As a large purchaser the agency can have some influence on the plans'

management and agenda for improvement, but ultimately each plan's rating will be determined by its own activities and the quality of participating health care providers.

Objective 4: The number of claims per 200,000 employee hours worked should be no more than the incidence rate for other employers in Minnesota.

Measure (1): The incidence rate is the number of claims based on 200,000 employee hours worked.

Actual Performance	<u>F.Y. 1992</u>	<u>F.Y. 1993</u>	<u>F.Y. 1994</u>	<u>F.Y. 1995</u>	<u>F.Y. 1996</u>	<u>F.Y. 1997</u>
Workers' Comp Program	7.4	7.6	7.5			
Minnesota	8.1	8.6	NA			
Local governments	9.2	8.3	NA			

DEFINITION, RATIONALE, DATA SOURCE:

Incidence rate is a standard industry term used to describe the frequency of claims that are OSHA (Occupational Safety and Health Act) recordable occurring per 200,000 employee hours worked. An OSHA recordable injury or illness must be work related and require medical treatment other than first aid. This formula, which is the total number of hours worked divided by 200,000, then divided into the number of claims, is used by the U.S. Bureau of Labor Statistics to measure performance.

The rate for Minnesota represents all employers in the state, both public and private. The rate for local governments represents local units of government within Minnesota, such as cities and counties.

Actual claims reduction based on the identification and prevention of injury, illness, and disease is often difficult to quantify due to the multi-focused approach needed to effectively manage the overall claims process and effect long term costs. However, focus on frequency of claims, prevention of injuries, and attention to employee safety concerns has proven to be effective. Use of this measure will allow the state to compare its performance to that of other employers.

Some of the benefits of proactive safety management include the following:

- Better compliance with federal and state OSHA guidelines
- Increased identification of indoor air quality concerns and resolution of those concerns
- Increased identification of specific injuries such as cumulative trauma disorders and the development of ergonomic workplace modifications

Program data is generated by the Department of Employee Relations' GenComp system. The number of hours worked is from the state's payroll system. Data pertaining to other Minnesota employers is compiled by the U.S. Bureau of Labor Statistics and published by the Minnesota Department of Labor and Industry. Data pertaining to local governments is compiled by the Minnesota Department of Labor and Industry. The program's data is reported by fiscal year and the other data is reported by calendar year.

DISCUSSION OF PAST PERFORMANCE:

The program's past performance indicates that we have met our objective. The program will continue to track the workers' compensation incidence rate as a measure of performance.

PLAN TO ACHIEVE TARGETS:

Continued attention to safety and ensuring a healthy work environment should produce a favorable incidence rate.

OTHER FACTORS AFFECTING PERFORMANCE:

Individual agencies' ability to initiate and maintain safety functions is based largely on commitment from senior management and budgetary support. Each agency operates autonomously and determines its own level of commitment and support for each program.

Objective 5: The percentage of agency sites with active health promotion programs should be at least 75%.

Measure (1): Percent of active health promotion programs in state agencies.

Actual Performance	<u>F.Y. 1992</u>	<u>F.Y. 1993</u>	<u>F.Y. 1994</u>	<u>F.Y. 1995</u>	<u>F.Y. 1996</u>	<u>F.Y. 1997</u>
Actual	63 %	63 %	NA	75 %	75 %	75 %

DEFINITION, RATIONALE, DATA SOURCE:

Percentage of state agencies that have active employee health promotion programs as determined by Phase I, II, or III of development and divided by the number of assigned agency health promotion coordinators. Each of the three phases has progressively more advanced action items that can be categorized into the following five areas: 1) Awareness/Motivation /Publicity (e.g., Phase I-agency designates a health promotion coordinator, Phase II-agency forms health promotion committee, Phase III-agency rotates committee members on an annual or biannual basis) 2) Assessments (e.g., Phase I-agency conducts an employee needs/interest survey, Phase II-agency distributes an instrument to determine employee health risks, Phase III-agency conducts a management survey to determine support for health promotion) 3) Planning and Design (e.g., Phase I-agency plans for health speakers and campaigns on a regular basis, Phase II-agency develops one year plan and receives budget approval, Phase III-agency sends health promotion coordinator to on-going training delivered by DOER) 4) Implementation (e.g., Phase I-implements speaker series and health campaigns, Phase II-provides health screenings such as blood pressure or cholesterol testing, Phase III-summarizes completed management survey) 5) Evaluation and Reporting (e.g., Phase I-submits coordinator's annual report to DOER, Phase II-summarizes data from health screenings and campaigns, Phase III-summarizes completed management survey). The three phases are standards that the Department of Employee Relations has developed and uses to provide uniform direction, support and guidance to agencies as they tailor their programs.

Many studies have shown that health promotion programs are a very cost-effective approach to enhancing employees' health, reducing work-related injuries and containing costs, both for work-related injuries and employees' health in general. Such programs can also benefit employee morale and productivity. Publications referencing the value of having a health promotion program are listed below.

- "Economic Impact of Worksite Health Promotion," Joseph P. Opatatz, Editor, Human Kinetics Publishers, 1994
- "Guide to Clinical Preventive Services," Report of the U.S. Preventive Services Task Force, Williams & Wilkins, 1989
- "Healthy People 2000-National Health Promotion & Disease Prevention Objectives," U.S. Dept. of Health and Human Services, 1990

Although the general effectiveness of health promotion programs has been demonstrated, it is much more difficult to quantify directly the effects of a specific employer's initiatives. Many factors influence the frequency of work-related injuries and illnesses and health care costs generally. For this reason, a measure of the prevalence of health promotion programs in state government is a reasonable proxy for a more direct outcome measure.

Beginning in F.Y. 1994, this program received \$200,000 in funds for the biennium to issue as grants to agencies to supplement their health promotion programs. We anticipate an increase in the percentage of active employee health promotion programs due to this funding.

Annual Report of the State Employee Health Promotion Program, which summarizes the results of individual agencies' reports and determines the comprehensiveness of their programs based on the three-phase program.

DISCUSSION OF PAST PERFORMANCE:

Over the past four years the program has strived to increase the number of active health promotion programs to the state's goal of 75%. The program experienced difficulties with staffing levels within DOER through the middle of F.Y. 1992, but these levels have since stabilized, allowing more consistent consultation and training of agency level volunteer health promotion coordinators.

PLAN TO ACHIEVE TARGETS:

The State Employee Health Promotion Program is in the process of developing a three-year strategic plan which will include development of both basic and advanced training for coordinators and statewide health enhancement initiatives for employees. These activities should assist agencies in achieving higher levels of health promotion performance, as well as improving the equity of programming across all agencies.

OTHER FACTORS AFFECTING PERFORMANCE:

Individual agencies' ability to begin and sustain a health promotion program is in large part a reflection of senior management's commitment and budgetary support. While the program can and does provide assistance to build management commitment, ultimately each organization determines what its own level of support and follow-through will be.

Objective 6: The state's workers' compensation activity shall contain workers' compensation benefit costs. Any increase in costs shall be less than or equal to the cost of living adjustment (COLA) for indemnity benefits and the inflation rate for workers' compensation medical costs.

Measure (1): The percent of increase in the program's indemnity costs is compared to COLA.
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Actual Performance	<u>F.Y. 1992</u>	<u>F.Y. 1993</u>	<u>F.Y. 1994</u>	<u>F.Y. 1995</u>	<u>F.Y. 1996</u>	<u>F.Y. 1997</u>
% Increase/Decrease for the Program	27.20	4.99	2.52			
% COLA	3.50	3.61	4.00			

DEFINITION, RATIONALE, DATA SOURCE:

Indemnity benefits are compensation dollars paid to employees for lost time from work and permanent loss of function. The cost of living adjustment is equal to the increase in the statewide average weekly wage or 4%, whichever is lower. The program's percent of change is computed by subtracting the previous year's costs from the current year's costs then, dividing the result by the previous year's costs.

Our program objective is to contain costs while delivering appropriate services and benefits to injured workers. Because indemnity payments represent more than 50 percent of total benefit costs, we have selected this outcome measure to show the program's performance from year to year.

The program's data source is the Workers' Compensation GenComp system; cost of living adjustments are provided to us by the Minnesota Department of Labor and Industry.

DISCUSSION OF PAST PERFORMANCE:

1994 Annual Performance Report

During the last two years, we have made significant changes in how we administer workers' compensation claims. Specifically, we have brought our claim specialists' caseloads in line with industry standards (F.Y. 1993), and we have re-engineered the processes for administering benefits (F.Y. 1994). The increase in costs in F.Y. 1992 is attributable, in part, to a Department of Human Services settlement project in which more than \$800,000 in benefits were paid to resolve older claims. In addition, as a result of a CORE recommendation, we added temporary staff to review older claims for possible closure. The result of this activity was additional payments of benefits of approximately \$700,000.

PLAN TO ACHIEVE TARGETS:

By keeping our claim specialists' caseloads in line with industry standards, the claim specialists will be better able to proactively manage claim issues.

OTHER FACTORS AFFECTING PERFORMANCE:

Changes in the law
Court and regulatory decisions
Other state agencies' ability to limit the occurrence of work-related injuries or illnesses
Return-to-work policies of state agencies

Measure (2): The percent of increase in the program's medical costs is compared to the national inflation rate for workers' compensation medical costs.

Actual Performance	<u>F.Y. 1992</u>	<u>F.Y. 1993</u>	<u>F.Y. 1994</u>	<u>F.Y. 1995</u>	<u>F.Y. 1996</u>	<u>F.Y. 1997</u>
% Increase/Decrease for the Program	8.12	21.02	(25.95)			
% Inflation rate	8.50	8.00	N/A			

DEFINITION, RATIONALE, DATA SOURCE:

Medical benefits are payments made on behalf of or to employees for medical services. The inflation rate is a national inflationary rate for workers' compensation medical costs published by the National Council on Compensation Insurance (NCCI). The NCCI inflation rate is based on a calendar year. The program's percent is computed by subtracting the previous year's costs from the current year's costs, then dividing the result by the previous year's costs.

Because medical payments represent more than 35% of total benefit costs, we have selected this outcome measurement to show the program's performance from year to year.

The program's data source is the Workers' Compensation GenComp system; the inflation rates are based upon data published by the NCCI.

DISCUSSION OF PAST PERFORMANCE:

The increase in medical costs in F.Y. 1993 can be attributed, in part, to a court decision which required us to retroactively pay additional medical costs on previously reduced hospital bills. Furthermore, we experienced a significant increase in prescription costs due to an increase in claims for prescriptions. In F.Y. 1994, the program contracted with a certified managed care plan to oversee the delivery of health care services as allowed under M.S.

176.1351.

PLAN TO ACHIEVE TARGETS:

We will continue to contract with a managed care plan to oversee the delivery of health care services.

OTHER FACTORS AFFECTING PERFORMANCE:

Changes in the law
 Court and regulatory decisions
 Other state agencies' ability to limit the occurrence of work-related injuries or illnesses
 Return-to-work policies of state agencies

Objective 7: The percentage of payments processed within 30 days shall be equal to or greater than 98 %.

Measure (1): The percentage of payments processed within 30 days.

Actual Performance	<u>F.Y. 1992</u>	<u>F.Y. 1993</u>	<u>F.Y. 1994</u>	<u>F.Y. 1995</u>	<u>F.Y. 1996</u>	<u>F.Y. 1997</u>
% paid promptly by program	85 %	90 %	98 %	98 %	98 %	98 %
% paid promptly by managed care plan			52 %			

DEFINITION, RATIONALE, DATA SOURCE:

In accordance with M.S. 16A.124, invoices must be paid within 30 days and shall be equal to or better than the Department of Finance's goal of 98 %; therefore, the number of bills paid within that time frame measures timeliness of operations. Beginning July 1, 1993, payments to medical providers such as hospitals and clinics were processed by the managed care plan. The program continues to process benefit payments to injured workers and to rehabilitation, legal, and miscellaneous vendors. The percentage is derived by dividing the number of payments processed within 30 days by the total number of payments processed.

Timeliness of operations is essential in this program to provide appropriate services and to avoid penalties. Monitoring the promptness of payments measures the efficiency of the program.

Data concerning the promptness of payments processed by the Workers' Compensation Unit is obtained from the Department of Finance. Data concerning the promptness of payments processed by the managed care plan is provided by United HealthCare.

DISCUSSION OF PAST PERFORMANCE:

Over the past four years the program has strived to improve its payment process to reach the state's goal of 98 %. With the delegation of the processing of medical invoices to the managed care plan, payments processed by the workers' compensation unit has reached the 98 % goal. The managed care plan experienced difficulties with start-up and implementation of processing medical invoices, but, in the last two months of F.Y. 1994, they have been processing over 99 % of the medical invoices within 30 days.

PLAN TO ACHIEVE TARGETS:

The program continues to monitor the promptness of its payments and those processed by the managed care plan. Due to the difficulties experienced by the managed care plan, the program requires a weekly report from them detailing the status of invoices.

OTHER FACTORS AFFECTING PERFORMANCE:

None.

Objective 8: Provide a multi-carrier insurance pool structure with employee-level choice to eligible public employers. Increase the number of participating employer groups in the program by 10% each year and maintain a retention rate of 85% or better.

Measure (1): The number of participating employer groups in PEIP each year.

Actual Performance	<u>F.Y. 1992</u>	<u>F.Y. 1993</u>	<u>F.Y. 1994</u>	<u>F.Y. 1995</u>	<u>F.Y. 1996</u>	<u>F.Y. 1997</u>
Actual	45	60	68	NA		
Target	NA	50	66	75		

DEFINITION, RATIONALE, DATA SOURCE:

Because the program is voluntary, employer group enrollment is tangible evidence of whether or not the program is meeting employers' needs. By providing a unique, multi-carrier pool structure with employee-level choice based on "managed competition," the program gives employers an employee benefits option not available from any other source.

Group enrollment data is provided by the program's contractor for enrollment and premium billing administration.

DISCUSSION OF PAST PERFORMANCE:

The program has grown steadily since its inception, primarily in greater Minnesota, with the addition of public jurisdictions with 30-100 employees.

PLAN TO ACHIEVE TARGETS:

The agency will conduct a market survey. Results will be used to develop a targeted marketing plan to increase the number of participating public employers.

OTHER FACTORS AFFECTING PERFORMANCE:

The attractiveness of the program to employers may be affected by a variety of marketplace developments beyond the agency's control.

Measure (2): The retention rate (i.e., groups choosing to renew participation in PEIP) each year.

Actual Performance	<u>F.Y. 1992</u>	<u>F.Y. 1993</u>	<u>F.Y. 1994</u>	<u>F.Y. 1995</u>	<u>F.Y. 1996</u>	<u>F.Y. 1997</u>
Retention Rate	100%	100%	89%*	NA	NA	NA
Target	85%	85%	85%	85%	85%	85%

*Please note that this figure reflects two school districts that terminated because they merged with other districts and two cities that had only one employee which dropped group coverage. If you discount these four groups, it gives PEIP a 94%

retention rate.

DEFINITION, RATIONALE, DATA SOURCE:

Retention rate - Among groups eligible to leave the program after their initial or subsequent two-year commitments, the percentage that choose to remain in the program.

This measure reflects group loyalty or retention rather than absolute enrollment levels. Employers joining the program commit to a two-year membership period. When that period expires they can leave the program or re-enroll for another two years. A high retention rate indicates that, not only was the program attractive initially, but remains attractive to employers who have direct experience with it.

Group retention data is provided by the program's contractor for enrollment and premium billing administration.

DISCUSSION OF PAST PERFORMANCE:

PEIP has been successful in retaining the vast majority of groups after the initial 2-year contract periods. This is due to competitive rates and excellent customer service provided to enrollees by program staff and vendors.

PLAN TO ACHIEVE TARGETS:

PEIP will continue to maintain competitive rates for both new business and renewal groups. Competitive rates combined with excellent service will assist in meeting retention goals for PEIP groups.

OTHER FACTORS AFFECTING PERFORMANCE:

The attractiveness and competitiveness of the program may be affected by a variety of marketplace developments beyond the agency's control.

Objective 9: Increase the number of participants in PEIP by 10% over the previous year.

Measure (1): The number of participating employees in PEIP each year.

Actual Performance	<u>F.Y. 1992</u>	<u>F.Y. 1993</u>	<u>F.Y. 1994</u>	<u>F.Y. 1995</u>	<u>F.Y. 1996</u>	<u>F.Y. 1997</u>
Actual Enrollment	1,316	2,350	2,561	NA		
Target	NA	1,450	2,585	2,817		

DEFINITION, RATIONALE, DATA SOURCE:

Ideally, the program will attract a large number of groups and a large number of employees which will represent an attractive business opportunity for health insurers.

Enrollment data is provided by the program's contractor for enrollment and premium billing administration.

DISCUSSION OF PAST PERFORMANCE:

The program has grown steadily since its inception. PEIP offerings were changed in October 1993 from two self-insured plans to four fully-insured plan options. The performance of the new offerings is too new to critique.

PLAN TO ACHIEVE TARGETS:

The agency will conduct a market survey. Results will be used to develop a targeted marketing plan to increase the number

of participating employees.

OTHER FACTORS AFFECTING PERFORMANCE:

The attractiveness of the program may be affected by a variety of marketplace developments beyond the agency's control.

Objective 10: Provide a multi-carrier insurance pool structure with employee-level choice to eligible private employers. Increase the number of participating employer groups in the program by 100 each year and maintain a retention rate of 85 % or better.

Measure (1): The number of participating employer groups in MEIP each year.

Actual Performance	<u>F.Y. 1992</u>	<u>F.Y. 1993</u>	<u>F.Y. 1994</u>	<u>F.Y. 1995</u>	<u>F.Y. 1996</u>	<u>F.Y. 1997</u>
Actual	NA	NA	109	NA		
Target	NA	NA	NA	209		

DEFINITION, RATIONALE, DATA SOURCE:

Because the program is voluntary, employer group enrollment is tangible evidence of whether or not the program is meeting employers' needs. By providing a unique, multi-carrier pool structure with employee-level choice based on "managed competition", the program gives employers an employee benefits option not available from any other source.

Group enrollment data is provided by the program's contractor for enrollment and premium billing administration.

DISCUSSION OF PAST PERFORMANCE:

MEIP was implemented in July 1993 with first groups enrolling in November 1993.

PLAN TO ACHIEVE TARGETS:

The program will utilize a variety of marketing sales techniques to reach small employers, including direct mail, advertising, public relations, and independent agents. Additionally, the results of a market survey will be used to help determine strategy.

OTHER FACTORS AFFECTING PERFORMANCE:

The attractiveness of the program may be affected by a variety of marketplace developments beyond the agency's control. Because the program is voluntary and has a guarantee issue provision, the program may become less competitive if it is adversely selected.

Measure (2): The retention rate (i.e., groups choosing to renew participation in MEIP) each year.

Actual Performance	<u>F.Y. 1992</u>	<u>F.Y. 1993</u>	<u>F.Y. 1994</u>	<u>F.Y. 1995</u>	<u>F.Y. 1996</u>	<u>F.Y. 1997</u>
Retention Rate	NA	NA	NA			
Target	NA	NA	NA	85%	85%	85%

DEFINITION, RATIONALE, DATA SOURCE:

Retention rate - Among groups eligible to leave the program after their initial or subsequent two-year commitments, the percentage that choose to remain in the program.

This measure reflects group loyalty or retention rather than absolute enrollment levels. Employers joining the program commit to a two-year membership period. When that period expires they can leave the program or re-enroll for another two years. A high retention rate indicates that, not only was the program attractive initially, but remains attractive to employers who have direct experience with it.

Group retention data is provided by the program's contractor for enrollment and premium billing administration.

DISCUSSION OF PAST PERFORMANCE:

Program is too new to critique.

PLAN TO ACHIEVE TARGETS:

The program plans to maintain a very high level of service to enrollees, agents, and employers and to work toward minimal rate increases. Additionally, the results of a market survey will be used to help determine strategy.

OTHER FACTORS AFFECTING PERFORMANCE:

The attractiveness of the program may be affected by a variety of marketplace developments beyond the agency's control.

STATE OF MINNESOTA

Percent of Minorities by Agency Executive Branch Only (Academic not included)
 July 1994 - Ordered by % Minorities in Agency. Does not include Agencies with fewer than 25 persons

	Total Emp.	% Minority	% Min. Mgr.	% Min. Prof.	% Min. Supv.	% Min. Other
Human Rights	59	33.9	66.7	33.3	25.0	33.3
Housing Finance	158	17.7	16.7	18.9	0.0	20.0
Labor & Industry	392	9.4	19.2	7.0	5.0	11.3
Vet's Benefits & Services	32	9.4	20.0	11.1	0.0	6.3
Vets. Home	738	8.8	11.1	5.6	4.0	10.1
Public Empl. Ret. Assn.	73	8.2	0.0	0.0	11.1	14.7
Administration	848	8.0	0.0	4.5	7.2	10.6
Secretary of State	63	7.9	25.0	10.0	0.0	7.1
Community Colleges	1652	7.8	9.0	15.6	0.0	6.2
Education	393	7.6	3.7	6.6	13.9	8.1
Revenue	1333	7.4	5.9	5.8	2.2	10.1
Attorney General	444	7.2	5.2	9.1	0.0	3.8
Pollution Control	809	7.2	0.0	7.1	6.8	8.7
Office of Strategic Planning	84	7.1	0.0	6.1	14.3	10.0
Economic Security	2077	7.1	5.4	7.8	3.1	7.1
Corrections	2968	7.1	7.4	5.2	5.4	7.9
Trade & Economic Dev.	243	7.0	3.6	9.3	0.0	6.7
Commerce	257	7.0	0.0	6.1	13.6	8.3
Nursing Board	29	6.9	0.0	0.0	0.0	10.5
State Lottery	220	6.8	0.0	7.0	4.4	8.3
Office Waste Manag.	60	6.7	0.0	4.4	0.0	40.0
Medical Practice Board	31	6.5			0.0	11.8
Higer Education Coord. Board	63	6.4	6.7	9.5	0.0	4.2
Health	1084	6.1	0.0	6.5	3.6	7.4
Employee Relations	187	5.9	7.1	6.3	5.0	5.4
Auditor	120	5.8	5.0	6.2	0.0	12.5
Public Service	127	5.5	0.0	6.1	0.0	8.3
Transportation	5101	5.5	2.2	6.8	2.0	6.0
Zoological Gardens	348	5.5	0.0	2.6	5.0	6.0
Public Safety	1834	5.3	14.8	4.1	2.9	6.5
MSRS	38	5.3	0.0	8.3	0.0	5.6
Minnesota Center Arts Educ.	58	5.2	0.0	8.1	0.0	0.0
Administrative Hearings	87	4.6	0.0	4.9	0.0	5.3
State Board Technical Colleges	110	4.6	0.0	1.9	8.3	8.6
Finance	177	4.5	2.3	6.5	0.0	5.3
Public Utilities Commiss.	47	4.3	0.0	4.4	16.7	0.0
Teachers Ret. Assoc.	49	4.1	0.0	0.0	0.0	8.0
Investment Board	25	4.0	0.0	9.1	0.0	0.0
Human Services	6986	3.7	3.9	4.9	2.1	3.4
Natural Resources	2815	3.5	1.1	3.8	1.9	3.8
Agriculture	527	3.4	0.0	3.5	1.9	3.9
State Universities	1930	3.1	16.7	2.8	1.9	3.0
Animal Health Board	34	2.9		0.0	16.7	0.0
Governor	84	2.4	0.0	4.0	0.0	2.1
Military Affairs	339	2.4	0.0	0.0	0.0	2.8
Education Faribault	297	1.0	0.0	2.3	0.5	0.5
Gaming	36	0.0	0.0	0.0	0.0	0.0
Water & Soil Resources	53	0.0	0.0	0.0	0.0	0.0
Iron Range Res. Rehab.	128	0.0	0.0	0.0	0.0	0.0

*Total 36055 5.5 5.3 6.1 3.2 5.7

Total includes agencies

STATE OF MINNESOTA

Percent of Females by Agency Executive Branch Only (Academic not included)
 July 1994 - Ordered by Percent Females. Does not include Agencies with fewer than 25 persons

	Total Emp.	% Female	% Fem. Mgr.	% Fem. Prof.	% Fem. Supv.	% Fem. Other
Nursing Board	29	93.1	100.0	85.7	100.0	94.7
Medical Practice Board	31	74.2		72.7	50.0	82.4
Secretary of State	63	73.0	75.0	50.0	42.9	83.3
Education Faribault	297	71.7	50.0	69.8	50.0	73.6
Employee Relations	187	71.1	57.1	63.3	50.0	87.8
Public Empl. Ret. Assn.	73	69.9	66.7	59.3	55.6	82.4
Education	393	67.9	55.9	55.3	44.4	92.0
Human Rights	59	67.8	66.7	57.6	62.5	93.3
Health	1084	67.3	55.1	62.8	52.5	84.4
Higer Education Coord. Board	63	66.7	33.3	61.9	33.3	95.8
Governor	84	66.7	50.0	56.0	0.0	76.6
Community Colleges	1652	66.7	48.3	67.0	41.7	71.1
Human Services	6986	66.3	41.9	64.5	51.2	69.7
Minnesota Center Arts Educ.	58	65.5	66.7	59.5	100.0	76.9
Attorney General	444	65.3	44.8	57.1	100.0	96.2
Gaming	36	63.9	50.0	41.2	50.0	93.3
Vets. Home	738	63.8	62.5	73.8	56.0	62.1
Trade & Economic Dev.	243	63.0	50.0	45.4	61.5	82.9
State Universities	1930	62.8	40.0	54.0	35.0	66.3
Housing Finance	158	62.7	41.7	51.4	58.3	81.7
Teachers Ret. Assoc.	49	61.2	25.0	25.0	12.5	100.0
Administrative Hearings	87	58.6	33.3	43.9	40.0	79.0
State Board Technical Colleges	110	58.2	40.0	41.5	33.3	97.1
Revenue	1333	58.1	32.4	40.1	36.7	84.6
Labor & Industry	392	57.7	19.2	40.9	55.0	83.8
Economic Security	2077	56.5	33.9	37.4	34.0	87.8
Public Utilities Commiss.	47	55.3	28.6	39.1	66.7	100.0
Finance	177	54.8	34.9	52.0	36.8	92.1
Commerce	257	51.0	25.0	36.7	40.9	88.9
Zoological Gardens	348	50.6	37.5	63.2	50.0	49.3
MSRS	38	50.0	0.0	33.3	40.0	72.2
Office of Strategic Planning	84	48.8	37.5	38.8	28.6	85.0
State Lottery	220	47.7	33.3	34.9	47.8	61.5
Auditor	120	47.5	30.0	44.6	42.1	87.5
Vet's Benefits & Services	32	46.9	20.0	22.2	0.0	75.0
Pollution Control	809	44.6	33.3	36.6	39.8	73.3
Public Service	127	44.1	42.9	38.8	31.3	54.2
Investment Board	25	44.0	12.5	45.5	66.7	100.0
Office of Environment	60	43.3	50.0	40.0	50.0	60.0
Administration	848	43.0	34.7	46.4	32.5	44.1
Public Safety	1834	41.5	25.9	16.0	30.1	64.5
Iron Range Res. Rehab.	128	36.7	0.0	30.8	22.2	41.1
Animal Health Board	34	35.3		0.0	0.0	63.2
Corrections	2968	34.5	20.6	46.4	27.2	33.1
Water & Soil Resources	53	34.0	0.0	18.8	14.3	91.7
Agriculture	527	33.4	15.0	28.7	15.4	39.7
Natural Resources	2815	31.6	11.1	16.9	12.2	48.1
Military Affairs	339	22.1	33.3	9.5	3.7	25.0
Transportation	5101	17.9	14.8	27.5	9.1	17.8
*Total	36055	48.9	34.2	44.4	30.9	55.1

Total includes agencies
 with less than 25 persons

STATE OF MINNESOTA

Percent of Disabled by Agency Executive Branch Only (Academic not included)
July 1994 - Ordered by Percent Disabled . Does not include Agencies with fewer than 25 persons

	Total Emp.	% Disabled	% Dis. Mgr.	% Dis. Prof.	% Dis. Supv.	% Dis. Other
Vet's Benefits & Services	32	18.8	40.0	22.2	0.0	12.5
Education Fairbault	297	17.2	0.0	22.1	0.0	15.9
Gaming	36	13.9	50.0	0.0	50.0	20.0
Human Rights	59	13.6	0.0	18.2	0.0	13.3
Finance	177	12.4	7.0	10.4	5.3	26.3
Public Service	127	11.0	7.1	12.2	18.8	8.3
Public Empl. Ret. Assn.	73	11.0	0.0	22.2	0.0	5.9
State Lottery	220	10.9	13.3	9.3	4.4	13.5
Corrections	2968	10.6	19.1	10.7	16.1	9.3
Pollution Control	809	9.8	12.5	8.6	14.8	10.5
Labor & Industry	392	9.7	15.4	6.5	15.0	11.9
Higer Education Coord. Board	63	9.5	20.0	0.0	0.0	12.5
Attorney General	444	8.6	6.9	7.3	16.7	12.4
Office of Environment	60	8.3	0.0	8.9	12.5	0.0
Vets. Home	738	8.0	25.0	6.2	0.0	4.9
Economic Security	2077	7.9	7.1	8.9	7.6	6.5
MSRS	38	7.9	0.0	8.3	0.0	11.1
Administration	848	7.8	4.1	8.9	3.6	8.3
Revenue	1333	7.7	11.8	7.9	11.1	6.7
Human Services	6986	7.6	9.3	6.1	8.5	8.1
Public Safety	1834	7.4	3.7	6.3	8.1	8.1
State Board Technical Colleges	110	7.3	0.0	5.7	8.3	11.4
Commerce	257	7.0	0.0	9.5	0.0	5.6
Housing Finance	158	7.0	8.3	6.8	8.3	6.7
Employee Relations	187	7.0	0.0	5.1	20.0	6.8
Health	1084	6.9	2.0	6.9	8.5	7.0
Agriculture	527	6.8	25.0	5.6	11.5	5.5
Auditor	120	6.7	5.0	9.2	5.3	0.0
Zoological Gardens	348	6.0	12.5	2.6	5.0	6.4
Transportation	5101	6.0	5.9	3.8	7.4	6.2
Administrative Hearings	87	5.8	0.0	4.9	0.0	7.9
Trade & Economic Dev.	243	5.4	3.6	7.2	7.7	3.8
Natural Resources	2815	5.1	2.2	3.9	4.7	6.3
Office of Strategic Planning	84	4.8	25.0	2.0	0.0	5.0
Community Colleges	1652	4.7	5.1	5.4	4.2	4.5
Public Utilities Commiss.	47	4.3	0.0	0.0	0.0	18.2
State Universities	1930	4.2	3.3	1.4	9.7	4.1
Education	393	3.8	0.0	5.0	0.0	4.0
Water & Soil Resources	53	3.8	0.0	0.0	28.6	0.0
Nursing Board	29	3.5	0.0	0.0	0.0	5.3
Medical Practice Board	31	3.2	0.0	0.0	0.0	5.9
Secretary of State	63	3.2	0.0	0.0	0.0	4.8
Military Affairs	339	2.4	0.0	0.0	0.0	2.8
Minnesota Center Arts Educ.	58	1.7	0.0	2.7	0.0	0.0
Iron Range Res. Rehab.	128	1.6	0.0	0.0	11.1	1.1
Governor	84	1.2	0.0	4.0	0.0	0.0
Investment Board	25	0.0	0.0	0.0	0.0	0.0
Animal Health Board	34	0.0	0.0	0.0	0.0	0.0
Teachers Ret. Assoc.	49	0.0	0.0	0.0	0.0	0.0
*Total	36055	7.0	7.2	6.7	8.4	6.9

Total includes agencies
with less than 25 persons

CALCULATION OF LABOR FORCE AVAILABILITY OF DISABLED PERSONS

Percent disabled Workforce Age (16 - 64) 1990 Census State of MN

	Disabled		Non-Disabled		Total
	Number	Percent	Number	Percent	Number
Employed Male	57947	5.13%	1072630	94.87%	1130577
Employed Female	40557	4.05%	961179	95.95%	1001736
Total Employed	98504	4.62%	2033809	95.38%	2132313
Unemployed Male	8222	11.32%	64398	88.68%	72620
Unemployed Female	4450	10.15%	39392	89.85%	43842
Total Unemployed	12672	10.88%	103790	89.12%	116462
Total Labor force	111176	<u>4.94%</u>	2137599	95.06%	2248775
Not in Labor Force					
No Choice Males	36484				36484
No Choice Females	36575				36575
Total No Choice	73059	35.92%			73059
Choice Males	7711		119467		127178
Choice Females	11463		292135		303598
Total Choice	19174	9.43%	411602	16.15%	430776
Total Not in Labor Force	92233	45.34%	411602	16.15%	503835
Total 16 - 64	203409	7.39%	2549201	92.61%	2752610
Participation Rate (Choice only)		85.29%		83.85%	
Participation Rate (Choice & No Choice)		54.66%		83.85%	

Percent disabled Workforce Age (16 - 64) 1990 Census Minneapolis

	Disabled		Non-Disabled		Total
	Number	Percent	Number	Percent	Number
Employed Male	6079	6.18%	92357	93.82%	98436
Employed Female	4417	4.93%	85210	95.07%	89627
Total Employed	10496	5.58%	177567	94.42%	188063
Unemployed Male	1010	12.20%	7268	87.80%	8278
Unemployed Female	563	10.66%	4716	89.34%	5279
Total Unemployed	1573	11.60%	11984	88.40%	13557
Total Labor force	12069	<u>5.99%</u>	189551	94.01%	201620
Not in Labor Force					
No Choice Males (unable to work)	5324				5324
No Choice Females (unable to work)	4875				4875
Total No Choice (unable to work)	10199	41.63%			10199
Choice Males	996		12235		13231
Choice Females	1234		23152		24386
Total Choice	2230	9.10%	35387	15.73%	37617
Total Not in Labor Force	12429	50.73%	35387	15.73%	47816
Total 16 - 64	24498	9.82%	224938	90.18%	249436
Participation Rate (Choice only)		84.40%		84.27%	
Participation Rate (Choice & No Choice)		49.27%		84.27%	

Protected Groups Turnover Rate
Resignations, Terminations & Dismissals
Non-Academic Bargaining Units Executive Branch
Unlimited Classified and Unclassified Employees

Fiscal Year 1992 (July 1991 - June 1992)

Type Separation	Minorities		Females		Disabled		Total All	
	Number	Turnover	Number	Turnover	Number	Turnover	Number	Turnover
Resignations	47	3.47%	538	3.72%	67	2.90%	822	2.66%
Terminations	12	0.89%	50	0.35%	1	0.04%	95	0.31%
Dismissals	18	1.33%	61	0.42%	10	0.43%	128	0.41%
Total	77	5.69%	649	4.49%	78	3.38%	1045	3.38%

Number EES 1/92 1354 14466 2311 30878

Fiscal Year 1993 (July 1992 - June 1993)

Type Separation	Minorities		Females		Disabled		Total All	
	Number	Turnover	Number	Turnover	Number	Turnover	Number	Turnover
Resignations	54	3.79%	459	3.14%	47	2.03%	734	2.37%
Terminations	15	1.05%	56	0.38%	0	0.00%	92	0.30%
Dismissals	26	1.83%	59	0.40%	13	0.56%	135	0.44%
Total	95	6.68%	574	3.93%	60	2.59%	961	3.10%

Number EES 1/93 1423 14616 2318 31020

Fiscal 1994 (July 1993 - June 1994)

Type Separation	Minorities		Females		Disabled		Total All	
	Number	Turnover	Number	Turnover	Number	Turnover	Number	Turnover
Resignations	84	5.68%	508	3.45%	54	2.27%	804	2.58%
Terminations	9	0.61%	47	0.32%	1	0.04%	81	0.26%
Dismissals	28	1.89%	59	0.40%	13	0.55%	142	0.46%
Total	121	8.18%	614	4.17%	68	2.86%	1027	3.29%

Number EE's 1/94 1480 14717 2375 31178

Fiscal Year s 1992- 1994 (July 1991 - June 1994) Three Year Average

Type Separation	Minorities		Females		Disabled		Total All	
	Number	Turnover	Number	Turnover	Number	Turnover	Number	Turnover
Resignations	62	4.35%	502	3.44%	56	2.40%	787	2.54%
Terminations	12	0.85%	51	0.35%	1	0.03%	89	0.29%
Dismissals	24	1.69%	60	0.41%	12	0.51%	135	0.44%
Total	98	6.88%	612	4.19%	69	2.94%	1011	3.26%

Ave EE's 1/92 - 1/94 1419 14600 2335 31025