

950424

This document is made available electronically by the Minnesota Legislative Reference Library as part of an ongoing digital archiving project. <http://www.leg.state.mn.us/lrl/lrl.asp>

Minnesota State Agency Affirmative Action Annual Report

1994

Minnesota
Department of
Employee
Relations

*Leadership and partnership in
human resource management*

JK
6160
.A33
S73
1994

OFFICE OF DIVERSITY & EQUAL OPPORTUNITY

MISSION STATEMENT

Leadership, support and partnership to enhance diversity throughout state government.

Leadership:

Challenge ourselves to make our office a model of diversity that works.

Treat co-workers, our customers and stakeholders with respect, by valuing our differences and similarities.

Pursue excellence by continually increasing our expertise and improving our services.

Ensure that all state agencies are provided with the information necessary to achieve their Equal Employment Opportunity and Affirmative Action goals through effective communication.

Support:

Provide technical expertise and assistance to our customers in the areas of affirmative action, recruitment, mentorship, internships and service delivery.

Help agencies to identify and remove barriers to make programs and services accessible to all Minnesotans.

Share techniques for enhancing diversity throughout the state.

Help state agencies to create and maintain a workforce that is reflective of the diversity of all communities.

Partnership:

Work with our customers to anticipate and respond to their changing needs.

Incorporate others into all activities of the office through teamwork and effective communication.

Build strong relationships with other entities that hold similar interest and facilitate communication and cooperation between groups.

TABLE OF CONTENTS

	Page
Section 1	
Statements of Support for Affirmative Action	
Governor Arne H. Carlson	1
Commissioner Bruce Johnson	2
Office of Diversity and Equal Opportunity Director, Steven W. Zachary	3
Section 2	
Summary of 1994 Affirmative Action Report	4
Section 3	
Overview of Minnesota's Affirmative Action Program	5
Governor's Affirmative Action Council	8
Governor Carlson/Lieutenant Governor Dyrstad Affirmative Action Council	9
Cluster Group	
Statewide Affirmative Action Committee	13
Diversity Action Council	14
Department of Employee Relations Office of Diversity and Equal Opportunity	17
Programs to Help Agencies Meet Affirmative Action Requirements	18
Section 4	
1994 Agency Affirmative Action Objectives, Programs and Awards	22
Section 5	
Employment - Minnesota State Government Branches	27
Percentage of Protected Group Members in Minnesota's Three Branches of Government	29
Racial and Ethnic Minority Employees in the State of Minnesota Workforce Compared to the Minnesota Labor Force	30
Racial and Ethnic Minorities by Occupational Group	31
African Americans	32
Asian-Pacific Islanders	33
Hispanics	34
Native Americans	35
Persons with Disabilities	36
Women	37
Section 6	
Compliance Analysis	38
List Hires by Agency - 1994	40
Summary of Appointments	42
Appendices	
Protected Group Report Form	43
Monitoring Form for Non-List Hires Designated for Affirmative Action	44
Protected Group Employment	
Women	46
Minority	52
African Americans	58
Hispanics	64
Asian Americans	70
Native American	76
Disabled	82
Missing	88
Executive Branch - Employment by Agency	94
List Appointments by Agency - 1994	98
Non-List Appointments by Agency - 1994	101

SECTION 1 ➤

Statements of Support for Affirmative Action

This document can be made available in alternative formats, such as large print, Braille or audiotape by calling (612) 296-4600 Voice or (612) 297-2003 TDD.



STATE OF MINNESOTA

OFFICE OF THE GOVERNOR
130 STATE CAPITOL
SAINT PAUL 55155

ARNE H. CARLSON
GOVERNOR

Statement from Governor Carlson

I want to thank everyone who worked so hard to develop and implement the affirmative action and diversity initiatives outlined in this annual report.

When I took office nearly four years ago, I pledged to make Minnesota a state that values and recognizes the wide range of talents and skills that we have in our population. Minnesota is blessed with a rich diversity of people from many backgrounds and experiences. In fact, Minnesota has the fourth highest rate of population growth of people of color in the nation. To succeed in the new world economy we must all see the value of making the most of all human resources.

The work force of this state must put aside all forms of prejudice and unite for our common prosperity. As we explore the values of diversity, I challenge all of you to also consider our similarities. We share many common interests and opinions, but we can only appreciate our similarities if we understand and accept our differences. We have nothing to lose and everything to gain by taking the time to learn from those around us. Our dreams, our visions and our humanistic spirit will lead us into the next century with a sense of hope for generations to come.

I have challenged every member of my administration to meet the needs of a constantly evolving population. To meet these needs, state agencies have been vigorously striving to provide opportunities for education and employment to the people of this state, regardless of their race, creed, color, religion, gender, national origin, sexual orientation, age or ability. We must all work together to make diversity awareness a reality.

As governor of this great state, I am proud that the State of Minnesota, as an employer, has become a leader in diversity and equal opportunity initiatives. Thank you again to everyone who has worked so hard to make this a reality.

Warmest regards,

A handwritten signature in black ink that reads "Arne H. Carlson".

Arne H. Carlson
Governor

AN EQUAL OPPORTUNITY EMPLOYER



PRINTED ON RECYCLED PAPER

STATE OF MINNESOTA 75



Minnesota
Department of
Employee
Relations

*Leadership and partnership in
human resource management*

Statement from Commissioner Johnson

As Commissioner of the Minnesota Department of Employee Relations, I am pleased to present this annual report. This report is an official record of many aggressive efforts to diversify the state workforce. I am proud to have been a part of the programs that will make the State of Minnesota a leader in affirmative action and equal opportunity programming.

The mission of the Department of Employee Relations is to provide leadership and partnership in human resource management. In line with our mission, we are committed to creating a workforce that reflects Minnesota's diversity. We will continue to strive to help all state agencies achieve their affirmative action and equal employment opportunity goals.

I personally support all efforts that will ensure equality, respect and appreciation for human kind. I want to thank everyone who has contributed to these efforts. It is the commitment of individuals and departments that has brought us to where we are and will take us where we need to go.

Bruce Johnson
Commissioner
Minnesota Department of Employee Relations



Minnesota
Department of
Employee
Relations

*Leadership and partnership in
human resource management*

Statement from the Director of the Office of Diversity & Equal Opportunity

I am very pleased to present this Affirmative Action Annual Report for 1994. This report is a clear demonstration that the State of Minnesota, with direction of Governor Arne H. Carlson and leadership from the Department of Employee Relations, is progressively headed for total work force diversity.

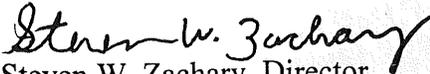
The Office of Diversity and Equal Opportunity was created to provide leadership, support and partnership to enhance diversity throughout state government. I am proud to have a staff of highly talented individuals who are committed to creating and nurturing a diverse work force that respects and values all Minnesotans as demonstrated through the state's programs, services and activities.

We have made significant progress over the past year and we have a very aggressive agenda for the future. Our vision for diversity and Affirmative Action in state government for the next five years is as follows:

- To have fair and equal access, equal representation, and equitable compensation at all levels of government.
- To have demonstrated commitment to diversity at the top and throughout government. That diversity programming will be the norm.
- To have a unified approach to equal employment opportunity, affirmative action and diversity through collaborative efforts with other organizations.

The continued collaboration between state agencies, community organizations and government officials, will send us soaring into the next century with a sense of hope for generations to come.

I want to thank everyone who has contributed to our current success and invite others to become a part of this ambitious vision. The Office of Diversity and Equal Opportunity is always available to support Minnesota employers in the development and implementation of strong affirmative action and diversity programs.


Steven W. Zachary, Director
Office of Diversity and Equal Opportunity

SECTION 2 ▶ ▶

**Summary of 1994
Affirmative Action Report**

Summary of 1994 Affirmative Action Report

This report covers state agency affirmative action activities for 1994. It analyzes agency compliance with state affirmative action laws; describes the purpose and responsibilities of the Department of Employee Relations Office of Diversity and Equal Opportunity and other entities responsible for affirmative action activities; and summarizes programs that enhanced diversity in state government in 1994.

As indicated in this report, the executive branch of government, including academic and non-academic agencies, has a total of 42,544 employees. Protected group representation (women, minorities and persons with disabilities) increased during the past year. The percentage of women in state service (48.7 percent) continues to exceed the percentage of women in the general workforce in Minnesota (46.4 percent in the 1990 census). The percentage of minorities in state service (6.0 percent) also exceeds the percentage of minorities in the general workforce (5.03 percent).

With respect to the Minnesota Legislature, the State Senate has 205 employees, of which 126 (61.5 percent) are women, and 6 (2.9 percent) are minorities. Statistics for employees with disabilities were not kept.

The House of Representatives has 265 employees, of which 173 (65.3 percent)

are women, 14 (5.3 percent) are minorities and 10 (3.8 percent) are employees with disabilities.

The judicial branch of government has 1,478 employees, of which 708 (47.9 percent) are women, 68 (5.7 percent) are minorities, and 8 (0.5) are employees with disabilities.

In 1994 three agencies were found out of compliance with affirmative action laws. The agencies out of compliance are: Minnesota Pollution Control Agency, Minnesota Public Employees Retirement Association and Minnesota Trade and Economic Development. An agency is out of compliance with affirmative action laws if it misses 25 percent or more of the opportunities to resolve a disparity, and the percentage of missed opportunities exceeds the number of affirmative action hires. (A disparity exists when an affirmative action goal has not been reached.)

Evaluation of agency compliance with affirmative action hiring requirements will continue through analysis of completed Protected Group Reports and agency report summaries. Programs that have increased the number of eligible qualified candidates for job opportunities will continue in conjunction with task forces that are enhancing awareness of special programs and identifying potential employment positions for protected group members.

Government Branch	Number of Total Employees	Women	Minorities	Employees With Disabilities
Senate	205	126 (61.5%)	6 (2.9%)	Not available
House	265	173 (65.3%)	14 (5.3%)	10 (3.8%)
Judicial	1,478	708 (47.9%)	68 (5.7%)	8 (0.5%)
Executive*	42,544	20,707 (48.7%)	2,565 (6.0%)	2,711 (6.4%)

*Includes academic and non-academic employees

SECTION 3

**Overview of Minnesota's
Affirmative Action Program**

Overview of Minnesota's Affirmative Action Program

Goal

The goal of the statewide affirmative action program is stated in Minnesota Statute 43A.19

“To assure that positions in the executive branch of the civil service are equally accessible to all qualified persons and to eliminate the underutilization of qualified members of protected groups.”

A number of requirements have been put in place and various programs have been established to help agencies meet this goal.

Requirements

Statutes

State law establishes a statewide affirmative action program (M.S. 43A.19) and agency affirmative action programs (M.S. 43A.191).

According to these laws, the commissioner of the Department of Employee Relations is required to periodically revise the statewide affirmative action program to include:

- long-range objectives and interim goals and policies
- procedures, standards and assumptions to be used by agencies in preparing agency affirmative action plans, including goals and timetables to be established
- requirements for annual submission of an affirmative action progress report by agency heads.

The commissioner is also required to designate a state director of equal opportunity who may be given responsibility for preparing, revising, implementing and administering the statewide program.

Rules

The Department of Employee Relations has established rules through the Administrative Procedures Act (MN Rules Chapter 3905) regarding the statewide affirmative action program. The rules cover:

- duties of agency heads
- requirements for agency affirmative action plans
- requirements for complaint procedures
- requirements for goals and timetables
- reporting requirements.

Agency Plans

The commissioner of each agency in the executive branch must prepare an agency affirmative action plan to be submitted to the Department of Employee Relations Office of Diversity and Equal Opportunity. This affirmative action plan is revised annually. Executive branch agencies with 25 or more employees must have plans that include the following:

- 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
- 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 accommodations for applicants and employees with disabilities
- weather emergency notification plan for 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.

Goal Setting

The Department of Employee Relations must establish percentages of available protected group employees as a primary component of the statewide affirmative action plan.

Percentages for racial/ethnic group members and for women are set for each agency by bargaining unit or compensation plan and by geographic location. Annual goals are set by comparing the percentage of protected group members one would reasonably expect to have in the bargaining unit (availability) with the actual number of protected group members (utilization). If there are fewer protected group members in a bargaining job group than one would reasonably expect (underutilization), then a goal based on anticipated hiring and the level of underutilization must be set. An agency must make a good faith effort to meet this goal. A good faith effort is a combination of objective and subjective measures that include recruiting, selection and retention.

The Department of Employee Relations has established new availability percentages for minorities and women for all goal units. Several factors are considered and weighted to find the availability for each department or geographic area and job group. A representative from each state agency has participated in this process. The goals of establishing availability percentages are the following:

- to accurately define the proper recruiting area
- to consider skills required for classes within the job group
- to consider the percentage of protected group members in the workforce
- to account for unemployment rates
- to consider the availability of protected group members who are promotable.

This information is computerized and maintained in data base files that allow for easy analysis and updating.

The following guidelines were used in establishing population base, the geographic location, the occupational group, and the appropriate goal unit for state agency affirmative action programs.

Population Count: The population count of people between the ages of 16 and 64 is used as one of the factors to determine the availability of minorities. This factor is called "workforce age" and is similar to the factor used for women, referred to as "workforce."

Geographic Location: Availability percentages for the unemployment and workforce factors were set by using the counties in which state employees live. The Department of Employee Relations Management Information Systems Division provided an analysis of current state employees by county of residence to determine the appropriate "weighting" of each county's availability percentage.

Occupational Groups: Implementation of the new Human Resources system in July 1995 will include an EEO-4 occupational categories data base.

Goal Units: Agencies should combine small goal/bargaining units to increase the number of persons in each unit. Large goal/bargaining units may be split into two or more units if the following is true:

- 1) there is a significant distribution of salary ranges in the unit, or
- 2) there is a variation in availability for protected classes.

For example, a central office MAPE unit may be split into a technical goal unit and a non-technical goal unit.

Goals for Minorities and Women

The goals for minorities and women are based on the availability of these two protected classes. Several factors are considered and weighted (based on importance for that job group), and a separate availability is determined for each job group, geographic area and agency for each of the two protected classes. There are approximately 900 to 1,000 of these groups.

The mathematical calculations are performed automatically on the forms and all information is saved in a data base. This simplifies the process of updating the information and analyzing the results. An agency, with approval from the Department of Employee Relations Office of Diversity and Equal Opportunity, may update the availability percentage at anytime when justified.

Goals for Persons with Disabilities

Goals for persons with disabilities will remain at 8.2 percent. Currently in state government, there are 2,711 employees with disabilities, representing 6.4 percent of state employment. The Economic Security survey data continue to be used in setting goals for persons with disabilities.

Pre-Hire Review

Each agency's affirmative action plan must include a pre-hire review process as stated in Minnesota Rules, Chapter 3905. When the goal for a specific occupational category is not being met, and a vacancy occurs, the supervisor's hiring recommendation must be reviewed by the agency's affirmative action officer.

Annual Report

The commissioner of the Department of Employee Relations, through the Office of Diversity and Equal Opportunity, must review and approve the plans submitted by all agencies. Additionally, the director of the Office of Diversity and Equal Opportunity must audit the record of each agency to determine the rate of compliance with annual hiring goals and to evaluate the agency's progress toward affirmative action goals and objectives. A report with this information must be submitted to the governor, the Finance Committee of the Senate, the Appropriations Committee of the House of Representatives, and the Governmental Operations Committees of both houses of the Legislature. The report must include the following:

- agencies' rate of compliance with annual hiring goals
- designation of non-compliance with affirmative action requirements for any agency failing to make affirmative action hires or justifying non-affirmative action hires in 25 percent or more of the appointments made during the previous calendar year
- recognition of agencies that have made significant measurable progress toward achieving affirmative action objectives.

Governor's Affirmative Action Council

Purpose

Governor Carlson has made affirmative action a top priority. By Executive Order 91-14, Governor Carlson created an Affirmative Action Council. The council's role is to:

- develop a long-range affirmative action plan
- make recommendations on implementing the state's affirmative action programs
- analyze, make recommendations and report on the monitoring of the state's affirmative action program to the governor and the Legislature
- conduct an assessment of protected group participation in the state's procurement programs.

Membership

The council consists of the following people:

The Honorable Joanne Benson, Lieutenant Governor

Bruce Johnson, Commissioner of Employee Relations

David Beaulieu, Commissioner of Human Rights

R. Jane Brown, Commissioner of Economic Security

Elaine S. Hansen, Commissioner of Administration

Partners

The Governor's Affirmative Action Council works in cooperation with the following organizations:

Commission on the Economic Status of Women

Council of Asian-Pacific Minnesotans

Council on Black Minnesotans

Council on Disability

Indian Affairs Council

Office of Diversity and Equal Opportunity,
Department of Employee Relations

Spanish Speaking Affairs Council

Statewide Affirmative Action Committee

The council focused on a variety of critical issues in 1994, including:

- Statewide Affirmative Action Committee
- Americans with Disabilities Act
- 1994 Summer Jobs Program
- Diversity Initiative
- Zero Tolerance for Bias
- Recruitment Program

Governor Carlson/Lieutenant Governor Dyrstad Affirmative Action Council Cluster Group

In March of 1993, the Governor's Affirmative Action Council unanimously approved the proposal creating a cluster group.

Purpose

The cluster group's purpose is to set up a direct line of communication between the executive directors of councils representing protected group members and the governor. The cluster meets every other month with administrative support provided by the Office of Diversity and Equal Opportunity. While the Governor Carlson/Lieutenant Governor Dyrstad Affirmative Action Council continues to discuss issues relating to employment of protected group members within state government, the cluster addresses broader issues relating to:

- gender equity in school sports
- Minnesota Heritage Act
- merging of councils representing protected group members
- migrant worker pay and services
- health care issues relating to persons with disabilities
- budget cuts to the councils
- summer job programs.

Membership

The cluster consists of the following:

The Honorable Joanne Benson, Lieutenant Governor

Aviva Breen, Commission on Economic Status of Women

Executive Director, Council of Asian-Pacific Minnesotans

Lester Collins, Council on Black Minnesotans

Cell Hemphill, Council on Disability

Joseph Day, Indian Affairs Council

Roy Garza, Spanish Speaking Affairs Council

Bruce Johnson, Commissioner of Employee Relations

Maria Gomez, Commissioner of Human Services

David Beaulieu, Commissioner of Human Rights

Steven W. Zachary, Office of Diversity and Equal Opportunity

The cluster focused on a variety of critical issues in 1994, including

- Diversity Month
- recruiter positions
- expanded budgets
- independent focus groups
- education

Diversity Action Council

Tim Price, Chair
State University System

Mary Jean Turinia Anderson
Department of Human Services

Nancy Branton
Department of Natural Resources

Lt. Diane Campbell
Minnesota Correctional Facility - Lino Lakes

Lynne Croes, Human Resources
Department of Labor and Industry

Rafael Esparza
Department of Corrections

John Gilbertson
Minnesota Association of Professional Employees

Shirlee Holyfield
Department of Human Services

Kathy Lilly
Department of Public Safety

Ike McCrary
Department of Transportation

Mike Newman
Department of Human Services

Emeric Pratt
Minnesota Historical Society

Camille Romero
Department of Public Safety

Mark Larson
Minnesota Planning

Kunle Oyeyemi
Division of Rehabilitation Services -
Department of Economic Security

Paul Gaston
Ramsey Action Program

Kathe Stark
Office of Diversity and Equal Opportunity
Department of Employee Relations

Lester Collins
Council on Black Minnesotans

Roy Garza
Spanish Speaking Affairs Council

Margot Indieke
State Council on Disability

Lee Antell
Community College System

Andriel Buggs
Office of Diversity and Equal Opportunity
Department of Employee Relations

Janice Cheetham
Higher Education Coordinating Board

Alma Curry
Department of Transportation

Cathy Fah
Veteran's Home

DeLinda Hastie - Labor Relations
Department of Employee Relations

Diane Lemon-White
Office of Diversity and Equal Opportunity
Department of Employee Relations

Chas Martin
AFSCME

Delois Neal
Housing Finance Agency

Perry Pickens
Department of Natural Resources

Shelley Reese
AFSCME

Ronald B. Threatt
Department of Economic Security

Ruth Townsend
Office of Diversity and Equal Opportunity
Department of Employee Relations

Lori Richman
HRD Services -
Department of Employee Relations

Sonia Alvarez
Office of Diversity and Equal Opportunity
Department of Employee Relations

Tyronne Carter
Staffing Division
Department of Employee Relations

Joe Day
Indian Affairs Council

Aviva Breen
Commission on Economic Status of Women

Supported Worker Task Force

Anthony Gantenbein
RISE

Cathleen Urbain
PACER Center

Kelly Matter
Goodwill Industries/Easter Seals of Minnesota

Kurt Strom
Minnesota State Council on Disability

Patricia Hunter
Associated Rehabilitation Consultants

Virginia Selleck
Department of Human Services

Andrea Everett
Rise, Inc. - Minnesota Mainstream

Jackie Cole
Minnesota Rehabilitation Center

Mary Gannon
TBI Metro Services

Bruce Hodek
Department of Human Services

Judy Marder
Housing Finance Agency

Kristian Bolstad
Tasks Unlimited, Inc.

Mary Ystesund
AFL-CIO Community Services

Allan Lunz
Department of Economic Security

Sherry Mortensen-Brown
Minnesota Association of Rehabilitation Facilities

Lori Sterner
Access to Employment

Jodi Lindsay-Prange
Economic Security / DRS

Jessica Michno
East Suburban Resources

Governor's Glass Ceiling Task Force

Reatha Clark King, President/Executive Director
General Mills Foundation

Melvin George, Vice President
Institutional Relations, University of Minnesota

Gayle Holmes, President
Menttium Corporation

B. Kristine Johnson, Vice President & General
Manager
Tachyarrhythmia Management Business,
Medtronic, Inc.

Kathleen Kelly, Administrator
Mayo Health

Anita Pampusch, Ph.D., President
College of St. Catherine

Lawrence Perlman, Chairman/President & CEO
Ceridian Corporation

John G. Turner, FSA/Chairman & CEO
The NWNL Companies, Inc.

Curtis White, Vice President
Corporate Diversity, Honeywell, Inc.

Governor's Task Force on Gay and Lesbian Minnesotans

David M. Waterbury, Chair
Minneapolis

Stephen Wade
Minneapolis

Lorrie Janatopoulos
Virginia

Brooks Anderson
Duluth

Patti J. Christiansen
Minneapolis

Ronald A. Kubik
Morris

Daniel C. Brumm
White Bear Lake

Mel Duncan
Minneapolis

Jane McWilliams
Northfield

Ann Marie DeGroot
St. Paul

Gary Lingen
Roseville

Frank S. Rhame
Minneapolis

Joan H. Higinbotham
Minneapolis

Louis Thayer
St. Paul

Leo Treadway
St. Paul

Daniel T. Kimbrough
Bemidji

Jacqueline Alvarez
St. Peter

Rene Whiterabbit
Minneapolis

Mary M. Lofy
Minneapolis

Sharon Bishop
Minneapolis

Karen Clark
Minneapolis

Duane L. Olson
Jackson

Mark Chekula
Moorhead

Artemis Giem
Minneapolis

Geraldine Sell
Minneapolis

Kathleen R. Hagen
Minneapolis

Brian A. Rusche
Minneapolis

Chicano/Latino Task Force

Roy Garza, Chair
Minnesota Spanish Speaking Affairs Council

Alan Marcyes, Vice-Chair
First American Bank, Willmar

Raul Cardona, Hispanic Outreach Counselor
Freeborn County

Martha Carenas
LaRaza Affairs

Vincent Chavez
Minnesota Department of Public Service

Kevin Goodno
Minnesota Legislature

Robert Lyman
Migrant Legal Services

Carlos Mariani
Minnesota Legislature

Larry Nicholson
Moorhead City Council

Vicki Olivo
Minnesota Department of Human Rights

Reverend Stephen Olson
Tracy Lutheran Church

Roberto Reyna
Midwest Farmworker Employment Training, Inc.

Eugene Rivera
Midwest Farmworker Employment Training, Inc.

Terry Stone
Mayor of Madelia

Elsa Vega Perez
The Minnesota Hispanic Education Program

Ted Winter
Minnesota Legislature

Jim Carlson, Staff Member
Chicano/Latino Task Force
Minnesota Department of Human Rights

Pat Westhoff, Staff Member
Minnesota Department of Human Rights

Statewide Affirmative Action Committee

Purpose

The Statewide Affirmative Action Committee (SWAAC) was formed in April 1977. The committee's purpose is to provide a forum for agency affirmative action concerns and to serve as an advisory group to the Diversity and Equal Opportunity Director and the commissioner of the Department of Employee Relations. The committee was incorporated into the Statewide Affirmative Action Plan in 1978.

Membership

The SWAAC consists of 15 members. Members are full-time affirmative action officers or have affirmative action responsibility. Nine state agencies with 1,000 or more employees and full-time affirmative action officers have permanent positions on the council. All members are nominated to the committee by their commissioner or agency head. Recommendations are then presented to the Commissioner of Employee Relations, who makes the appointments. Members serve a two-year term. The SWAAC also includes the following people:

Director and staff of the Office of
Diversity and Equal Opportunity

Ex-officio members are the executive
directors of the:

Commission on the Economic Status of
Women

Council on Asian-Pacific Minnesotans

Council on Black Minnesotans

Council on Disability

Indian Affairs Council

Spanish Speaking Affairs Council

1994 Highlights

- SWAAC members attended a retreat in 1994. At the retreat, they established the following subcommittees: membership subcommittee, conference subcommittee, and the compliance subcommittee. In addition, the SWAAC established three principle initiatives for 1994-95. The Statewide Affirmative Action Committee proposed revisions to the current affirmative action statute (M.S. 43A.19 and 191), many of which have been incorporated into the Department of Employee Relations' legislative initiatives. The committee also developed a survey to determine the cost of discriminatory complaints within state agencies. This information is currently being compiled.

Diversity Action Council

Purpose:

The Diversity Action Council (DAC) was formed by the Office of Diversity and Equal Opportunity to help shape an overall diversity action plan for state government and to design programs to help agencies carry out their specific diversity plans. The Diversity Action Council developed its priorities from recommendations in Minnesota Planning's State of Diversity Report, the Statewide Affirmative Action Committee's (SWAAC) Report and Recommendations, the Human Resources Innovations Labor-Management committee, and state agencies. The DAC is designed as a means to broaden the base of affirmative action efforts by addressing retention and service delivery concerns as well as recruitment efforts. It builds on the efforts of affirmative action officers and programs by involving people in varying occupations who have the expertise to design and help implement specific programs which advance a workplace that respects and builds on the talents of all employees. The Council is also a vehicle for sharing effective approaches already developed by individual agencies and provides a supportive environment for agency efforts.

Four working subcommittees were created to address the areas of Trainee/Internships, Recruitment, Mentor Programs, and Diversity Training. The Council subcommittees developed specific program and budget recommendations in these areas which were incorporated into the Department of Employee Relations' budget initiative as part of the Office of Diversity and Equal Opportunity's budget and programming. This initiative is included in the Governor's budget recommendation.

Trainee/Internship Coop Program

State of Diversity Recommendation #11:

Expand internship and job programs in state government that provide exposure to careers and job experience to lower-income and minority young adults.

Purpose of activity:

- To increase ongoing employment of underrepresented groups in state government.
- To stimulate greater participation of underrepresented groups in certain college and occupational training programs, thereby increasing the in-state available pool for state hiring.

Description:

A statewide trainee/internship program will be established as 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 that have a regular flow of openings, at professional, technical and blue collar levels. Successful participants will progress into full-time employment. A central coordinator will work with agencies and schools to develop and sustain the program. A parallel mentorship program will provide support in agencies.

Outcomes:

Pilot programs in 2-5 job classes will be set up in the first year. Additional classes may be added in the second year. A minimum of 60% of trainees will successfully complete their preparation and 90% or more will obtain regular ongoing state jobs.

Recruitment Proposals

State of Diversity Recommendation #19

The Department of Employee Relations and state agency personnel offices should develop an aggressive recruitment system to attract top employees of all backgrounds. Resources should be identified to support recruitment and internship programs.

Purpose of Activity:

- To develop and implement a coordinated recruitment strategy for the State of Minnesota to utilize protected group talent.

Description of Activity:

A statewide recruiting program will be developed to provide a procedure for matching protected group talent and available positions. The program will develop and implement on-site testing, disseminate broad-based policy development information affecting recruitment, establish on-going communication links between state agencies to exchange information regarding "best practices" in recruiting—what works, what doesn't—and maintain links with protected group councils to facilitate recruitment efforts. A Recruitment Manual and Resource Guide which will provide step-by-step instructions for people interested in obtaining state employment will also be developed.

Outcomes:

As a result of increased representation of protected group people in state employment applicant pools, the number of actual protected group state employees will increase overall, within individual state agencies at all levels, and among all bargaining units. Minnesota residents will also gain a better understanding of employment opportunities in state government, the process of becoming a state employee, and the benefits of being a state employee.

Mentor Program

State of Diversity Recommendation # 20

Agencies should take deliberate steps to create a "culture of success" through mentor programs, individual professional development plans for all employees and regular training opportunities.

Purpose of Activity:

- To increase acceptance and reduce turnover of protected group and non-traditional employees.
- To smooth the entry of all employees into the state workforce.
- To increase opportunities for current employees for lateral or upward movement within state employment.

Description of Activity:

A prototype mentor program will be developed for state agency use which can be customized by individual agencies. The mentor program will provide a statewide orientation event to introduce the program, periodic "train the trainer" programs for state agencies, training workshops for mentors and mentees, a handbook to provide direction and assistance to participating agencies, and an annual event for recognizing program participants.

Outcomes:

The turnover rate of protected group employees will be reduced; "glass ceiling" type barriers for protected group employees will be broken; the job satisfaction of all employees will increase, the "sense of belonging" of new employees will be enhanced, and majority employees will benefit from diverse employment experiences.

Diversity Training Proposals

State of Diversity Recommendation #26

All state government employees should participate in ongoing diversity and anti-bias training.

Purpose of Activity:

- To improve the work environment.
- To improve services to the public
- To reduce burdensome and expensive legal complaints

Description of Activity:

The training program will establish a diversity training structure to share and institutionalize the diversity effort in state government. The initial project is to create and regularly update a Diversity Training Resource Guide which will provide information on existing and available diversity trainers, organizations, and programs. This guide will be available to all state agencies as a resource in developing their own diversity training programs. The diversity committee will also organize train the trainer workshops, a follow-up Training Activities Guide for use by diversity trainers, and seminars and workshops for agency staff.

Outcomes:

Effective diversity training can improve the work environment by creating cultural awareness and sensitivity to differences, enhancing cross-cultural communication and supporting zero tolerance for bias policy. Such an enhanced work environment will increase the retention of protected group employees, demonstrate the state's commitment to a diverse workforce—and thus improve the recruitment rate for protected group employees, improve the delivery of services to our diverse population and create through our employees a highly skilled and knowledgeable resource on managing workforce diversity.

Membership

Until November, the Council was co-chaired by Margot Imdieke from the State Disability Council and Tim Price from the State University System. Currently, Tim Price chairs the Council alone. The Diversity Action Council is composed of representatives from state agencies, the state protected group councils, labor unions, state affirmative action officers, human resource managers, training directors, and the Office of Diversity and Equal Opportunity in the Department of Employee Relations. Membership is open to all individuals interested in working on Council initiatives.

Department of Employee Relations

Office of Diversity and Equal Opportunity

Purpose

The Office of Diversity and Equal Opportunity was created in 1993 by the Department of Employee Relations to expand the focus of the previous Equal Opportunity Division. The Office's purpose is to advise state agency heads, managers, human resources directors, affirmative action officers, and diversity officers on how to:

- create organizations that welcome, respect and value people of all abilities, cultures, races, genders, and ethnic backgrounds
- achieve equal opportunity and affirmative action goals
- incorporate diverse populations and cultures into all activities of state government, including planning, purchasing, decision making, and design and delivery of services to customers
- ensure that positions in the executive branch of state government are equally accessible to all qualified persons and eliminate the underrepresentation of qualified members of protected groups
- ensure that state government services are equally accessible to all Minnesotans.

The office works in close partnership with a wide range of stakeholders, including state agencies, to:

- establish action plans for incorporating diversity into state government, including the recruitment, retention, and development of employees from all backgrounds
- ensure that employment opportunities in state government and state services are accessible to persons with disabilities
- institute "zero-tolerance-for-bias" policies
- promote the benefits of living and working with people from diverse cultures
- establish diversity-sensitivity training for all state employees.

The office also develops partnerships with non-state agencies and corporations to share techniques for enhancing diversity throughout the state.

Responsibilities

To provide direction for the state's affirmative action program. The division is charged with six basic responsibilities:

1. Providing consultation, technical support and training for agency staff to help them develop their affirmative action plans.
2. Establishing goals and annual hiring objectives for agencies, and reviewing and monitoring their progress.
3. Reviewing state policies and procedures for compliance with equal opportunity requirements or evidence of discrimination, and initiating joint programs to eliminate the effects of discrimination.
4. Advising the Commissioner of Employee Relations on legislative or policy initiatives, and reporting to the Legislature on affirmative action progress.
5. Approving affirmative action plans and monitoring progress for the seven metropolitan agencies.
6. Implementing programs that help persons with disabilities secure state employment; providing accommodations in the examination process for applicants with disabilities; and consulting with agencies on reasonable accommodations for employees with disabilities.

The Office of Diversity and Equal Opportunity in the Department of Employee Relations did strategic planning on January 5, 13 and 17, 1995, developed and facilitated by a management consultant from the Management Analysis Division. The event began with review of a report by Management Analysis on an external assessment of the division made in November and December by its customers and other people involved with the decision.

This was followed by creation of the division's mission statement, discussion of the employees' vision for their division and barriers to achieving that vision. Strategies were devised by staff members to overcome those barriers, and implementation briefs were created to plan activities to achieve the division's strategies leading toward its vision.

Programs to Help Agencies Meet Affirmative Action Requirements

Recruitment Program

The Office of Diversity and Equal Opportunity is staffed with a full-time Recruitment Coordinator to help state agencies recruit members of protected groups and place qualified people in difficult-to-fill positions. The Office of Diversity has created a proactive recruitment program designed to attract sufficient numbers of qualified people to meet the needs of the State of Minnesota, and to diversify state employment. The office is responsible for managing 6 major activities.

1. The office produced an updated version of the Equal Employment Opportunity Recruitment Directory. This new version provides valuable resources related to recruitment strategies and contacts that will promote diversity in the workforce. The directory includes tips on diverse recruitment and a listing of organizations that will disseminate information about employment opportunities. The contact list includes community based organizations, media resources, institutions of higher education, profit and non-profit recruitment firms. Each listing includes a brief description of the organization to help with specific recruitment efforts. This publication is available on disk so that updates can be made with ease. It is also divided by geographic location to add value for rural state agencies.
2. The office maintains a resume bank of protected group candidates with a broad range of talent. When a state agency has an opportunity, the Office of Diversity and Equal Opportunity can refer qualified candidates for consideration. The resume bank is kept on an automated system so that accurate matches can be made with ease. With the help of a partnership with the Department of Economic Security ResSearch Project, candidates will also be referred for other opportunities through the Job Service programs.
3. The office participates in many career fairs and community events that promote diversity in the workforce. In addition, the office promotes state employment by conducting presentations to protected group communities, and writes articles for publicity. The goal of the office recruitment program is to coordinate the efforts of agencies statewide. This includes distribution of information about career fairs and community events to other agencies so that they can also participate in these activities.
4. The office maintains networks with professional, community and other organizations to uphold the image as an employer committed to diversity. The office also maintains contact with the placement, admissions and support service offices of learning institutions. Developing a rapport with these organizations keeps the office apprised of the programs offered by that organization.
5. The office staff serve as advisory board members and technical consultants on various equal employment opportunity recruitment programs and provide insight to promote employment accessibility.
6. The office holds job information presentations for applicants interested in securing employment with the state and for state employees interested in a promotion or career change. The office is also developing a recruitment resource guide designed to assist protected group members through the state employment process. This resource guide will give tips on completing a state application, interviewing skills, an explanation of the methods of hiring, a listing of each state agency and the career opportunities within them.

Special Services for Persons with Disabilities

The Office of Diversity and Equal Employment manages several programs to ensure fair and equal access to employment opportunities for persons with disabilities.

Examination Accommodations

Applicants can indicate on the state job application form that they have a disability requiring accommodations in testing. Every effort is made to provide accommodations for those who need them. Special testing accommodations are also arranged for those living outside of the metropolitan area. Accommodations may include, but are not limited to, readers, markers, interpreters, brailled or large print materials, raised work surfaces or adjustable chairs. Facilities used for administering examinations throughout the state are accessible to persons with disabilities. The ADA/Disability Coordinator in the Office of Diversity and Equal Opportunity is available to assist state agencies make effective examination accommodations.

700-Hour Program

The 700-Hour Program demonstrates the state's commitment to ensuring fair and equal access to state employment for persons with disabilities. When an "otherwise qualified" individual with a disability cannot be effectively accommodated in the competitive examination process and the applicant is at a competitive disadvantage in the examining process because of their disability, the applicant may qualify for the 700-Hour Program. This program permits applicants to be tested on-the-job by performing the tasks of the job for up to 700 hours. The trial work period serves as the "test" of abilities for individuals in lieu of the competitive examination process. At the end of the trial work period of up to 700 hours, the individual's abilities and skills are evaluated. When work performance has been satisfactory, the individual is then certified for permanent hire.

A pilot program (described below) for individuals who are prelingually deaf has existed since 1987 and contains applicant options, including 1) to test and be eligible for the 700-Hour Program, 2) to not test and be eligible for the

700-Hour Program or 3) to do both. To comply with the Americans With Disabilities Act, the 700-Hour Program will be pilot tested in 1995 with the same applicant options. The Office of Diversity and Equal Opportunity re-developed and distributed material detailing the 700-Hour Program to all state agencies. This program will be an area of focus in 1995.

Pilot Program for People Who Are Prelingually Deaf

The Office of Diversity and Equal Opportunity has recognized the unique problems that individuals who are prelingually deaf (deaf before acquisition of language skills) and "otherwise qualified" encounter when taking state examinations for employment. Because English is a second language for these individuals and utilizes different grammar and syntax, testing accommodations are not possible. A pilot program has been in place since 1987 that allows a person who is prelingually deaf to be eligible for the 700-Hour Program, upon certification of a rehabilitation counselor. This program replaces the competitive examination. The applicant has the option of beginning paid employment on a trial basis, taking the written examination with the assistance of a sign language interpreter, or both. In collaboration with Human Resource Development Institute Services and the division of Rehabilitation Services of the Department of Economic Security, the pilot program has markedly increased the number of deaf applicants who have demonstrated their skills and abilities and have secured permanent state employment.

Supported Work Program

The Supported Work Program, a program which provides employment opportunities in state government to persons with severe disabilities, was enacted in 1987. This program of expanded opportunities for persons with severe disabilities is not a make-work project. The program uses job sharing, the 700-Hour Program, and, when necessary, the support of a job coach to facilitate the successful employment of persons with severe disabilities.

The Supported Work Program provides employment opportunities for persons with severe disabilities who are not "otherwise qualified" by identifying functions appropriate for a supported worker, working with the Supported Work Task Force on completing a job analysis and hiring the best qualified individual. Supported Work Program positions are within the classified service and are covered by the AFSCME collective bargaining unit. Despite having severe disabilities, supported employees are more like other state employees than they are different. The Department of Employee Relations took the lead in demonstrating the effectiveness of this program by hiring three supported employees.

Supported Work Task Force

The Office of Diversity and Equal Opportunity continues to work with a task force of public and private organizations to fully implement the Supported Work Program throughout state government. The task force assists state agencies complete job analyses, identify tasks, and write position descriptions for supported work positions. Members of the task force are available to conduct disability awareness training for any state agency upon request. The task force collaborates with rehabilitation and school transition programs to ensure a pool of job-ready individuals with severe disabilities to meet the work needs of individual state agencies.

The task force members for 1993/1994 included representatives from:

Tasks Unlimited, Inc., Jobs Training Program

RISE, Inc.

RISE, Inc., Minnesota Mainstream

TBI Metro Services

Access to Employment

Goodwill Industries/Easter Seal Society of Minnesota

Minneapolis Rehabilitation Center

Minnesota Association of Rehabilitation Facilities

Associated Rehabilitation Consultants

PACER Center

AFL-CIO Community Services

Minnesota Department of Economic Security

Minnesota State Council on Disability

Minnesota Department of Human services
Deaf Services Division
Mental Health Services

Minnesota Department of Employee Relations
Office of Diversity and Equal Opportunity
Staffing and Labor Relations Division

Americans With Disabilities Act and State Government

The State of Minnesota continues its commitment to comply with all of the requirements of the Americans With Disabilities Act (ADA), and guarantee fair and equal access for people with disabilities. In 1994, the Office of Diversity and Equal Opportunity conducted an Accessibility Update Survey of all state agencies to measure progress in compliance efforts. Many agencies have made substantial progress and demonstrated a strong commitment to compliance with the ADA.

The Office of Diversity and Equal Opportunity has re-established an ADA Advisory Council to review and make recommendations on all ADA related matters for state government and to assist in dispute resolution. The Advisory Council began state-wide ADA policy development, and will continue to make recommendations on ADA matters to the Governor's/Lt. Governor's Affirmative Action Council.

The Office of Diversity and Equal Opportunity has renewed its efforts to provide sound technical training to state agencies. In November 1994, a meeting of agency ADA Coordinators was held to determine the areas of need relating to full implementation of the ADA. Numerous areas of concern and need were identified, and the office is currently in the process of developing a training curriculum to address these needs early in 1995. In addition, the Office of Diversity and Equal Opportunity is reviewing all supervisory and core training sponsored by the Department of Employee Relations to ensure all ADA relevant interfaces are addressed while training new managers and supervisors. Technical assistance is also provided to all state agencies through the quarterly ADA Bulletin.

Worksite Accommodations

The Office of Diversity and Equal Opportunity also provides technical assistance to agencies on providing reasonable accommodations to applicants and employees with disabilities in each phase of the personnel process, after hire as well as before. In the fourth quarter, the Office of Diversity and Equal Opportunity distributed the first state-wide brochure on reasonable accommodations.

SECTION 4 ➤ ➤ ➤ ➤

**1994 Agency Affirmative Action
Objectives, Programs and Awards**

1994 Agency Affirmative Action Objectives, Programs and Awards

Affirmative Action Objectives

Minnesota law (Statute 43A, Section 19, Subd. 1) states that state agency affirmative action plans must include objectives. Objectives of affirmative action plans range from identifying discriminatory employment practices within the agency's personnel system to developing educational opportunities for agency employees. Effective program objectives should include:

- objectives stated in qualitative and quantitative terms
- specific action steps or methods for achieving the overall objectives
- assignments of responsibilities to individuals or organizational units
- realistic and achievable timetables and target dates
- procedures for evaluating the agency's progress toward achieving the objectives and for periodically reviewing and revising the plan.

Examples of 1994 Objectives

The Department of Commerce

The Department of Commerce 1994 program includes three objectives along with three positive action steps. The first is to provide mandatory training for managers and supervisors to ensure they are knowledgeable of the agency's ADA compliance policy. The second is to review advancement opportunities and present opportunities equally and fairly to all employees to provide consideration for all individuals. The third is to perform a comprehensive review of essential job functions for all positions within the Department of Commerce for compliance with ADA requirements and complete new job descriptions as needed.

Department of Corrections

Halt Hostility in the Workplace Brochure

Every employee received a copy of the brochure "Halt Hostility in the Workplace." The brochure informs employees of the department's commitment to a violence and harassment free work environment and outlines the steps employees are to take should an incident occur.

Americans with Disabilities Act, Title II Training Program

Training was developed to focus on Title II of the ADA. All employees will receive this training to assist them with issues concerning the needs and rights of individuals with disabilities. The emphasis is on offenders, visitors, and employees. Each correctional facility as well as central office and community services had representatives attend train the trainer sessions.

The Diversity Action Council

The Diversity Action Council was formed to help implement the recommendations in Minnesota Planning's State of Diversity Report and the Statewide Affirmative Action Committee's (SWAAC) Report and Recommendations. The Diversity Action Council is designed as a means to broaden the base of affirmative action efforts by addressing retention and service delivery concerns as well as recruitment efforts. Four working subcommittees were created to address the areas of Diversity Training, Recruitment, Trainee/Internships, and Mentor Programs. The Council subcommittees developed specific program and budget recommendations in these areas which were incorporated into the Department of Employee Relations' budget initiative as part of the Office of Diversity and Equal Opportunity's budget and programming.

Department of Economic Security

Title V Older American Act:

Program entitled Senior Community Service Employment Program focusing on employment placement of economically disadvantaged persons age 55 and older in the public sector workforce. National annual goal of non-subsidized placements is 20%; MDES 1994 placement is 24%.

Minnesota Department of Economic Security is the first agency to dedicate a Full Time Employee (FTE) resource to an ADA coordinator position, and now one of two agencies with ADA dedicated FTE resources.

Trained over 2,200 agency employees and partners in various aspects of the ADA, including sensitivity training, reasonable accommodation training and training in titles I, II and III of the act.

Department of Education

A two-day training session that included dramatic presentations and small group discussions highlighted the Department of Education's 1994 diversity training efforts.

On November 30, all department staff watched a series of skits produced by Cordelia Anderson who has worked with Illusion Theater and other groups to educate people about harassment and violence prevention. The skits portrayed workers in a variety of situations and included references to males and females, persons of color, persons with disabilities, and persons of different sexual orientation.

The next day department staff met in their work groups to discuss the department's draft policy on violence in the workplace and explored the various ways that unhealthy and harassing behaviors contribute to violence. Suggestions gleaned from these sessions were forwarded to the Commissioner, Deputy Commissioner and assistant commissioners, and further sessions may be scheduled.

Department of Health

"The Culture of Public Health Professionals" was designed to help participants learn about the elements of culture, gain a better understanding of the culture of health care professionals, and recognize how the culture of public health professionals affects their work in different communities.

"Working Collaboratively with Diverse Communities" gave participants the opportunity to learn why understanding their own cultures is important in working with diverse communities, explore collaborative processes for developing programs, and discuss programs at the Department of Health that have worked collaboratively

with diverse communities, such as the Diabetes Unit's work with the Native American community and the Minnesota Breast and Cervical Cancer Control Program's work with the African American community.

"The Culture of Silence" was designed to help participants identify the difficulties of persons who have disabilities (mental illness and hearing impairments) or lifestyles (gay/lesbian) that are not readily apparent and help them communicate and work effectively with these communities. Representatives from these communities participated and responded to audience questions.

"How to Speak Multiple Languages Without Really Trying" was the final session. Since Department of Health employees do not often have the necessary skills to communicate in languages other than English, trained interpreters are essential to bridge the communication gap in providing program services. This session discussed the need for interpreter services in Minnesota, the role of interpreters and interpreter ethics, the consequences of using untrained interpreters, appropriate techniques in an interpreted interview and resources for finding interpreters/translators for individual program needs.

Housing Finance Agency

The Minnesota Housing Finance Agency has been actively working towards developing and improving policies and processes which when implemented, should help to further diversify its staff. The Agency continues annual cultural celebrations established years ago that provide an opportunity for staff to show appreciation for and learn something about different cultures or ethnic groups.

Included among the policies and processes are:

- a Summer Youth Employment Program,

- fair housing training sessions for multi family staff of the Agency,

- the transition of program information into a variety of languages, and,

training staff on the broad subject of diversity that began with the Agency's management group receiving introductory training from an outside consultant, Dr. Vapordeal Sanders.

The Agency plans to continue training staff on the subject of diversity, as well as affirmative action and continues to seek ways to further diversify the work environment and how we do our business.

Department of Human Services

The Minnesota Department of Human Services' BOOST program is a model employee-to-employee mentoring program in which current DHS employees with varying levels and types of experience volunteer to be paired with new employees to provide information on department culture and norms, to help the new employee develop a network within the department, and seek out and explore possible career development opportunities. In return, mentors gain experience in coaching and employee development, and gain a fresh perspective, orientation and awareness from the relationship.

The department's work on the diversity initiative has taken place in multiple locations during 1994, but always with a focus on three areas: culturally appropriate service delivery, education and training of our workforce, and recruitment and retention of a diverse workforce.

The Children of Color Outreach Initiative was created to develop and implement an effective plan for the dissemination of DHS program service information to communities of color.

The outreach initiative workgroup consists of Department staff representing the various divisions that provide direct services to families and children such as Mental Health, Family and Children's Services, Health Care Policy, Chemical Dependency, and Homeless Adolescents.

Iron Range Resources & Rehabilitation Board (IRRRB)

IRRRB conducted numerous training programs for employees in the areas of harassment, ADA, recruitment, accessibility and has also made great efforts to provide accessible accommodations through remodeling projects and new construction, especially within their tourism facilities, to serve the general public as well as their own employees.

Minnesota Community College System

The Minnesota Community College System received a grant from the American Association of Colleges and Universities (AACU) to diversify its curriculum. Participating communities included Fergus Falls; Minneapolis; Worthington and Vermilion. Funds were expended on: faculty development (16 faculty), administrator participation (4 deans), and on Minnesota Community College System faculty visits to, and collaboration with, several community colleges in the Seattle, Washington area. Sixteen Minnesota Community College System faculty attended a three-week seminar in Massachusetts to gain further expertise in curriculum development and in the teaching of diverse learners.

Department of Minnesota Planning

Several years ago, Minnesota Planning formed an internal committee to look at ways the agency could be more responsive to the diversity within staff, in hiring and training of staff, and be more reflective of diverse opinions when conducting research or preparing policy papers.

This group, "Beyond Affirmative Action Committee", has developed a mission, vision and goals for Minnesota Planning. These statements are included in the affirmative action plan. The group has conducted a series of focus groups within the agency that continually evaluate the progress in meeting the goals.

Minnesota Planning's Beyond Affirmative Action Committee has produced "Achieving Policy Projects: A Guide to Success" for internal state agency use. The goal of this guide is in "achieving genuine representation of Minnesota's diversity in project committees, task forces and community activities."

Minnesota Residential Academies

These academies began a series of training opportunities for staff to increase accessibility and to build understanding for the deaf and blind staff and students served at the Residential Academies.

The training program focused on the unique aspects of both blindness and deafness. Through increased understanding, staff have gained appreciation for one another and have developed skills to increase accessibility for both deaf or blind staff and students.

Minnesota State Arts Board

The Minnesota State Arts Board is dedicated to supporting a diverse constituency throughout the state. A recent report to the Cultural Pluralism Advisory Committee of the Arts Board shows that 13.5% of all individual artist grants in 1994 were given to artists of color.

Cultural Collaborations Grants: This new program provides funding to individual artists of color to create new work in collaboration with a nonprofit arts or social service organization. The first year of the new program identified a number of artists who have had no prior relationship with the agency. New work was created in new partnerships between artists and organizations across the State of Minnesota. Examples of success include artist Amy Cordova's successful visual arts project in collaboration with the Waseca Art Center and artist Ta-Coumba Aiken's partnership with the Zenon Dance Company.

The Minnesota State Universities

The Minnesota State University began Phase II of a comprehensive diversity initiative at the state universities during the past year funded by 2.7 million dollars. The goal of the state university initiative is to increase the representation of students, faculty and staff of color at state universities with a primary outcome of improving graduation, and to create and maintain a diverse workforce. This initiative requires each university to develop a plan that addresses: recruitment and retention of students of color, recruitment and retention of faculty and staff of color, efforts to provide diverse curriculum content; and efforts to improve the campus and community environment for persons of color.

MECA is a unique initiative undertaken by the Minnesota State Universities and 3M Company since 1989 to provide internships and scholarship support for state university students of color.

Minnesota Zoo

The Minnesota Zoo works cooperatively with Tree Trust, a local job training program, to teach marketable job skills and provide work experience for developmentally and physically disabled youths.

The Zoo also participated in the Job Success Fair - "Exploring Your Options for People with Disabilities" in Bloomington, Minnesota. The objective was to present Minnesota Zoo employment and volunteer opportunities, as well as recruitment efforts.

Department of Natural Resources

The Hispanic Outreach Program is a new initiative that started in mid-1994 under the direction of the commissioner of the Department of Natural Resources. With the high number of Spanish-speaking people settling in southern and southwestern Minnesota, the commissioner saw the potential need of introducing natural resource opportunities to new immigrants.

In August of 1994, the Department of Natural Resources conducted its Eleventh Affirmative Action - Diversity Conference in St. Cloud. The theme was "Getting Past Problems to Solutions."

Department of Public Safety

The Fiscal and Administrative Services Division of the Department of Public Safety sponsored a training program titled "Orientation to Deafness."

Department of Public Service

Diversity efforts and activities of the Department of Public Service include the following:

The DPS hosted a one-hour component of the Leaders of Today and Tomorrow program entitled "Women Making a Difference in Public Policy." Six high-level female managers from the DPS made presentations to the student participants.

Department of Revenue

The Department of Revenue's efforts included:

1. Development of a Strategic Plan for Valuing and Respecting Diversity. The plan includes their mission, vision, and strategies for achieving a work culture that values and respects diversity. The strategic plan will guide the Department of Revenue in setting the direction for diversity initiatives, and in helping its diversity committee to develop annual program objectives.

2. A diversity fair, designed to represent different cultures represented in the Department of Revenue, was held on 3/10/94. Employees were encouraged to participate in the fair by volunteering to sponsor a booth depicting their culture. 12 groups participated in the fair. The booths displayed artifacts, literature, costumes and ethnic food samples. A diversity questionnaire was developed and used to determine door prize winners. The fair's grand finale was a game of "piñata," in which the commissioner led. The goal for the diversity fair is to provide the opportunity for employees to take pride in their own uniqueness, to enjoy their similarities and their differences.

Office of the State Auditor

This effort included training in a variety of areas affecting racial, ethnic, cultural, gender and disability differences. Specific training initiatives in 1994 included:

The Office's ADA Officer was sent to training on the provisions and requirements of the Americans with Disabilities Act. The ADA Officer developed and distributed written training materials to all management staff to promote understanding and compliance with the law.

The Office has established and maintains a targeted training budget to provide specific training for employees related to cultural or diversity issues which may hamper promotability. In addition, the Office has used a staff-to-staff mentor program to help overcome diversity issues.

During 1994, training was provided to all Office employees on recognizing and preventing sexual harassment in the workplace.

Department of Trade and Economic Development

Governor Carlson and the Legislature supported the creation of the Urban Challenge Grant Program to be administered by the Urban Initiative Board. With a \$6 million appropriation, to be matched by private, non government

sources, the Board will provide between \$5,000 and \$150,000 for a loan made by the non profit organization. Non profit groups will also ensure that client businesses have access to the constellation of management and technical assistance they need to be successful.

Department of Transportation

The SEEDS program is the Minnesota Department of Transportation's (Mn/DOT) outreach to minority and disadvantaged youth. SEEDS allows the young people to work for Mn/DOT as student workers in the clerical, custodial/maintenance, paraprofessional and paraprofessional senior classes. The work opportunities are tied to the student's curriculum and long-term job goal, and cover a number of job categories — word processing, business, graphic arts, communication, computer science, engineering, and others. The goal of SEEDS is to expand the overall talent pool of future racial/ethnic minority job applicants which will allow both minorities and non-minorities an equal chance in competing for future jobs.

The total number of participants for July 1994 was 43, an increase of 29 over last year.

As a result of the Report of the Commissioner's Minority Issues Study Team in June, 1993, each of our Divisions/Offices/Districts prepared a specific workforce equity and diversity implementation plan on what steps it would take to achieve (1) Mn/DOT's Strategic Affirmative Action Plan Objectives on Diversity, (2) The Response of the Deputy Commissioner's Staff to Minority Focus Group's Recommendations, (3) The Objectives developed by the Minority Issues Study Team. Each plan contains objectives, actions, persons responsible, completion dates and measures of success.

This is an ongoing program with a new implementation plan being developed each year. Managers in the Divisions/Offices/Districts are evaluated on their performance in the diversity area.

SECTION 5

**Current Diversity of State
Employment**

Employment - Minnesota State Government Branches

Legislative

	Total	Women		Minority		Disabled	
		%	#	%	#	#	%
Senate - January 1995							
Permanent Employees	205	126	61.5	6	2.9	Not Available	
Temporary Employees	107	54	50.5	8	7.5	1	0.9
House - April 1994							
Administrative Support	107	92	86	7	6.6	4	3.8
Supervisor/Researcher/Tech	158	81	51.3	7	4.5	6	3.8
Total	265	173	65.3	14	5.3	10	3.8
Combined House and Senate	475	299	62.9	20	4.2		
Legislative Auditor	72	42	58.3	5	6.9	0	0.0

Judicial - January 1995

	Total	Women		Minority		Disabled	
		%	#	%	#	#	%
Court of Appeals							
Managers	0						
Professionals	88	49	55.7	3	3.7	0	0.0
Others	5	5	100.0	0	0.0	0	0.0
Total	93	54	58.1	3	3.5	0	0.0
Supreme Court							
Managers	16	8	50.0	1	6.7	0	0.0
Professionals	114	70	61.4	5	4.6	0	0.0
Others	53	41	77.4	5	9.8	2	3.8
Total	183	119	65.0	11	6.3	2	1.1
District - Judicial							
Managers	10	1	10.0	0	0.0	0	0.0
Professionals	679	284	41.8	27	4.8	4	0.6
Others	84	83	98.8	2	2.4	1	1.2
Total	773	368	47.6	29	4.4	5	0.6
Public Defender							
Managers	341	97	28.4	16	8.1	0	0.0
Professionals	39	23	59.0	7	22.6	1	2.6
Others	49	47	95.9	2	4.3	0	0.0
Total	429	167	38.9	25	9.1	1	0.2
Total							
Managers	367	106	28.9	17	7.8	0	0.0
Professionals	920	426	46.3	42	5.3	5	0.5
Others	191	176	92.1	9	4.9	3	1.6
Total All Judicial	1,478	708	47.9	68	5.7	8	0.5

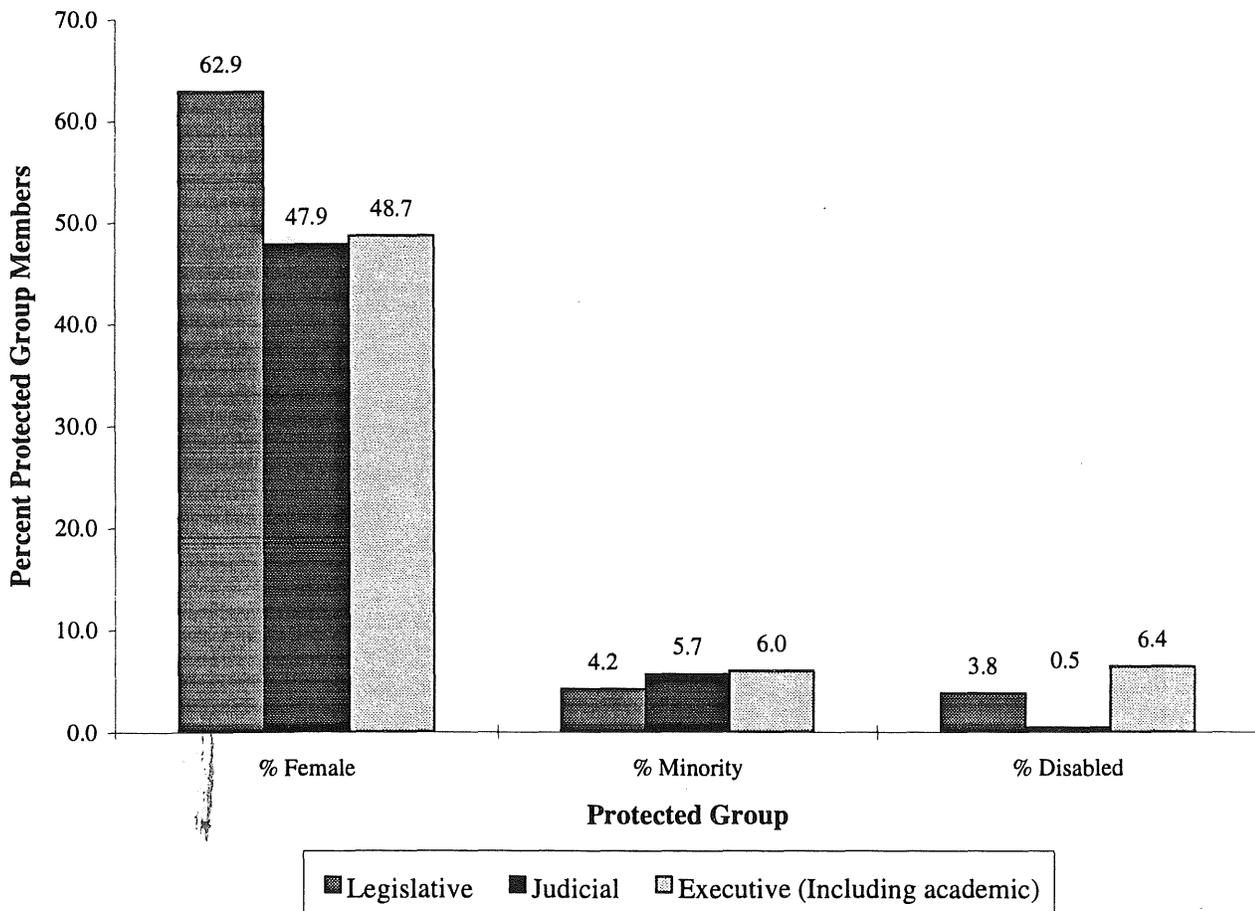
Minority percentage was based only on those persons whose race was indicated on the personnel form. Appellant -261; District -654; and Public Defender -275.

Employment - Minnesota State Government Branches (continued)

Executive

	Total	Women		Minority		Disabled	
		%	#	%	#	#	%
Non-Academic							
Managers	1,367	475	34.7	72	5.3	101	7.4
Supervisors	3,317	1,036	31.2	101	3.0	281	8.5
Professionals	11,139	5,029	45.1	688	6.2	763	6.8
Others	20,137	11,212	55.7	1,155	5.7	1,397	6.9
Total	35,960	17,752	49.4	2,016	5.6	2,542	7.1
Academic							
Managers	135	52	38.5	15	11.1	2	1.5
Supervisors	6	4	66.7	1	16.7	0	0.0
Professionals	6,279	2,809	44.7	528	8.4	158	2.5
Others	164	90	54.9	5	3.0	9	5.5
Total	6,584	2,955	44.9	549	8.3	169	2.6
Total Academic and Non-Academic							
Managers	1,502	527	35.1	87	5.8	103	6.9
Supervisors	3,323	1,040	31.3	102	3.1	281	8.5
Professionals	17,418	7,838	45.0	1,216	7.0	921	5.3
Others	20,301	11,302	55.7	1,160	5.7	1,406	6.9
Total All	42,544	20,707	48.7	2,565	6.0	2,711	6.4

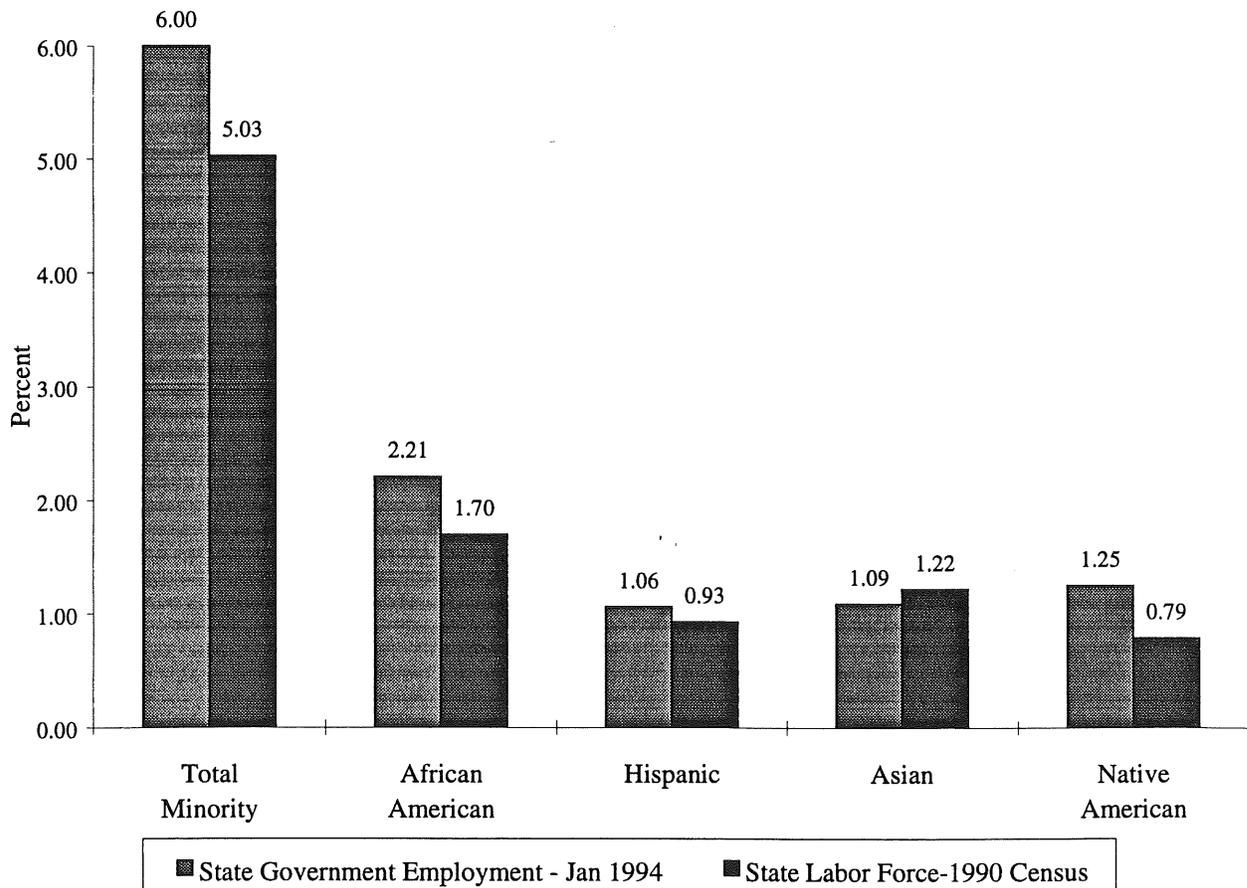
Percentage of Protected Group Members in Minnesota's Three Branches of Government



Racial and Ethnic Minority Employees in the State of Minnesota Workforce Compared to the Minnesota Labor Force

(Figures are for executive branch only, including academic employees)

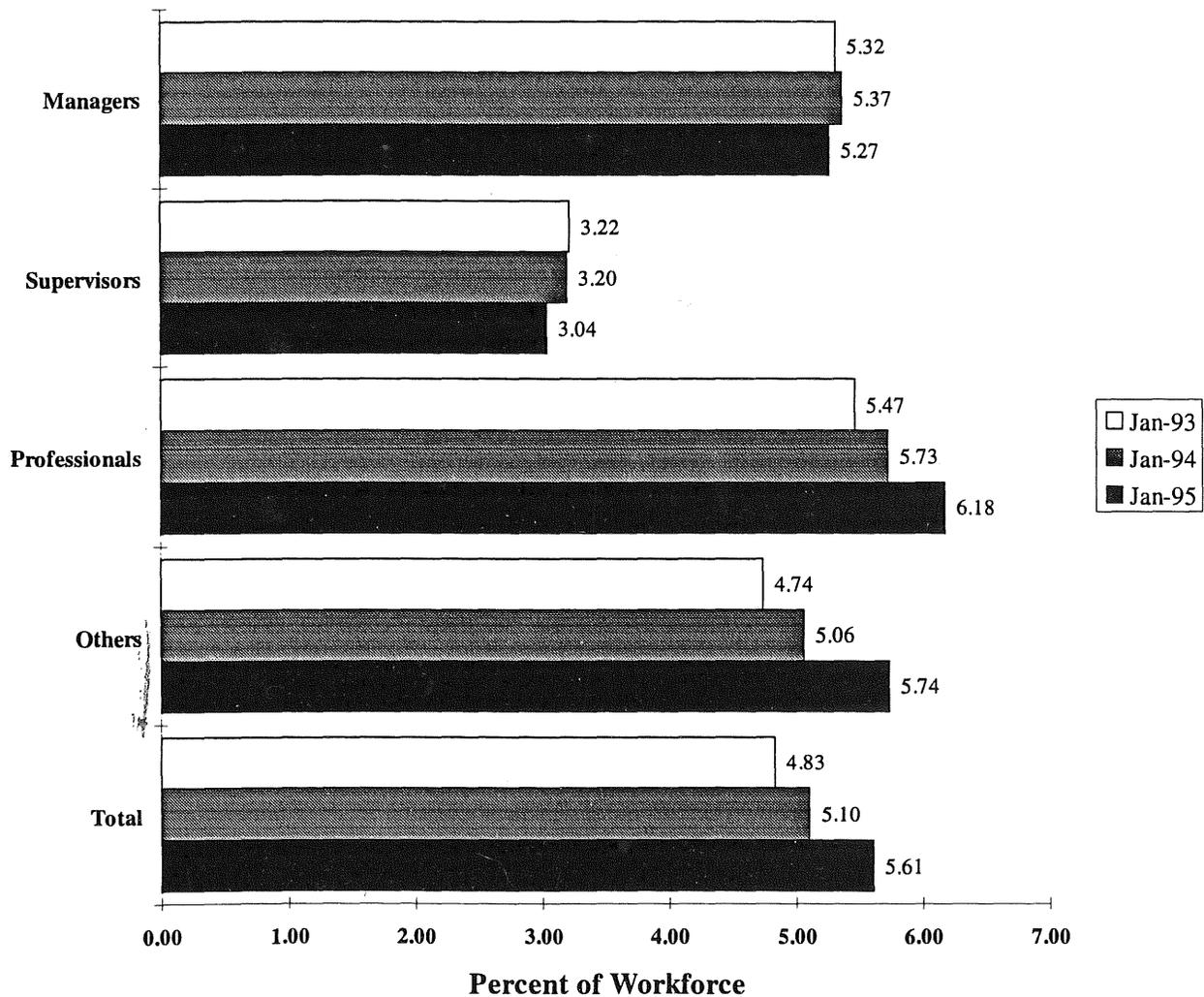
The percentage of racial and ethnic minority employees in the State of Minnesota workforce continues to increase. As a result, the gap between the representation of minorities in the state's labor force (according to the 1990 census) and the State of Minnesota's workforce continues to grow. Additionally, in each ethnic group category, the percentage of state employees exceeds the representation in the labor force.



Racial and Ethnic Minorities by Occupational Group

The number of racial and ethnic minority group members in the State of Minnesota workforce continued to increase, from 1,652 (4.83 percent) in 1992 to 2,016 (5.61 percent) in 1994. This is nearly a full percentage point increase in a two year period of time. The following pages show changes in state employment for each of the racial and ethnic minority groups over the past three years.

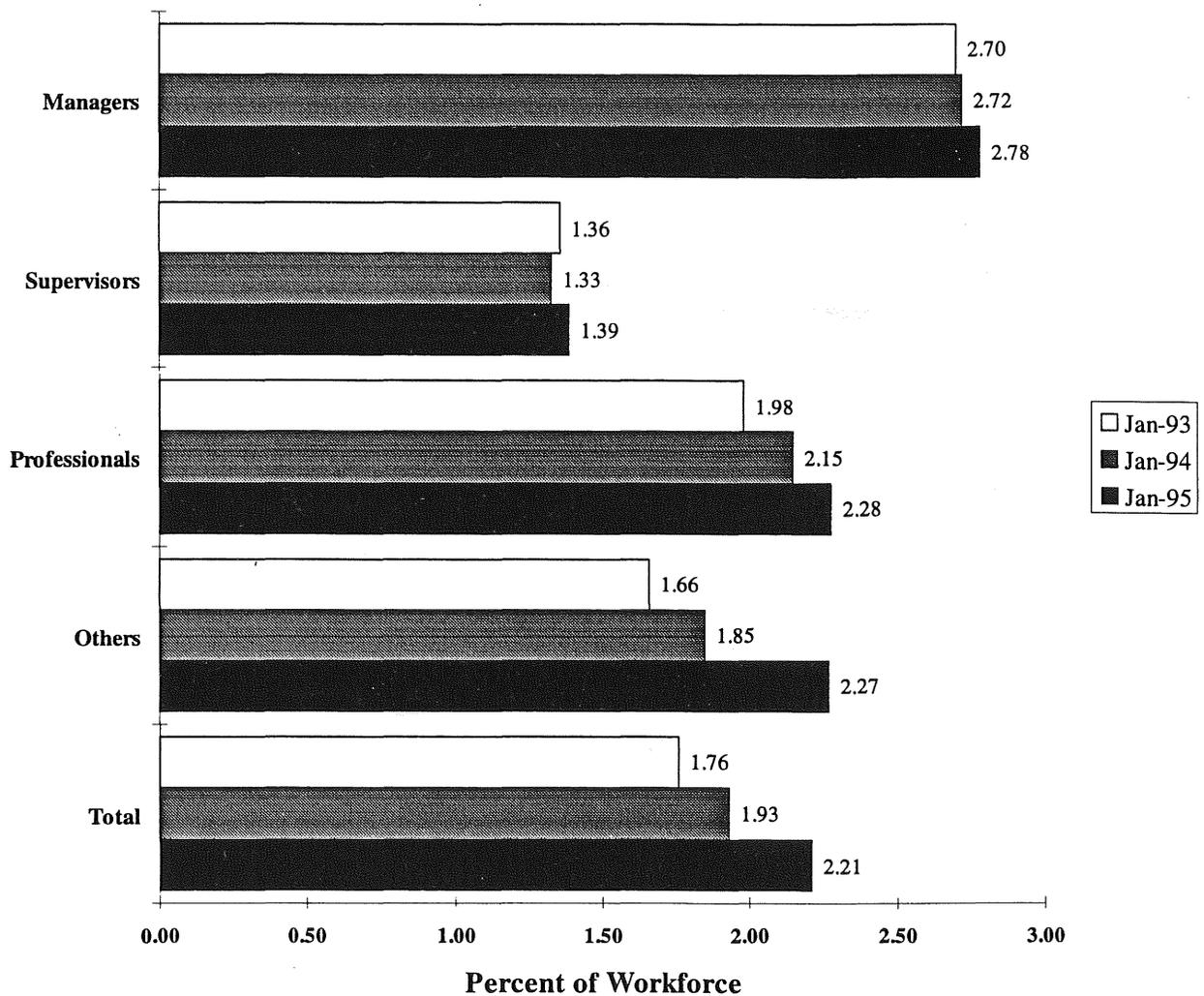
Racial and Ethnic Minorities by Occupational Group Executive Branch (academic not included)



African Americans

The percentage of African American employees in state employment continued to increase over the past three years. There has been a steady increase of African Americans in most job categories.

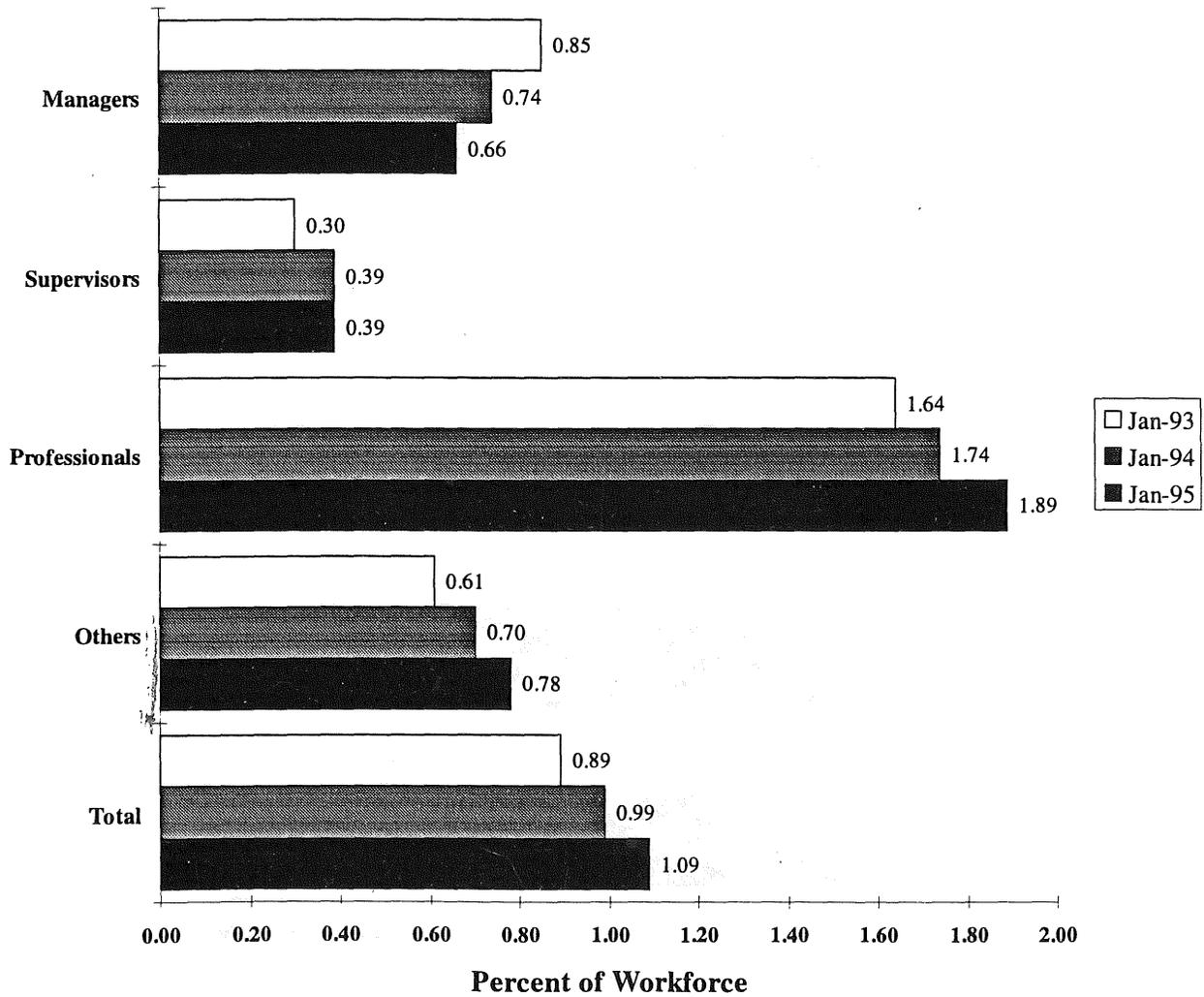
**African Americans by Occupational Group
Executive Branch (academic not included)**



Asian-Pacific Islanders

For the third year in a row, the number of Asian-Pacific Islander employees in the State of Minnesota workforce increased by over 10 percent. This increase is reflected most noticeably in the professional job category where there was a 15.2 percent increase.

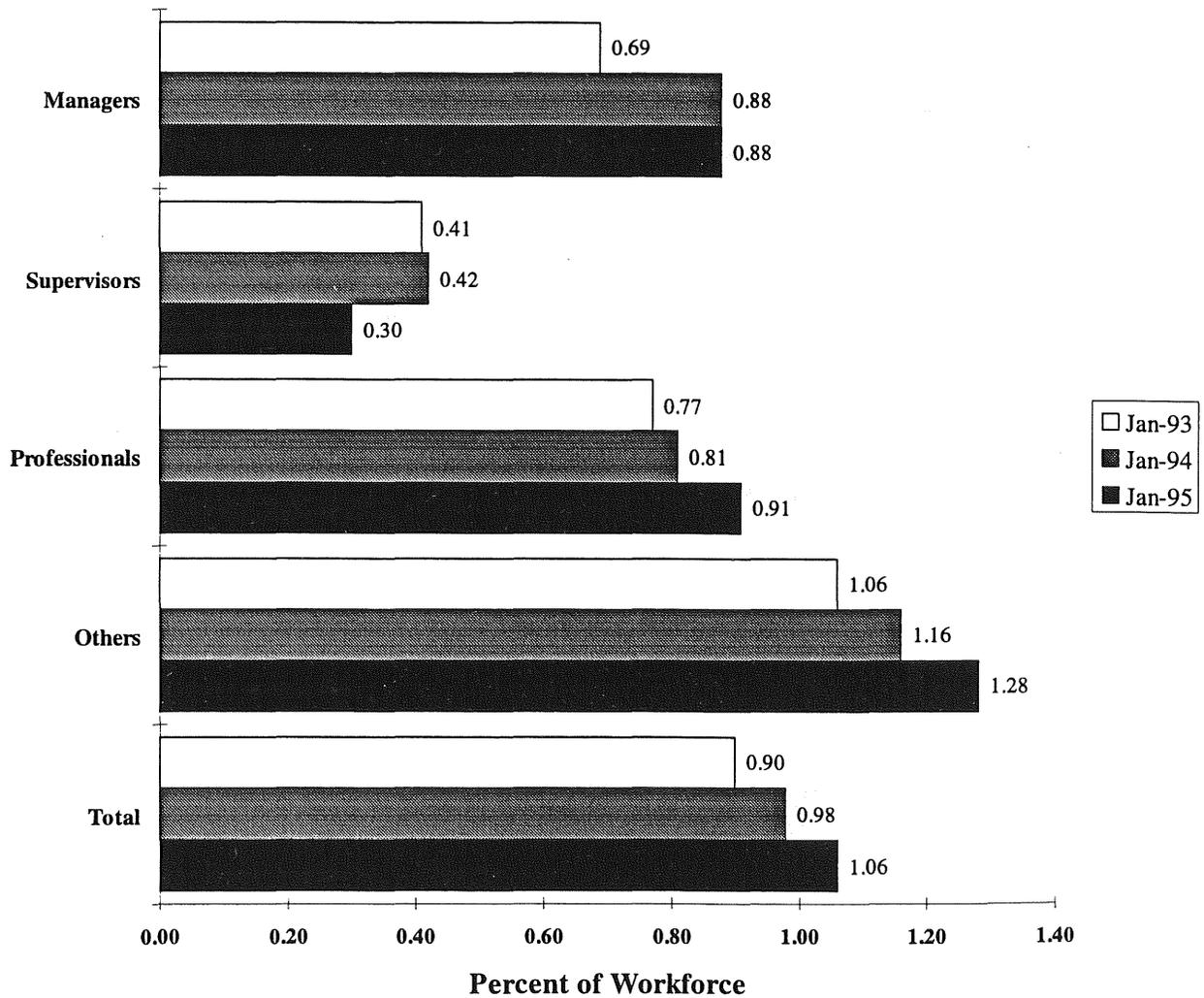
**Asian-Pacific Islanders by Occupational Group
Executive Branch (academic not included)**



Hispanics

The representation of Hispanic employees increased for the second straight year. Hispanic employees in the professional and other occupational groups reflected the greatest increase.

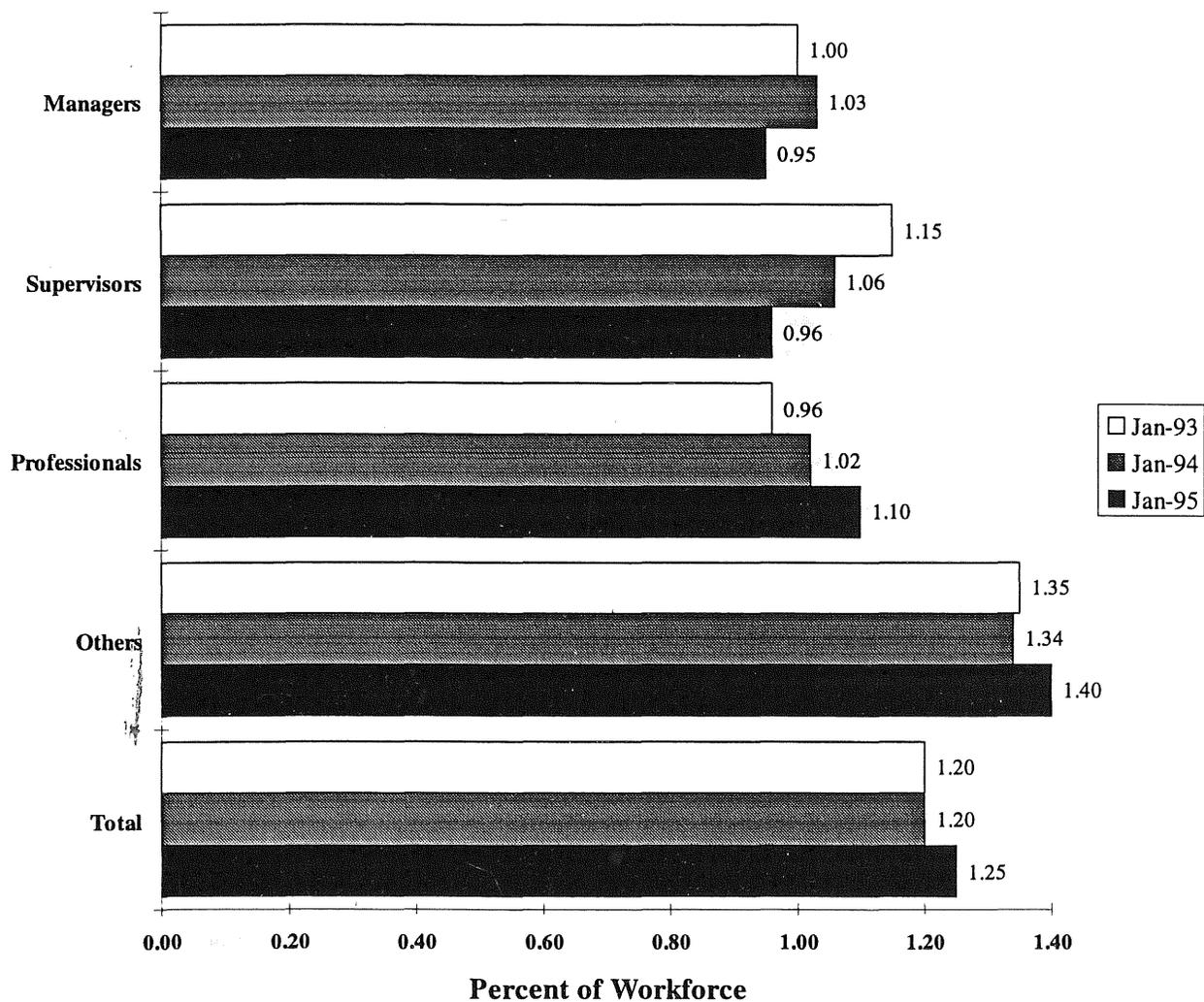
**Hispanics by Occupational Group
Executive Branch (academic not included)**



Native Americans

During 1993, the percentage of Native American managers and professional employees increased even though the total percentage of employees remained constant. After remaining constant during the previous two years, the percentage of Native American employees increased this year. The increase is attributed to the large increase of employees in the professional and other occupational groups.

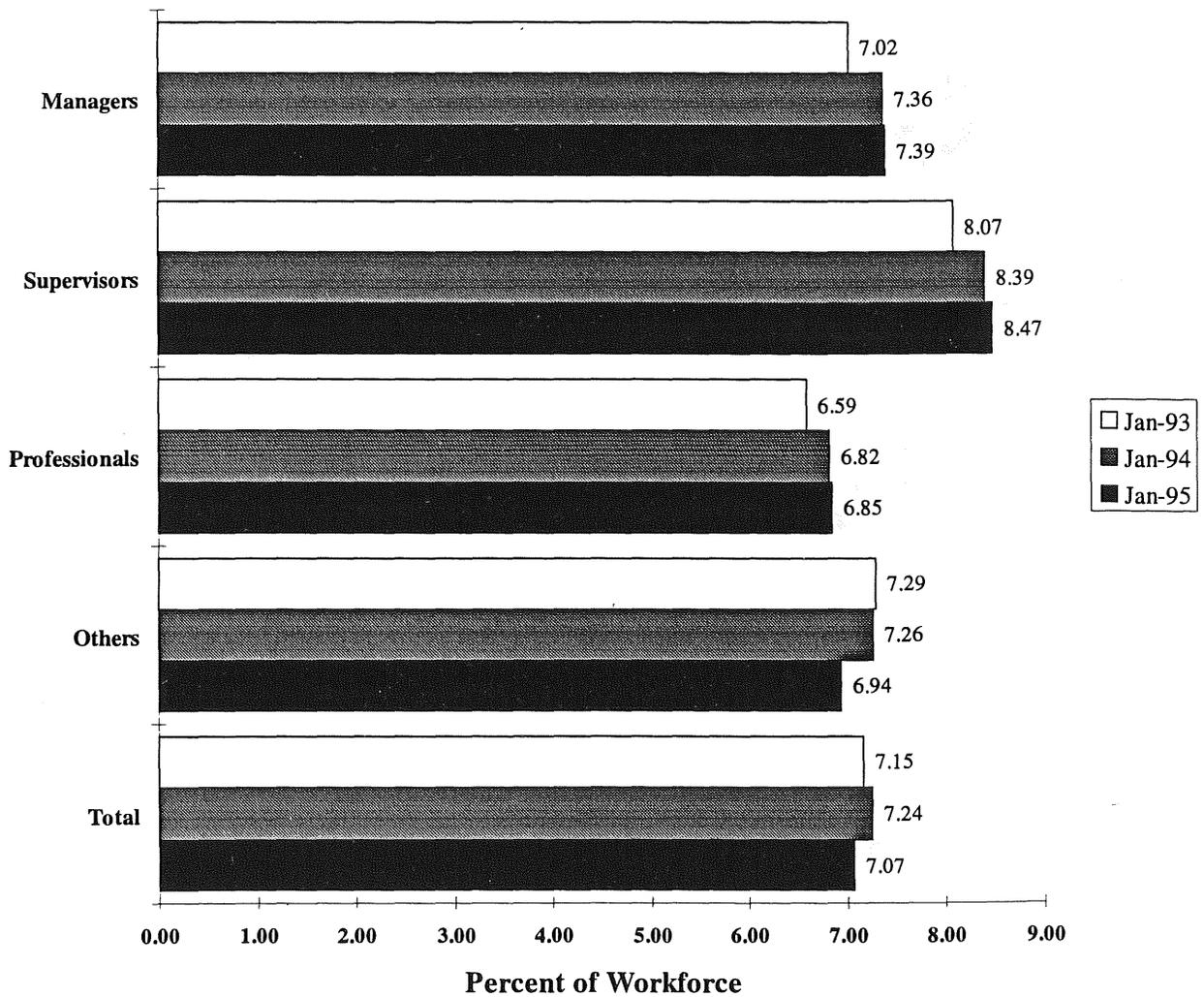
**Native Americans by Occupational Group
Executive Branch (academic not included)**



Persons with Disabilities

The State of Minnesota's employment of managers, supervisors and professional employees with disabilities increased for the second straight year. This is the case even though the total number of employees with disabilities decreased.

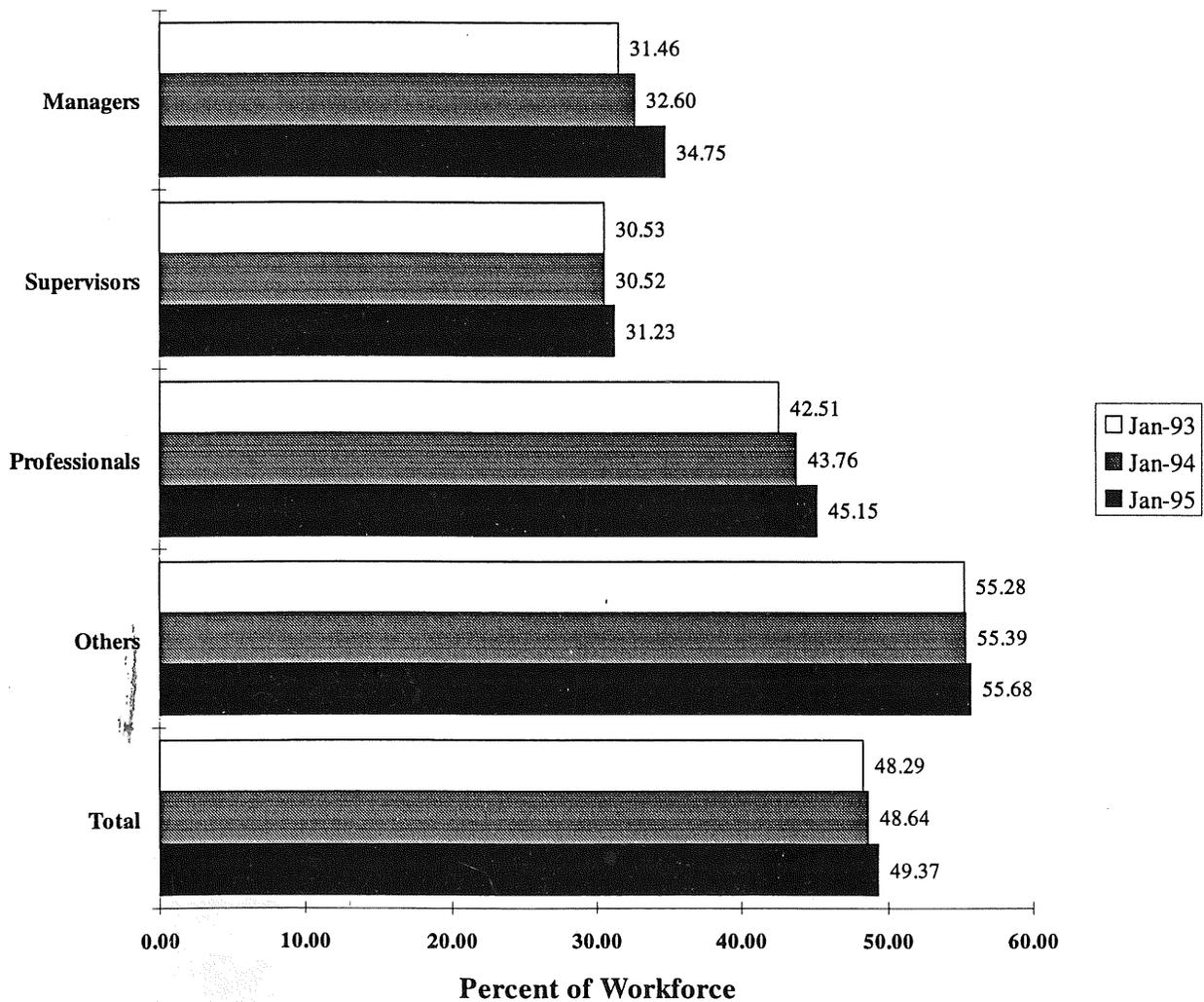
**Persons with Disabilities by Occupational Group
Executive Branch (academic not included)**



Women

The percentage of women in the State of Minnesota workforce continues to increase, from 48.3 percent in 1993 to 49.34 percent in 1994. This increase is reflected in each of the four occupational groups.

**Women by Occupational Group
Executive Branch (academic not included)**



SECTION 6

Compliance Analysis

Compliance Analysis

All List Appointments (includes both disparity and non-disparity)

During 1994, state agencies had 2,552 list appointments. There were 1,544 (60.5 percent) women, 225 (8.8 percent) minorities and 119 (4.7 percent) people with disabilities appointed from the lists. Of the 2,552 list hires, 1,553 (60.9 percent) of them had one or more disparities.

List Appointments (when disparity exists)

During 1994, state agencies had 1,553 opportunities to hire or promote employees from eligible lists where the agencies had disparities in their workforce for protected groups. For 944 (60.8 percent) of these, the agency's non-affirmative action hire was determined to be justified for one or more of the reasons listed on the Protected Group Report form in the appendix. The agencies made affirmative action hires in 441 (28.4 percent) of the remaining opportunities and missed 168 opportunities (10.8 percent). Minorities were hired 12.8 percent of the time when disparate, females 42.7 percent when disparate, and persons with disabilities 5.2 percent when disparate.

Over half of the justified non-affirmative action hires (484 or 31.2 percent of total hires) occurred because no protected group member was certified. There were 179 (11.5 percent) justified hires because of no response or interest and 103 (6.6 percent) for seniority contractual reasons. These three reasons comprised 81 percent of the justified hires.

List Appointments (when no disparity exists)

There were 1,672 hires with no minority disparities. One hundred twelve (6.7 percent) of the hires were minorities. There were 1,939 hires with no female disparities. One thousand two hundred eighty-two (66.1 percent) of the hires were females. One thousand four hundred twenty-eight (1,428) of the hires had no disparities for persons with disabilities and 60 (4.2 percent) of the hires were persons with disabilities.

Monitoring Agency Compliance

Under 1987 amendments to state law, an agency is considered out of compliance with affirmative action requirements if the agency "has not met its affirmative action goals, fails to make an affirmative action hire, or fails to justify its non-affirmative action hire in 25 percent or more of the appointments made in the previous calendar year."

The Office of Diversity and Equal Opportunity tracks appointments from eligible lists established through civil service exams. The tracking process includes these steps:

- 1) When an agency has a vacancy, it requests a list of eligible candidates from the Department of Employee Relations. The department then generates a list of the top 20 names in the case of a vacancy open to the general public, or 10 names in the case of a promotional vacancy limited to current state employees. If the agency is underrepresented for one or more protected groups, the list is checked to see whether there are protected group members among the top 10 or 20 candidates. If not, additional names are automatically added until there is a total of two names from each underrepresented group on the hiring list. A Protected Group Report (PGR) is sent to the agency with the list. A copy of the standard form is included in an appendix to this report.
- 2) If the agency hires a protected group member, this decision is marked on the PGR as an "affirmative action hire." This decision will help the agency meet its goals and will be reflected in future statistical summaries.

- 3) If there is a disparity, but the agency fails to hire a protected group member, the agency must complete the PGR explaining why the protected group member was not hired. The form includes a number of approved "justifications" for this decision, such as "appointment made from layoff list as required by collective bargaining agreement" or "agency no longer has disparity."
- 4) If the agency fails to hire affirmatively and cannot explain this decision by one of the justifications on the PGR, the hiring decision is marked as a "missed opportunity."

Agencies Not In Compliance in 1994

Three agencies missed 25 percent or more of their opportunities to make affirmative action hires from eligible lists where there were candidates whose appointments would have helped correct disparities. Those four agencies, listed below, are designated as agencies not in compliance with affirmative action requirements pursuant to M.S. 43A.191.

Agency	Total Opportunities	Affirmative Action Hires	Justified Hires	Missed Opportunities
Pollution Control Agency	14	3 (21.4%)	4 (28.6%)	7 (50.0%)
Public Employees Retirement Association	6	1 (16.7%)	3 (50.0%)	2 (33.3%)
Trade & Economic Development	18	3 (16.7%)	10 (55.6%)	5 (27.8%)

Three agencies had more than 25 percent missed opportunities, but they were not found out of compliance because their percentage of affirmative action hires was as high or higher than the percentage of missed opportunities. Four agencies had less than four hires, therefore, measuring one-fourth missed opportunities was statistically impractical.

LIST HIRES BY AGENCY -1994
(When Disparity Exists)

DEPARTMENT	TOTAL OPPORTUNITIES	AFFIRMATIVE ACTION		JUSTIFIED		MISSED OPPORTUNITIES	
		HIRES	%	HIRES	%	HIRES	%
ADMINISTRATION	23	6	26.1	17	73.9	0	0.0
ADMINISTRATIVE HEARINGS OFFICE	0	0	0.0	0	0.0	0	0.0
AGRICULTURE	36	17	47.2	8	22.2	11	30.6
ANIMAL HEALTH BOARD	0	0	0.0	0	0.0	0	0.0
ATTORNEY GENERAL	2	0	0.0	2	100.0	0	0.0
AUDITOR	0	0	0.0	0	0.0	0	0.0
COMMERCE	14	5	35.7	6	42.9	3	21.4
COMMUNITY COLLEGE SYSTEM	19	2	10.5	16	84.2	1	5.3
CORRECTIONS	608	107	18.0	421	70.0	71	12.0
ECONOMIC SECURITY	89	19	21.3	66	74.2	4	4.5
EDUCATION	49	29	59.2	14	28.6	6	12.2
EDUCATION FARIBAULT	1	0	0.0	1	100.0	0	0.0
EMPLOYEE RELATIONS	25	7	28.0	18	72.0	0	0.0
FINANCE	5	0	0.0	5	100.0	0	0.0
GAMBLING CONTROL BOARD	2	1	50.0	0	0.0	1	50.0
HEALTH	89	16	18.0	66	74.2	7	7.9
HIGHER EDUCATION COORDINATING BOARD	2	1	50.0	1	50.0	0	0.0
HOUSING FINANCE AGENCY	6	2	33.3	3	50.0	1	16.7
HUMAN RIGHTS	8	1	12.5	7	87.5	0	0.0
HUMAN SERVICES	310	48	15.5	241	77.7	21	6.8
INVESTMENT BOARD	0	0	0.0	0	0.0	0	0.0
IRON RANGE RESOURCES AND REHABILITATION	2	1	50.0	1	50.0	0	0.0
LABOR AND INDUSTRY	6	1	16.7	5	83.3	0	0.0
MEDIATION SERVICES	0	0	0.0	0	0.0	0	0.0
MILITARY AFFAIRS	7	0	0.0	6	85.7	1	14.3
MINNESOTA CENTERS FOR ARTS EDUCATION	3	0	0.0	2	66.7	1	33.3
MINNESOTA STATE RETIREMENT SYSTEM	1	1	100.0	0	0.0	0	0.0

LIST HIRES BY AGENCY -1994
(When Disparity Exists)

DEPARTMENT	TOTAL OPPORTUNITIES	AFFIRMATIVE ACTION		JUSTIFIED		MISSED OPPORTUNITIES	
		HIRES	%	HIRES	%	HIRES	%
NATURAL RESOURCES	68	20	27.9	44	64.7	4	5.8
NURSING BOARD	1	1	100.0	0	0.0	0	0.0
OFFICE OF ENVIRONMENTAL ASSISTANCE	3	0	0.0	1	33.3	2	66.7
OFFICE OF STRATEGIC & LONG RANGE PLANNING	2	0	0.0	1	50.0	1	50.0
POLLUTION CONTROL AGENCY	14	3	21.4	4	28.6	7	50.0
PUBLIC EMPLOYEES RETIREMENT ASSOCIATION	6	1	16.7	3	50.0	2	33.3
PUBLIC SAFETY	137	73	53.3	54	39.4	10	7.3
PUBLIC SERVICE	11	4	36.4	3	27.3	4	36.4
PUBLIC UTILITIES COMMISSION	2	0	0.0	2	100.0	0	0.0
REVENUE	87	43	49.4	32	36.8	12	13.8
SECRETARY OF STATE	7	3	42.9	4	57.1	0	0.0
STATE BOARD OF TECHNICAL COLLEGES	1	1	100.0	0	0.0	0	0.0
STATE LOTTERY	21	10	47.6	6	28.6	5	23.8
STATE UNIVERSITIES	33	5	15.2	20	60.6	8	24.2
TEACHERS RETIREMENT ASSOCIATION	3	1	33.3	2	66.7	0	0.0
TRADE & ECONOMIC DEVELOPMENT	18	3	16.7	10	55.6	5	27.8
TRANSPORTATION	116	22	19.0	78	67.2	16	13.8
TREASURER'S OFFICE	0	0	0.0	0	0.0	0	0.0
VETERANS BENEFITS & SERVICES	0	0	0.0	0	0.0	0	0.0
VETERANS HOME	49	5	10.2	42	85.7	2	41.1
WATER AND SOIL RESOURCES	2	0	0.0	1	50.0	1	50.0
ZOOLOGICAL GARDENS	15	4	26.7	11	73.3	0	0.0
TOTAL	1552	441	28.4	946	61.0	165	10.6

Summary of Appointments

	Total	Women		Minorities		Disabled	
		#	%	#	%	#	%
List With Disparity	1,553	262	42.7	113	12.8	59	5.2
List Without Disparity	999	1,282	66.1	112	6.7	60	4.2
Total List	2,552	1,544	60.5	225	8.8	119	4.7
Non-List	24,726	12,806	51.8	2,308	9.3	682	2.8

Comparison of Appointed - New Hires vs. Current Employees

List Hires for 1994

	Total	Women		Minorities		Disabled	
		#	%	#	%	#	%
Current Employees	1,617	971	60.0	113	7.0	93	5.8
New Hires	935	573	61.3	112	12.0	26	2.8

Non-List Hires for 1994

	Total	Women		Minorities		Disabled	
		#	%	#	%	#	%
Current Employees	18,540	9,565	51.6	1,564	8.4	520	2.8
New Hires	5,904	3,100	52.5	723	12.2	136	2.3

Total Hires for 1994

	Total	Women		Minorities		Disabled	
		#	%	#	%	#	%
Current Employees	20,157	10,536	52.3	1,677	8.3	613	3.0
New Hires	6,839	3,673	53.7	835	12.2	162	2.4

APPENDICES

Office of Diversity & Equal
 Opportunity
 658 Cedar Street
 St. Paul, MN 55155

PROTECTED GROUP REPORT

Action Code

A	J	M
---	---	---

Information collected will be used to determine the effectiveness of State selection and referral processes and the effectiveness of the State Affirmative Action Program. Results will be audited as required by M.S. 43A.191.

Agency	Dept./Div.	Goal Unit	Barg. Unit	Requisition #	Exp. Cert. Y N
Class	Code	Class Certified (if different)		Code	# Pers. Cert.

AGENCY ANALYSIS OF CERTIFICATION/SELECTION PROCESS

	Disparity	Individuals on All Certs	Attempted to Contact	Interested	Interviewed/ Further	Withdrew/ Declined Off.	Disparate Appt.	Expand Appt.
Female								
Minority								
Disabled								

WORKFORCE DISPARITY/OPPORTUNITY ACTION INFORMATION: Complete this section only if there is a check under one or more of the protected groups listed in the Disparity Column above and if no member of those disparate groups was appointed.

1. Followed pre-hire review? Yes No Explain _____

2. Check reason(s) a member of a disparate group was not appointed:

- A. No members of disparate groups were certified.
- B. Disparate group member(s) failed to pass mandatory job requirements given prior approval by DOER.
 - 1. Typing/Steno test
 - 2. Licensure/Certification
 - 3. Selective certification criteria: define
- C. Certified members of disparate groups failed to respond or were not interested in the position.
 - 1. Phoned applicant
 - 2. Letter to applicant (attach copy of letter)
- D. Appointment made from layoff as required by collective bargaining agreement.
- E. Seniority article of the contract is applied.
 - 1. More senior employee had permanent/probationary status.
 - 2. More senior employee had been serving on temporary appointment.
- F. Incumbent appointed to position changed in allocation.
- G. Appointed workers' compensation referral.
- H. Agency no longer has disparity.
- I. Current employee appointed from attached certification to avert a layoff. Explain on reverse.
- J. The only disparate group members available for appointment are in the same goal/bargaining unit as vacancy and their appointment would not help meet affirmative action goals.
- K. Unable to make reasonable accommodation to applicant's handicap. Explain on reverse.
- L. Grievance or arbitration settlement. Attach copy of settlement.
- M. Non-citizen without proper work authorization.

NOTE: Reasons A-M above are justification for failure to make an affirmative action hire (appointment of a member of a protected group for which an agency has a disparity in the goal unit - see Personnel Rules) in determining compliance with affirmative action requirements of M.S. 43A.191, Subdivision 3.

Personnel Officer	Date	Affirmative Action Officer	Date
-------------------	------	----------------------------	------

This form, completed and signed, must accompany any appointment made from the attached certification report and returned to the Department of Employee Relations.

PE-00317-14 (Rev. 1/93)

MONITORING FORM FOR NON - LIST HIRES DESIGNATED FOR AFFIRMATIVE ACTION

DOER: Action Code A J M

INSTRUCTIONS: This form is used to monitor non-list hires pursuant to M.S. 43A.08, Subd. 2a or 43A.15 on equal employment opportunity and affirmative action. *Current goal disparity can be identified in your agency Affirmative Action Goal Achievement/Special Handling Report provided by DOER, Office of Diversity & Equal Opportunity or by contacting your ODEO liaison. This form will first be completed by your agency and forwarded to DOER, Office of Diversity & Equal Opportunity. Information collected will be used to monitor missed opportunities, and report to the Governor and Legislature each agency's compliance with affirmative action requirements. (SEE INSTRUCTION KEY ON REVERSE SIDE.) This form must be submitted to DOER-ODEO for all non-list hires for the following event codes: 104, 105, 107, 108, 109, 110, 111, 112, 113, 117, 120, 121, 204, 205, 207, 208, 210, 211, 212, 213, 214, 218, 222, 223, 225, 229, 230, 231, 232, 233, 303 and 501.

Agency ①	Dept./Div. ②	Goal Unit ③	Barg Unit ④	Position # ⑤
Class Title ⑥	Class Code ⑦	Event Code ⑧	Appt. Begin Date/Name ⑨	

I. ⑩ **AGENCY ANALYSIS OF SELECTION PROCESS**

	*Disparity (See above)	# Applied	# ODEO Resume Referrals	# Attempted to Contact	# Interviewed	Withdrew/ Declined Offer	Appt'd Yes/No
Female							
Minority							
Disabled							

II. Workforce Disparity/Opportunity Action Information: Complete this section only if there is a check under one or more of the protected groups listed in the Disparity Column above and if no member of those disparate groups was appointed.

Check Reason(s). ⑪

- E. Seniority article of contract applied.
 - 1. More senior employee had permanent/probationary status.
 - 2. More senior employee had been serving on temporary status.
- F. Incumbent appointed to position changed in allocation or demoted or transferred as a result of reallocation.
- G. Appointed worker's compensation referral.
- H. Agency no longer has disparity.
- I. Current employee appointed from layoff or to avert a layoff.
- J. The only disparate group members available for appointment are in same goal unit (bargaining unit within geographic area) as vacancy and their appointment would not help meet affirmative action goals.
- K. Unable to make reasonable accommodation to applicant's disability. Explain:
- L. Grievance or arbitration settlement. Attach copy of settlement.
- M. Summer job hire - no members of disparate groups referred.
- N. No member of disparate groups referred.
- O. Urgent hire required within 5 working days.

NOTE: The above reasons will be considered as justification for failure to make an affirmative action hire as will good faith recruitment efforts which failed to produce protected group applicants.

III. Recruitment Process ⑫ Date Vacancy Posted _____

Affirmative Action Efforts (Please explain)

Appointing Authority	Date	Personnel Officer	Date	Affirmative Action Officer	Date
----------------------	------	-------------------	------	----------------------------	------

MONITORING NON-LIST HIRES

This form must be submitted to DOER-ODEO for all non-list hires for the following event codes: 104, 105, 107, 108, 109, 110, 111, 112, 113, 117, 120, 212, 204, 205, 207, 208, 210, 211, 212, 213, 214, 218, 222, 223, 225, 229, 230, 231, 232, 233, 303 and 501.

Please refer to this instruction key (1-12) which will describe the blanks to be filled in on the monitoring form.

1. AGENCY: Insert agency name.
2. DEPT/DIVN: Insert the number representing the department and division to which the position is assigned. See State Personnel/Payroll Operations Manual.
3. GOAL UNIT: Insert the number for the goal unit from your Affirmative Action Goal Achievement/Special Handling Report or contact your ODEO Liaison for further assistance. If your agency employs less than 25 employees, a goal unit number is not applicable. You may include goals for goal units with fewer than five employees if you review the existing makeup of your agency's unclassified workforce and then determine what protected groups are underutilized. Contact ODEO 296-4600.
4. BARGAINING UNIT: Insert the three-digit code which stands for the bargaining unit, if any, to which the position is assigned. See State Personnel/Payroll Operations Manual.
5. POSITION #: The position control number to which the employee is assigned. Reference the Position Processing Section in the State Personnel/Payroll Operations Manual.
6. CLASS: Insert the official job class title as listed in the State Salary Plan.
7. CODE: Insert the six-digit code corresponding to the classification title as listed in the State Salary Plan.
8. EVENT CODE: Insert the three digit code. Reference the State Personnel/Payroll Operations Manual.
9. APPT. BEGIN DATE/NAME: First day employee is on State payroll in this appointment. Insert name of applicant hired.
10. SECTION I/SELECTION PROCESS: Agency shall list protected group member disparity and document applicant selection process. Reference your Goal Achievement/Special Handling Report or contact your ODEO Liaison for further assistance.
11. SECTION II/RATIONALE: Agency shall check any reason(s) a member of a disparate group was not appointed.
12. SECTION III/RECRUITING PROCESS: Agency shall list all affirmative action recruitment efforts.

* The agency Affirmative Action Officer and Personnel Officer shall sign and forward the completed form to the Department of Employee Relations, Office of Diversity and Equal Opportunity.

**MINNESOTA DEPARTMENT OF EMPLOYEE RELATIONS
DATA FROM JANUARY 1995**

GROUP: WOMEN

	TOTAL EMPLOYEES	[----- NUMBER & PERCENT -----]				
		WOMEN	MANAGERS	PROF	SUPV	OTHER
ACCOUNTANCY BOARD	7	6 85.71	0	1 100.00	0	5 100.00
ADMINISTRATION	862	379 43.97	19 35.85	105 45.85	26 32.10	229 45.89
ADMINISTRATIVE HEARINGS OFFICE	88	52 59.09	1 33.33	17 42.50	3 50.00	31 79.49
AGRICULTURE	510	169 33.14	2 9.52	45 25.71	9 16.67	113 43.46
ANIMAL HEALTH BOARD	34	11 32.35	0	0	0	11 57.89
ARCHITECTURE, ENGINEERING, LAND SURVEYING, LANDSCAPE ARCHITECTURE AND ID BOARD	7	7 100.00	1 100.00	0	0	6 100.00
ARTS BOARD	16	12 75.00	0	6 75.00	1 100.00	5 100.00
ATTORNEY GENERAL	455	296 65.05	26 47.27	162 56.06	6 100.00	102 97.14
AUDITOR	117	55 47.01	3 20.00	31 46.27	7 38.89	14 82.35
BARBER EXAMINERS BOARD	2	1 50.00	0	0	0	1 50.00
BOXING BOARD	2	1 50.00	0	0	0	1 100.00
CAPITOL AREA ARCHITECTURE AND PLANNING BOARD	5	3 60.00	0	1 50.00	0	2 100.00
CHIROPRACTIC EXAMINERS BOARD	5	4 80.00	0	1 100.00	0	3 100.00
COMMERCE	267	137 51.31	3 16.67	54 36.73	11 50.00	69 86.25
COMMUNITY COLLEGES - METRO	1,037	709 68.37	63 49.22	111 70.70	27 56.25	508 72.16
COMMUNITY COLLEGES - OTHER	698	452 64.76	31 51.67	84 61.76	6 25.00	331 69.25
CORRECTIONS - METRO	1,754	649 37.00	9 20.00	153 57.09	62 32.46	425 34.00
CORRECTIONS - OTHER	1,574	528 33.55	2 8.00	125 40.85	41 25.00	360 33.36
COUNCIL ON ASIAN-PACIFIC MINNESOTANS	1	1 100.00	0	0	0	1 100.00

GROUP: WOMEN

	TOTAL EMPLOYEES	[NUMBER & PERCENT]				
		WOMEN	MANAGERS	PROF	SUPV	OTHER
COUNCIL ON BLACK MINNESOTANS	5	3 60.00	0	1 100.00	0	2 66.67
COUNCIL ON SPANISH SPEAKING PEOPLE	4	2 50.00	0	1 50.00	0	1 100.00
COUNCIL ON DISABILITY	10	6 60.00	0	2 40.00	0	4 100.00
DENTISTRY BOARD	6	6 100.00	1 100.00	2 100.00	1 100.00	2 100.00
ECONOMIC SECURITY - METRO	1,394	793 56.89	20 35.09	322 43.22	45 40.91	406 84.23
ECONOMIC SECURITY - OTHER	601	322 53.58	0	125 34.92	10 19.61	187 97.91
EDUCATION	436	302 69.27	13 54.17	113 55.67	19 47.50	157 92.90
EDUCATION FARIBAULT	304	219 72.04	1 50.00	62 69.66	4 50.00	152 74.15
ELECTRICITY BOARD	21	9 42.86	0	0	1 100.00	8 44.44
EMPLOYEE RELATIONS	205	144 70.24	8 61.54	58 61.05	10 58.82	68 85.00
ETHICAL PRACTICES BOARD	8	7 87.50	2 100.00	1 100.00	1 100.00	3 75.00
FINANCE	200	108 54.00	15 35.71	50 51.02	7 36.84	36 87.80
GAMBLING CONTROL BOARD	39	26 66.67	1 50.00	8 47.06	1 33.33	16 94.12
GOVERNOR'S OFFICE	98	65 66.33	6 46.15	19 63.33	0	40 72.73
HARMFUL SUBSTANCE COMPENSATION BOARD	3	3 100.00	0	1 100.00	0	2 100.00
HEALTH	1,136	773 68.05	27 56.25	402 64.11	74 52.48	270 84.38
HIGHER EDUCATION BOARD	10	7 70.00	1 25.00	2 100.00	0	4 100.00
HIGHER EDUCATION COORDINATING BOARD	64	43 67.19	5 33.33	14 63.64	1 33.33	23 95.83
HIGHER EDUCATION FACILITIES AUTHORITY	3	2 66.67	1 50.00	0	0	1 100.00
HOUSING FINANCE AGENCY	159	104 65.41	6 50.00	43 55.84	8 57.14	47 83.93

GROUP: WOMEN

	TOTAL EMPLOYEES	[----- NUMBER & PERCENT -----]				
		WOMEN	MANAGERS	PROF	SUPV	OTHER
HUMAN RIGHTS	57	37 64.91	1 33.33	17 56.67	5 62.50	14 87.50
HUMAN SERVICES - METRO	2,073	1,414 68.21	45 55.56	603 62.75	90 64.29	676 75.87
HUMAN SERVICES - OTHER	4,903	3,242 66.12	19 33.33	682 65.83	171 46.98	2,370 68.78
INDIAN AFFAIRS COUNCIL	7	5 71.43	1 50.00	2 66.67	0	2 100.00
INVESTMENT BOARD	24	10 41.67	1 12.50	5 45.45	2 66.67	2 100.00
IRON RANGE RESOURCES AND REHABILITATION	159	59 37.11	0	9 36.00	2 20.00	48 40.00
LABOR AND INDUSTRY	403	232 57.57	6 23.08	72 39.13	11 61.11	143 81.71
LABOR INTERPRETIVE CENTER	1	1 100.00	0	0	0	1 100.00
MARRIAGE AND FAMILY THERAPY	2	1 50.00	0	0	0	1 100.00
MEDIATION SERVICES	22	9 40.91	0	2 20.00	0	7 100.00
MEDICAL PRACTICE BOARD	31	21 67.74	0	8 80.00	1 33.33	12 75.00
MILITARY AFFAIRS - METRO	74	22 29.73	1 33.33	2 40.00	0	19 31.15
MILITARY AFFAIRS - OTHER	257	52 20.23	0	0	1 3.85	51 23.72
MINNESOTA AMATEUR SPORTS COMMISSION	9	4 44.44	0	1 33.33	0	3 60.00
MINNESOTA CENTER FOR ARTS EDUCATION	75	48 64.00	3 60.00	26 59.09	1 100.00	18 72.00
MINNESOTA STATE RETIREMENT SYSTEM	38	19 50.00	0	5 38.46	1 25.00	13 72.22
MUNICIPAL BOARD	4	3 75.00	1 50.00	0	0	2 100.00
NATURAL RESOURCES - METRO	781	328 42.00	9 13.85	108 31.86	29 25.66	182 68.94
NATURAL RESOURCES - OTHER	1,506	302 20.05	1 3.85	55 8.65	12 5.11	234 38.42
NURSING BOARD	28	27 96.43	1 100.00	6 85.71	2 100.00	18 100.00

GROUP: WOMEN

	TOTAL EMPLOYEES	[----- NUMBER & PERCENT -----]				
		WOMEN	MANAGERS	PROF	SUPV	OTHER
NURSING HOME ADMINISTRATORS BOARD	3	3 100.00	1 100.00	0	0	2 100.00
OFFICE OF ENVIRONMENTAL ASSISTANCE	58	23 39.66	0	14 35.00	3 42.86	6 66.67
OFFICE OF STRATEGIC & LONG RANGE PLANNING	77	38 49.35	3 42.86	21 42.86	1 16.67	13 86.67
OMBUDSMAN FOR CORRECTIONS	10	7 70.00	1 50.00	4 66.67	0	2 100.00
OMBUDSMAN FOR MENTAL HEALTH AND MENTAL RETARDATION	17	10 58.82	1 100.00	6 50.00	1 50.00	2 100.00
OMBUDSPERSON-FAMILIES	4	3 75.00	0	3 75.00	0	0
OPTOMETRY BOARD	1	1 100.00	1 100.00	0	0	0
PARI-MUTUEL RACING	3	2 66.67	0	0	0	2 100.00
PHARMACY BOARD	10	6 60.00	0	1 25.00	1 100.00	4 100.00
POLLUTION CONTROL AGENCY	820	374 45.61	7 28.00	197 36.69	35 39.77	135 79.41
PSYCHOLOGIST BOARD	6	6 100.00	1 100.00	1 100.00	0	4 100.00
PUBLIC EMPLOYEES RETIREMENT ASSOCIATION	74	53 71.62	2 66.67	16 59.26	6 60.00	29 85.29
PUBLIC SAFETY - METRO	1,225	633 51.67	10 30.30	100 28.25	57 37.50	466 67.93
PUBLIC SAFETY - OTHER	606	127 20.96	0	12 3.51	6 10.53	109 52.66
PUBLIC SERVICE	127	56 44.09	6 46.15	22 40.74	5 31.25	23 52.27
PUBLIC UTILITIES COMMISSION	49	27 55.10	3 37.50	7 31.82	4 66.67	13 100.00
REVENUE	1,286	715 55.60	11 32.35	280 40.94	35 38.89	389 81.38
SECRETARY OF STATE	62	48 77.42	3 100.00	5 55.56	3 42.86	37 86.05
SENTENCING GUIDELINES COMMISSION	7	6 85.71	0	3 75.00	1 100.00	2 100.00
SOCIAL WORK BOARD	9	6 66.67	0	2 66.67	0	4 80.00

GROUP: WOMEN

	TOTAL EMPLOYEES	[----- NUMBER & PERCENT -----]				
		WOMEN	MANAGERS	PROF	SUPV	OTHER
STATE BOARD OF TECHNICAL COLLEGES	106	60 56.60	3 33.33	23 43.40	5 38.46	29 93.55
STATE LOTTERY	221	112 50.68	5 33.33	34 38.64	11 45.83	62 65.96
STATE UNIVERSITIES - METRO	138	109 78.99	4 40.00	7 53.85	5 71.43	93 86.11
STATE UNIVERSITIES - OTHER	1,872	1,169 62.45	9 40.91	131 55.98	34 34.34	995 65.59
TAX COURT	5	5 100.00	0	2 100.00	1 100.00	2 100.00
TEACHERS RETIREMENT ASSOCIATION	52	32 61.54	1 25.00	3 23.08	2 22.22	26 100.00
TELECOMMUNICATIONS ACCESS FOR COMMUNICATION IMPAIRED PERSONS	4	1 25.00	0	0	0	1 50.00
TRADE & ECONOMIC DEVELOPMENT	244	157 64.34	14 50.00	50 49.02	7 53.85	86 85.15
TRANSPORTATION REGULATION BOARD	7	3 42.86	0	1 50.00	0	2 66.67
TRANSPORTATION - METRO	2,784	660 23.71	19 17.76	175 32.05	52 12.32	414 24.22
TRANSPORTATION - OTHER	2,160	248 11.48	2 6.25	23 16.79	10 4.22	213 12.14
TREASURER'S OFFICE	13	5 38.46	0	1 50.00	1 50.00	3 50.00
VETERANS BENEFITS & SERVICES	32	14 43.75	1 20.00	2 15.38	0	11 91.67
VETERANS HOME BOARD	10	7 70.00	1 50.00	4 66.67	1 100.00	1 100.00
VETERANS HOME-HASTINGS	76	39 51.32	2 100.00	9 75.00	2 25.00	26 48.15
VETERANS HOME-LUVERNE	107	94 87.85	1 100.00	16 84.21	4 66.67	73 90.12
VETERANS HOME-MINNEAPOLIS	488	293 60.04	1 50.00	78 77.23	17 53.13	197 55.81
VETERANS HOME-SILVERBAY	116	91 78.45	0	14 77.78	5 62.50	72 81.82
VETERINARY MEDICINE	2	1 50.00	0	0	0	1 100.00
VOCATIONAL TECHNICAL EDUCATION COUNCIL	4	3 75.00	1 100.00	0	0	2 100.00

GROUP: WOMEN

	TOTAL EMPLOYEES	[----- NUMBER & PERCENT -----]				
		WOMEN	MANAGERS	PROF	SUPV	OTHER
VOYAGEURS NATIONAL PARK	1	1 100.00	0	0	0	1 100.00
WATER AND SOIL RESOURCES	54	19 35.19	0	6 20.00	1 14.29	12 80.00
WORKERS' COMPENSATION COURT OF APPEALS	22	16 72.73	2 40.00	6 66.67	0	8 100.00
WORLD TRADE CENTER CORPORATION	8	5 62.50	0	0	0	5 62.50
ZOOLOGICAL GARDENS	260	132 50.77	3 37.50	25 64.10	11 52.38	93 48.44
TOTAL	35,960	17,752 49.37	475 34.75	5,029 45.15	1,036 31.23	11,212 55.68

**MINNESOTA DEPARTMENT OF EMPLOYEE RELATIONS
DATA FROM JANUARY 1995**

GROUP: MINORITY (AFRICAN AMERICANS; HISPANIC; ASIAN-PACIFIC ISLANDERS; NATIVE AMERICANS)

	TOTAL EMPLOYEES	[----- NUMBER & PERCENT -----]				
		MINORITY	MANAGERS	PROF	SUPV	OTHER
ACCOUNTANCY BOARD	7	0	0	0	0	0
ADMINISTRATION	862	70 8.12	0	13 5.68	6 7.41	51 10.22
ADMINISTRATIVE HEARINGS OFFICE	88	4 4.55	0	2 5.00	0	2 5.13
AGRICULTURE	510	18 3.53	1 4.76	5 2.86	1 1.85	11 4.23
ANIMAL HEALTH BOARD	34	2 5.88	0	0	1 16.67	1 5.26
ARCHITECTURE, ENGINEERING, LAND SURVEYING, LANDSCAPE ARCHITECTURE AND ID BOARD	7	1 14.29	0	0	0	1 16.67
ARTS BOARD	16	0	0	0	0	0
ATTORNEY GENERAL	455	29 6.37	4 7.27	21 7.27	0	4 3.81
AUDITOR	117	7 5.98	1 6.67	4 5.97	0	2 11.76
BARBER EXAMINERS BOARD	2	0	0	0	0	0
BOXING BOARD	2	0	0	0	0	0
CAPITOL AREA ARCHITECTURE AND PLANNING BOARD	5	0	0	0	0	0
CHIROPRACTIC EXAMINERS BOARD	5	0	0	0	0	0
COMMERCE	267	23 8.61	0	10 6.80	3 13.64	10 12.50
COMMUNITY COLLEGES - METRO	1,037	92 8.87	15 11.72	24 15.29	1 2.08	52 7.39
COMMUNITY COLLEGES - OTHER	698	40 5.73	3 5.00	17 12.50	0	20 4.18
CORRECTIONS - METRO	1,754	183 10.43	4 8.89	27 10.07	14 7.33	138 11.04
CORRECTIONS - OTHER	1,574	62 3.94	1 4.00	15 4.90	3 1.83	43 3.99
COUNCIL ON ASIAN-PACIFIC MINNESOTANS	1	1 100.00	0	0	0	1 100.00

GROUP: MINORITY (AFRICAN AMERICANS; HISPANIC; ASIAN-PACIFIC ISLANDERS; NATIVE AMERICANS)

	TOTAL EMPLOYEES	[----- NUMBER & PERCENT -----]				
		MINORITY	MANAGERS	PROF	SUPV	OTHER
COUNCIL ON BLACK MINNESOTANS	5	5 100.00	1 100.00	1 100.00	0	3 100.00
COUNCIL ON DISABILITY	10	0	0	0	0	0
COUNCIL ON SPANISH SPEAKING PEOPLE	4	3 75.00	1 100.00	2 100.00	0	0
DENTISTRY BOARD	6	0	0	0	0	0
ECONOMIC SECURITY - METRO	1,394	106 7.60	3 5.26	60 8.05	4 3.64	39 8.09
ECONOMIC SECURITY - OTHER	601	22 3.66	0	18 5.03	1 1.96	3 1.57
EDUCATION	436	35 8.03	1 4.17	16 7.88	5 12.50	13 7.69
EDUCATION FARIBAULT	304	3 0.99	0	2 2.25	0	1 0.49
ELECTRICITY BOARD	21	0	0	0	0	0
EMPLOYEE RELATIONS	205	16 7.80	1 7.69	7 7.37	2 11.76	6 7.50
ETHICAL PRACTICES BOARD	8	1 12.50	0	0	0	1 25.00
FINANCE	200	9 4.50	1 2.38	6 6.12	0	2 4.88
GAMBLING CONTROL BOARD	39	0	0	0	0	0
GOVERNOR'S OFFICE	98	4 4.08	0	1 3.33	0	3 5.45
HARMFUL SUBSTANCE COMPENSATION BOARD	3	0	0	0	0	0
HEALTH	1,136	71 6.25	0	39 6.22	6 4.26	26 8.13
HIGHER EDUCATION BOARD	10	0	0	0	0	0
HIGHER EDUCATION COORDINATING BOARD	64	6 9.38	1 6.67	4 18.18	0	1 4.17
HIGHER EDUCATION FACILITIES AUTHORITY	3	0	0	0	0	0
HOUSING FINANCE AGENCY	159	24 15.09	1 8.33	12 15.58	0	11 19.64

GROUP: MINORITY (AFRICAN AMERICANS; HISPANIC; ASIAN-PACIFIC ISLANDERS; NATIVE AMERICANS)

	TOTAL EMPLOYEES	[----- NUMBER & PERCENT -----]				
		MINORITY	MANAGERS	PROF	SUPV	OTHER
HUMAN RIGHTS	57	19 33.33	2 66.67	9 30.00	2 25.00	6 37.50
HUMAN SERVICES - METRO	2,073	156 7.53	3 3.70	74 7.70	7 5.00	72 8.08
HUMAN SERVICES - OTHER	4,903	118 2.41	2 3.51	31 2.99	5 1.37	80 2.32
INDIAN AFFAIRS COUNCIL	7	7 100.00	2 100.00	3 100.00	0	2 100.00
INVESTMENT BOARD	24	1 4.17	0	1 9.09	0	0
IRON RANGE RESOURCES AND REHABILITATION	159	1 0.63	0	0	0	1 0.83
LABOR AND INDUSTRY	403	39 9.68	3 11.54	14 7.61	1 5.56	21 12.00
LABOR INTERPRETIVE CENTER	1	0	0	0	0	0
MARRIAGE AND FAMILY THERAPY	2	0	0	0	0	0
MEDIATION SERVICES	22	1 4.55	0	1 10.00	0	0
MEDICAL PRACTICE BOARD	31	2 6.45	0	0	0	2 12.50
MILITARY AFFAIRS - METRO	74	5 6.76	0	0	0	5 8.20
MILITARY AFFAIRS - OTHER	257	5 1.95	0	0	0	5 2.33
MINNESOTA AMATEUR SPORTS COMMISSION	9	0	0	0	0	0
MINNESOTA CENTER FOR ARTS EDUCATION	75	4 5.33	0	3 6.82	0	1 4.00
MINNESOTA STATE RETIREMENT SYSTEM	38	2 5.26	0	1 7.69	0	1 5.56
MUNICIPAL BOARD	4	1 25.00	0	0	0	1 50.00
NATURAL RESOURCES - METRO	781	49 6.27	0	20 5.90	4 3.54	25 9.47
NATURAL RESOURCES - OTHER	1,506	25 1.66	1 3.85	12 1.89	3 1.28	9 1.48
NURSING BOARD	28	2 7.14	0	0	0	2 11.11

GROUP: MINORITY (AFRICAN AMERICANS; HISPANIC; ASIAN-PACIFIC ISLANDERS; NATIVE AMERICANS)

	TOTAL EMPLOYEES	[----- NUMBER & PERCENT -----]				
		MINORITY	MANAGERS	PROF	SUPV	OTHER
NURSING HOME ADMINISTRATORS BOARD	3	0	0	0	0	0
OFFICE OF ENVIRONMENTAL ASSISTANCE	58	3 5.17	0	1 2.50	0	2 22.22
OFFICE OF STRATEGIC & LONG RANGE PLANNING	77	8 10.39	0	4 8.16	0	4 26.67
OMBUDSMAN FOR CORRECTIONS	10	3 30.00	1 50.00	2 33.33	0	0
OMBUDSMAN FOR MENTAL HEALTH AND MENTAL RETARDATION	17	1 5.88	0	1 8.33	0	0
OMBUDSPERSON-FAMILIES	4	4 100.00	0	4 100.00	0	0
OPTOMETRY BOARD	1	0	0	0	0	0
PARI-MUTUEL RACING	3	0	0	0	0	0
PHARMACY BOARD	10	0	0	0	0	0
POLLUTION CONTROL AGENCY	820	58 7.07	0	38 7.08	5 5.68	15 8.82
PSYCHOLOGIST BOARD	6	1 16.67	1 100.00	0	0	0
PUBLIC EMPLOYEES RETIREMENT ASSOCIATION	74	5 6.76	0	0	1 10.00	4 11.76
PUBLIC SAFETY - METRO	1,225	95 7.76	4 12.12	24 6.78	5 3.29	62 9.04
PUBLIC SAFETY - OTHER	606	14 2.31	0	9 2.63	0	5 2.42
PUBLIC SERVICE	127	6 4.72	0	2 3.70	0	4 9.09
PUBLIC UTILITIES COMMISSION	49	1 2.04	0	1 4.55	0	0
REVENUE	1,286	91 7.08	2 5.88	44 6.43	2 2.22	43 9.00
SECRETARY OF STATE	62	5 8.06	1 33.33	1 11.11	0	3 6.98
SENTENCING GUIDELINES COMMISSION	7	0	0	0	0	0
SOCIAL WORK BOARD	9	0	0	0	0	0

GROUP: MINORITY (AFRICAN AMERICANS; HISPANIC; ASIAN-PACIFIC ISLANDERS; NATIVE AMERICANS)

	TOTAL EMPLOYEES	[----- NUMBER & PERCENT -----]				
		MINORITY	MANAGERS	PROF	SUPV	OTHER
STATE BOARD OF TECHNICAL COLLEGES	106	5 4.72	0	1 1.89	1 7.69	3 9.68
STATE LOTTERY	221	15 6.79	0	8 9.09	1 4.17	6 6.38
STATE UNIVERSITIES - METRO	138	18 13.04	3 30.00	0	0	15 13.89
STATE UNIVERSITIES - OTHER	1,872	41 2.19	1 4.55	8 3.42	2 2.02	30 1.98
TAX COURT	5	0	0	0	0	0
TEACHERS RETIREMENT ASSOCIATION	52	2 3.85	0	0	0	2 7.69
TELECOMMUNICATIONS ACCESS FOR COMMUNICATION IMPAIRED PERSONS	4	0	0	0	0	0
TRADE & ECONOMIC DEVELOPMENT	244	15 6.15	1 3.57	8 7.84	1 7.69	5 4.95
TRANSPORTATION REGULATION BOARD	7	0	0	0	0	0
TRANSPORTATION - METRO	2,784	176 6.32	4 3.74	43 7.88	8 1.90	121 7.08
TRANSPORTATION - OTHER	2,160	75 3.47	0	3 2.19	3 1.27	69 3.93
TREASURER'S OFFICE	13	0	0	0	0	0
VETERANS BENEFITS & SERVICES	32	3 9.38	1 20.00	1 7.69	0	1 8.33
VETERANS HOME BOARD	10	1 10.00	1 50.00	0	0	0
VETERANS HOME-HASTINGS	76	3 3.95	0	0	0	3 5.56
VETERANS HOME-LUVERNE	107	4 3.74	0	1 5.26	0	3 3.70
VETERANS HOME-MINNEAPOLIS	488	73 14.96	0	8 7.92	2 6.25	63 17.85
VETERANS HOME-SILVERBAY	116	2 1.72	0	1 5.56	0	1 1.14
VETERINARY MEDICINE	2	0	0	0	0	0
VOCATIONAL TECHNICAL EDUCATION COUNCIL	4	0	0	0	0	0
VOYAGEURS NATIONAL PARK	1	0	0	0	0	0

GROUP: MINORITY (AFRICAN AMERICANS; HISPANIC; ASIAN-PACIFIC ISLANDERS; NATIVE AMERICANS)

	TOTAL EMPLOYEES	[----- NUMBER & PERCENT -----]				
		MINORITY	MANAGERS	PROF	SUPV	OTHER
WATER AND SOIL RESOURCES	54	0	0	0	0	0
WORKERS' COMPENSATION COURT OF APPEALS	22	0	0	0	0	0
WORLD TRADE CENTER CORPORATION	8	0	0	0	0	0
ZOOLOGICAL GARDENS	260	13 5.00	0	0	1 4.76	12 6.25
TOTAL	35,960	2,016 5.61	72 5.27	688 6.18	101 3.04	1,155 5.74

MINNESOTA DEPARTMENT OF EMPLOYEE RELATIONS
DATA FROM JANUARY 1995

GROUP: AFRICAN AMERICANS

	TOTAL EMPLOYEES	[----- NUMBER & PERCENT -----]				
		AFRICAN AMERICANS	MANAGERS	PROF	SUPV	OTHER
ACCOUNTANCY BOARD	7	0	0	0	0	0
ADMINISTRATION	862	42 4.87	0	6 2.62	2 2.47	34 6.81
ADMINISTRATIVE HEARINGS OFFICE	88	2 2.27	0	1 2.50	0	1 2.56
AGRICULTURE	510	5 0.98	1 4.76	1 0.57	0	3 1.15
ANIMAL HEALTH BOARD	34	1 2.94	0	0	1 16.67	0
ARCHITECTURE, ENGINEERING, LAND SURVEYING, LANDSCAPE ARCHITECTURE AND ID BOARD	7	0	0	0	0	0
ARTS BOARD	16	0	0	0	0	0
ATTORNEY GENERAL	455	14 3.08	4 7.27	7 2.42	0	3 2.86
AUDITOR	117	1 0.85	0	1 1.49	0	0
BARBER EXAMINERS BOARD	2	0	0	0	0	0
BOXING BOARD	2	0	0	0	0	0
CAPITOL AREA ARCHITECTURE AND PLANNING BOARD	5	0	0	0	0	0
CHIROPRACTIC EXAMINERS BOARD	5	0	0	0	0	0
COMMERCE	267	10 3.75	0	3 2.04	2 9.09	5 6.25
COMMUNITY COLLEGES - METRO	1,037	47 4.53	7 5.47	14 8.92	1 2.08	25 3.55
COMMUNITY COLLEGES - OTHER	698	5 0.72	1 1.67	3 2.21	0	1 0.21
CORRECTIONS - METRO	1,754	101 5.76	4 8.89	14 5.22	11 5.76	72 5.76

GROUP: AFRICAN AMERICANS

	TOTAL EMPLOYEES	[----- NUMBER & PERCENT -----]				
		AFRICAN AMERICANS	MANAGERS	PROF	SUPV	OTHER
CORRECTIONS - OTHER	1,574	16 1.02	0	3 0.98	2 1.22	11 1.02
COUNCIL ON ASIAN-PACIFIC MINNESOTANS	1	0	0	0	0	0
COUNCIL ON BLACK MINNESOTANS	5	5 100.00	1 100.00	1 100.00	0	3 100.00
COUNCIL ON DISABILITY	10	0	0	0	0	0
COUNCIL ON SPANISH SPEAKING PEOPLE	4	0	0	0	0	0
DENTISTRY BOARD	6	0	0	0	0	0
ECONOMIC SECURITY - METRO	1,394	46 3.30	2 3.51	24 3.22	2 1.82	18 3.73
ECONOMIC SECURITY - OTHER	601	1 0.17	0	1 0.28	0	0
EDUCATION	436	17 3.90	0	8 3.94	2 5.00	7 4.14
EDUCATION FARIBAULT	304	0	0	0	0	0
ELECTRICITY BOARD	21	0	0	0	0	0
EMPLOYEE RELATIONS	205	8 3.90	1 7.69	3 3.16	2 11.76	2 2.50
ETHICAL PRACTICES BOARD	8	1 12.50	0	0	0	1 25.00
FINANCE	200	5 2.50	0	3 3.06	0	2 4.88
GAMBLING CONTROL BOARD	39	0	0	0	0	0
GOVERNOR'S OFFICE	98	2 2.04	0	1 3.33	0	1 1.82
HARMFUL SUBSTANCE COMPENSATION BOARD	3	0	0	0	0	0
HEALTH	1,136	35 3.08	0	16 2.55	4 2.84	15 4.69
HIGHER EDUCATION BOARD	10	0	0	0	0	0

GROUP: AFRICAN AMERICANS

	TOTAL EMPLOYEES	[NUMBER & PERCENT]				
		AFRICAN AMERICANS	MANAGERS	PROF	SUPV	OTHER
HIGHER EDUCATION COORDINATING BOARD	64	5 7.81	0	4 18.18	0	1 4.17
HIGHER EDUCATION FACILITIES AUTHORITY	3	0	0	0	0	0
HOUSING FINANCE AGENCY	159	13 8.18	1 8.33	7 9.09	0	5 8.93
HUMAN RIGHTS	57	9 15.79	1 33.33	4 13.33	1 12.50	3 18.75
HUMAN SERVICES - METRO	2,073	66 3.18	1 1.23	30 3.12	3 2.14	32 3.59
HUMAN SERVICES - OTHER	4,903	8 0.16	0	3 0.29	2 0.55	3 0.09
INDIAN AFFAIRS COUNCIL	7	0	0	0	0	0
INVESTMENT BOARD	24	1 4.17	0	1 9.09	0	0
IRON RANGE RESOURCES AND REHABILITATION	159	0	0	0	0	0
LABOR AND INDUSTRY	403	23 5.71	3 11.54	6 3.26	1 5.56	13 7.43
LABOR INTERPRETIVE CENTER	1	0	0	0	0	0
MARRIAGE AND FAMILY THERAPY	2	0	0	0	0	0
MEDIATION SERVICES	22	1 4.55	0	1 10.00	0	0
MEDICAL PRACTICE BOARD	31	1 3.23	0	0	0	1 6.25
MILITARY AFFAIRS - METRO	74	1 1.35	0	0	0	1 1.64
MILITARY AFFAIRS - OTHER	257	0	0	0	0	0
MINNESOTA AMATEUR SPORTS COMMISSION	9	0	0	0	0	0
MINNESOTA CENTER FOR ARTS EDUCATION	75	3 4.00	0	2 4.55	0	1 4.00
MINNESOTA STATE RETIREMENT SYSTEM	38	0	0	0	0	0

GROUP: AFRICAN AMERICANS

	TOTAL EMPLOYEES	[NUMBER & PERCENT]				
		AFRICAN AMERICANS	MANAGERS	PROF	SUPV	OTHER
MUNICIPAL BOARD	4	0	0	0	0	0
NATURAL RESOURCES - METRO	781	12 1.54	0	5 1.47	2 1.77	5 1.89
NATURAL RESOURCES - OTHER	1,506	1 0.07	1 3.85	0	0	0
NURSING BOARD	28	1 3.57	0	0	0	1 5.56
NURSING HOME ADMINISTRATORS BOARD	3	0	0	0	0	0
OFFICE OF ENVIRONMENTAL ASSISTANCE	58	2 3.45	0	1 2.50	0	1 11.11
OFFICE OF STRATEGIC & LONG RANGE PLANNING	77	2 2.60	0	2 4.08	0	0
OMBUDSMAN FOR CORRECTIONS	10	2 20.00	1 50.00	1 16.67	0	0
OMBUDSMAN FOR MENTAL HEALTH AND MENTAL RETARDATION	17	1 5.88	0	1 8.33	0	0
OMBUDSPERSON-FAMILIES	4	1 25.00	0	1 25.00	0	0
OPTOMETRY BOARD	1	0	0	0	0	0
PARI-MUTUEL RACING	3	0	0	0	0	0
PHARMACY BOARD	10	0	0	0	0	0
POLLUTION CONTROL AGENCY	820	12 1.46	0	7 1.30	0	5 2.94
PSYCHOLOGIST BOARD	6	1 16.67	1 100.00	0	0	0
PUBLIC EMPLOYEES RETIREMENT ASSOCIATION	74	2 2.70	0	0	1 10.00	1 2.94
PUBLIC SAFETY - METRO	1,225	51 4.16	4 12.12	14 3.95	3 1.97	30 4.37
PUBLIC SAFETY - OTHER	606	3 0.50	0	1 0.29	0	2 0.97
PUBLIC SERVICE	127	2 1.57	0	0	0	2 4.55

GROUP: AFRICAN AMERICANS

	TOTAL EMPLOYEES	[----- NUMBER & PERCENT -----]				
		AFRICAN AMERICANS	MANAGERS	PROF	SUPV	OTHER
PUBLIC UTILITIES COMMISSION	49	1 2.04	0	1 4.55	0	0
REVENUE	1,286	40 3.11	0	22 3.22	1 1.11	17 3.56
SECRETARY OF STATE	62	3 4.84	1 33.33	0	0	2 4.65
SENTENCING GUIDELINES COMMISSION	7	0	0	0	0	0
SOCIAL WORK BOARD	9	0	0	0	0	0
STATE BOARD OF TECHNICAL COLLEGES	106	1 0.94	0	0	1 7.69	0
STATE LOTTERY	221	8 3.62	0	5 5.68	0	3 3.19
STATE UNIVERSITIES - METRO	138	8 5.80	1 10.00	0	0	7 6.48
STATE UNIVERSITIES - OTHER	1,872	3 0.16	0	1 0.43	0	2 0.13
TAX COURT	5	0	0	0	0	0
TEACHERS RETIREMENT ASSOCIATION	52	1 1.92	0	0	0	1 3.85
TELECOMMUNICATIONS ACCESS FOR COMMUNICATION IMPAIRED PERSONS	4	0	0	0	0	0
TRADE & ECONOMIC DEVELOPMENT	244	3 1.23	1 3.57	1 0.98	0	1 0.99
TRANSPORTATION REGULATION BOARD	7	0	0	0	0	0
TRANSPORTATION - METRO	2,784	66 2.37	1 0.93	19 3.48	1 0.24	45 2.63
TRANSPORTATION - OTHER	2,160	9 0.42	0	1 0.73	0	8 0.46
TREASURER'S OFFICE	13	0	0	0	0	0
VETERANS BENEFITS & SERVICES	32	1 3.13	0	0	0	1 8.33
VETERANS HOME BOARD	10	0	0	0	0	0

GROUP: AFRICAN AMERICANS

	TOTAL EMPLOYEES	[----- NUMBER & PERCENT -----]				
		AFRICAN AMERICANS	MANAGERS	PROF	SUPV	OTHER
VETERANS HOME-HASTINGS	76	2 2.63	0	0	0	2 3.70
VETERANS HOME-LUVERNE	107	1 0.93	0	0	0	1 1.23
VETERANS HOME-MINNEAPOLIS	488	54 11.07	0	3 2.97	0	51 14.45
VETERANS HOME-SILVERBAY	116	0	0	0	0	0
VETERINARY MEDICINE	2	0	0	0	0	0
VOCATIONAL TECHNICAL EDUCATION COUNCIL	4	0	0	0	0	0
VOYAGEURS NATIONAL PARK	1	0	0	0	0	0
WATER AND SOIL RESOURCES	54	0	0	0	0	0
WORKERS' COMPENSATION COURT OF APPEALS	22	0	0	0	0	0
WORLD TRADE CENTER CORPORATION	8	0	0	0	0	0
ZOOLOGICAL GARDENS	260	6 2.31	0	0	1 4.76	5 2.60
TOTAL	35,960	795 2.21	38 2.78	254 2.28	46 1.39	457 2.27

MINNESOTA DEPARTMENT OF EMPLOYEE RELATIONS
DATA FROM JANUARY 1995

GROUP: HISPANIC

	TOTAL EMPLOYEES	[----- NUMBER & PERCENT -----]				
		HISPANIC	MANAGERS	PROF	SUPV	OTHER
ACCOUNTANCY BOARD	7	0	0	0	0	0
ADMINISTRATION	862	12 1.39	0	3 1.31	2 2.47	7 1.40
ADMINISTRATIVE HEARINGS OFFICE	88	1 1.14	0	0	0	1 2.56
AGRICULTURE	510	3 0.59	0	0	0	3 1.15
ANIMAL HEALTH BOARD	34	0	0	0	0	0
ARCHITECTURE, ENGINEERING, LAND SURVEYING, LANDSCAPE ARCHITECTURE AND ID BOARD	7	1 14.29	0	0	0	1 16.67
ARTS BOARD	16	0	0	0	0	0
ATTORNEY GENERAL	455	5 1.10	0	4 1.38	0	1 0.95
AUDITOR	117	1 0.85	1 6.67	0	0	0
BARBER EXAMINERS BOARD	2	0	0	0	0	0
BOXING BOARD	2	0	0	0	0	0
CAPITOL AREA ARCHITECTURE AND PLANNING BOARD	5	0	0	0	0	0
CHIROPRACTIC EXAMINERS BOARD	5	0	0	0	0	0
COMMERCE	267	5 1.87	0	1 0.68	0	4 5.00
COMMUNITY COLLEGES - METRO	1,037	13 1.25	2 1.56	1 0.64	0	10 1.42
COMMUNITY COLLEGES - OTHER	698	3 0.43	0	0	0	3 0.63
CORRECTIONS - METRO	1,754	29 1.65	0	4 1.49	0	25 2.00
CORRECTIONS - OTHER	1,574	12 0.76	0	3 0.98	0	9 0.83

GROUP: HISPANIC

DEPARTMENT	TOTAL EMPLOYEES	[----- NUMBER & PERCENT -----]				
		HISPANIC	MANAGERS	PROF	SUPV	OTHER
COUNCIL ON ASIAN-PACIFIC MINNESOTANS	1	0	0	0	0	0
COUNCIL ON BLACK MINNESOTANS	5	0	0	0	0	0
COUNCIL ON DISABILITY	10	0	0	0	0	0
COUNCIL ON SPANISH SPEAKING PEOPLE	4	3 75.00	1 100.00	2 100.00	0	0
DENTISTRY BOARD	6	0	0	0	0	0
ECONOMIC SECURITY - METRO	1,394	24 1.72	0	13 1.74	0	11 2.28
ECONOMIC SECURITY - OTHER	601	9 1.50	0	8 2.23	0	1 0.52
EDUCATION	436	7 1.61	1 4.17	3 1.48	0	3 1.78
EDUCATION FARIBAULT	304	0	0	0	0	0
ELECTRICITY BOARD	21	0	0	0	0	0
EMPLOYEE RELATIONS	205	5 2.44	0	2 2.11	0	3 3.75
ETHICAL PRACTICES BOARD	8	0	0	0	0	0
FINANCE	200	0	0	0	0	0
GAMBLING CONTROL BOARD	39	0	0	0	0	0
GOVERNOR'S OFFICE	98	0	0	0	0	0
HARMFUL SUBSTANCE COMPENSATION BOARD	3	0	0	0	0	0
HEALTH	1,136	8 0.70	0	4 0.64	1 0.71	3 0.94
HIGHER EDUCATION BOARD	10	0	0	0	0	0
HIGHER EDUCATION COORDINATING BOARD	64	1 1.56	1 6.67	0	0	0

GROUP: HISPANIC

DEPARTMENT	TOTAL EMPLOYEES	[NUMBER & PERCENT]				
		HISPANIC	MANAGERS	PROF	SUPV	OTHER
HIGHER EDUCATION FACILITIES AUTHORITY	3	0	0	0	0	0
HOUSING FINANCE AGENCY	159	4 2.52	0	2 2.60	0	2 3.57
HUMAN RIGHTS	57	4 7.02	0	2 6.67	1 12.50	1 6.25
HUMAN SERVICES - METRO	2,073	29 1.40	1 1.23	12 1.25	0	16 1.80
HUMAN SERVICES - OTHER	4,903	24 0.49	0	5 0.48	0	19 0.55
INDIAN AFFAIRS COUNCIL	7	0	0	0	0	0
INVESTMENT BOARD	24	0	0	0	0	0
IRON RANGE RESOURCES AND REHABILITATION	159	0	0	0	0	0
LABOR AND INDUSTRY	403	8 1.99	0	3 1.63	0	5 2.86
LABOR INTERPRETIVE CENTER	1	0	0	0	0	0
MARRIAGE AND FAMILY THERAPY	2	0	0	0	0	0
MEDIATION SERVICES	22	0	0	0	0	0
MEDICAL PRACTICE BOARD	31	0	0	0	0	0
MILITARY AFFAIRS - METRO	74	3 4.05	0	0	0	3 4.92
MILITARY AFFAIRS - OTHER	257	0	0	0	0	0
MINNESOTA AMATEUR SPORTS COMMISSION	9	0	0	0	0	0
MINNESOTA CENTER FOR ARTS EDUCATION	75	1 1.33	0	1 2.27	0	0
MINNESOTA STATE RETIREMENT SYSTEM	38	0	0	0	0	0
MUNICIPAL BOARD	4	1 25.00	0	0	0	1 50.00

GROUP: HISPANIC

DEPARTMENT	TOTAL EMPLOYEES	[----- NUMBER & PERCENT -----]				
		HISPANIC	MANAGERS	PROF	SUPV	OTHER
NATURAL RESOURCES - METRO	781	15 1.92	0	3 0.88	0	12 4.55
NATURAL RESOURCES - OTHER	1,506	1 0.07	0	0	1 0.43	0
NURSING BOARD	28	1 3.57	0	0	0	1 5.56
NURSING HOME ADMINISTRATORS BOARD	3	0	0	0	0	0
OFFICE OF ENVIRONMENTAL ASSISTANCE	58	0	0	0	0	0
OFFICE OF STRATEGIC & LONG RANGE PLANNING	77	3 3.90	0	1 2.04	0	2 13.33
OMBUDSMAN FOR CORRECTIONS	10	0	0	0	0	0
OMBUDSMAN FOR MENTAL HEALTH AND MENTAL RETARDATION	17	0	0	0	0	0
OMBUDSPERSON-FAMILIES	4	1 25.00	0	1 25.00	0	0
OPTOMETRY BOARD	1	0	0	0	0	0
PARI-MUTUEL RACING	3	0	0	0	0	0
PHARMACY BOARD	10	0	0	0	0	0
POLLUTION CONTROL AGENCY	820	12 1.46	0	7 1.30	2 2.27	3 1.76
PSYCHOLOGIST BOARD	6	0	0	0	0	0
PUBLIC EMPLOYEES RETIREMENT ASSOCIATION	74	2 2.70	0	0	0	2 5.88
PUBLIC SAFETY - METRO	1,225	21 1.71	0	3 0.85	0	18 2.62
PUBLIC SAFETY - OTHER	606	2 0.33	0	1 0.29	0	1 0.48
PUBLIC SERVICE	127	2 1.57	0	1 1.85	0	1 2.27
PUBLIC UTILITIES COMMISSION	49	0	0	0	0	0

GROUP: HISPANIC

DEPARTMENT	TOTAL EMPLOYEES	[----- NUMBER & PERCENT -----]				
		HISPANIC	MANAGERS	PROF	SUPV	OTHER
REVENUE	1,286	17 1.32	1 2.94	1 0.15	1 1.11	14 2.93
SECRETARY OF STATE	62	1 1.61	0	1 11.11	0	0
SENTENCING GUIDELINES COMMISSION	7	0	0	0	0	0
SOCIAL WORK BOARD	9	0	0	0	0	0
STATE BOARD OF TECHNICAL COLLEGES	106	1 0.94	0	0	0	1 3.23
STATE LOTTERY	221	5 2.26	0	2 2.27	1 4.17	2 2.13
STATE UNIVERSITIES - METRO	138	5 3.62	2 20.00	0	0	3 2.78
STATE UNIVERSITIES - OTHER	1,872	8 0.43	1 4.55	0	0	7 0.46
TAX COURT	5	0	0	0	0	0
TEACHERS RETIREMENT ASSOCIATION	52	1 1.92	0	0	0	1 3.85
TELECOMMUNICATIONS ACCESS FOR COMMUNICATION IMPAIRED PERSONS	4	0	0	0	0	0
TRADE & ECONOMIC DEVELOPMENT	244	1 0.41	0	0	0	1 0.99
TRANSPORTATION REGULATION BOARD	7	0	0	0	0	0
TRANSPORTATION - METRO	2,784	40 1.44	1 0.93	5 0.92	1 0.24	33 1.93
TRANSPORTATION - OTHER	2,160	15 0.69	0	0	0	15 0.86
TREASURER'S OFFICE	13	0	0	0	0	0
VETERANS BENEFITS & SERVICES	32	0	0	0	0	0
VETERANS HOME BOARD	10	0	0	0	0	0
VETERANS HOME-HASTINGS	76	1 1.32	0	0	0	1 1.85

GROUP: HISPANIC

DEPARTMENT	TOTAL EMPLOYEES	[----- NUMBER & PERCENT -----]				
		HISPANIC	MANAGERS	PROF	SUPV	OTHER
VETERANS HOME-LUVERNE	107	3 2.80	0	1 5.26	0	2 2.47
VETERANS HOME-MINNEAPOLIS	488	6 1.23	0	1 0.99	0	5 1.42
VETERANS HOME-SILVERBAY	116	0	0	0	0	0
VETERINARY MEDICINE	2	0	0	0	0	0
VOCATIONAL TECHNICAL EDUCATION COUNCIL	4	0	0	0	0	0
VOYAGEURS NATIONAL PARK	1	0	0	0	0	0
WATER AND SOIL RESOURCES	54	0	0	0	0	0
WORKERS' COMPENSATION COURT OF APPEALS	22	0	0	0	0	0
WORLD TRADE CENTER CORPORATION	8	0	0	0	0	0
ZOOLOGICAL GARDENS	260	1 0.38	0	0	0	1 0.52
TOTAL	35,960	381 1.06	12 0.88	101 0.91	10 0.30	258 1.28

MINNESOTA DEPARTMENT OF EMPLOYEE RELATIONS
DATA FROM JANUARY 1995

GROUP: ASIAN-PACIFIC ISLANDERS

	TOTAL EMPLOYEES	[NUMBER & PERCENT]				
		ASIAN- PACIFIC ISLANDERS	MANAGERS	PROF	SUPV	OTHER
ACCOUNTANCY BOARD	7	0	0	0	0	0
ADMINISTRATION	862	9 1.04	0	3 1.31	1 1.23	5 1.00
ADMINISTRATIVE HEARINGS OFFICE	88	1 1.14	0	1 2.50	0	0
AGRICULTURE	510	7 1.37	0	3 1.71	1 1.85	3 1.15
ANIMAL HEALTH BOARD	34	0	0	0	0	0
ARCHITECTURE, ENGINEERING, LAND SURVEYING, LANDSCAPE ARCHITECTURE AND ID BOARD	7	0	0	0	0	0
ARTS BOARD	16	0	0	0	0	0
ATTORNEY GENERAL	455	6 1.32	0	6 2.08	0	0
AUDITOR	117	5 4.27	0	3 4.48	0	2 11.76
BARBER EXAMINERS BOARD	2	0	0	0	0	0
BOXING BOARD	2	0	0	0	0	0
CAPITOL AREA ARCHITECTURE AND PLANNING BOARD	5	0	0	0	0	0
CHIROPRACTIC EXAMINERS BOARD	5	0	0	0	0	0
COMMERCE	267	5 1.87	0	5 3.40	0	0
COMMUNITY COLLEGES - METRO	1,037	23 2.22	3 2.34	6 3.82	0	14 1.99
COMMUNITY COLLEGES - OTHER	698	4 0.57	0	0	0	4 0.84
CORRECTIONS - METRO	1,754	10 0.57	0	3 1.12	0	7 0.56

GROUP: ASIAN-PACIFIC ISLANDERS

	TOTAL EMPLOYEES	[NUMBER & PERCENT]				
		ASIAN- PACIFIC ISLANDERS	MANAGERS	PROF	SUPV	OTHER
CORRECTIONS - OTHER	1,574	10 0.64	0	3 0.98	0	7 0.65
COUNCIL ON ASIAN-PACIFIC MINNESOTANS	1	1 100.00	0	0	0	1 100.00
COUNCIL ON BLACK MINNESOTANS	5	0	0	0	0	0
COUNCIL ON DISABILITY	10	0	0	0	0	0
COUNCIL ON SPANISH SPEAKING PEOPLE	4	0	0	0	0	0
DENTISTRY BOARD	6	0	0	0	0	0
ECONOMIC SECURITY - METRO	1,394	24 1.72	1 1.75	17 2.28	0	6 1.24
ECONOMIC SECURITY - OTHER	601	0	0	0	0	0
EDUCATION	436	3 0.69	0	3 1.48	0	0
EDUCATION FARIBAULT	304	2 0.66	0	1 1.12	0	1 0.49
ELECTRICITY BOARD	21	0	0	0	0	0
EMPLOYEE RELATIONS	205	3 1.46	0	2 2.11	0	1 1.25
ETHICAL PRACTICES BOARD	8	0	0	0	0	0
FINANCE	200	3 1.50	1 2.38	2 2.04	0	0
GAMBLING CONTROL BOARD	39	0	0	0	0	0
GOVERNOR'S OFFICE	98	2 2.04	0	0	0	2 3.64
HARMFUL SUBSTANCE COMPENSATION BOARD	3	0	0	0	0	0
HEALTH	1,136	22 1.94	0	17 2.71	1 0.71	4 1.25
HIGHER EDUCATION BOARD	10	0	0	0	0	0

GROUP: ASIAN-PACIFIC ISLANDERS

	TOTAL EMPLOYEES	[NUMBER & PERCENT]				
		ASIAN- PACIFIC ISLANDERS	MANAGERS	PROF	SUPV	OTHER
HIGHER EDUCATION COORDINATING BOARD	64	0	0	0	0	0
HIGHER EDUCATION FACILITIES AUTHORITY	3	0	0	0	0	0
HOUSING FINANCE AGENCY	159	3 1.89	0	2 2.60	0	1 1.79
HUMAN RIGHTS	57	1 1.75	0	1 3.33	0	0
HUMAN SERVICES - METRO	2,073	40 1.93	1 1.23	23 2.39	1 0.71	15 1.68
HUMAN SERVICES - OTHER	4,903	27 0.55	1 1.75	13 1.25	1 0.27	12 0.35
INDIAN AFFAIRS COUNCIL	7	0	0	0	0	0
INVESTMENT BOARD	24	0	0	0	0	0
IRON RANGE RESOURCES AND REHABILITATION	159	1 0.63	0	0	0	1 0.83
LABOR AND INDUSTRY	403	3 0.74	0	2 1.09	0	1 0.57
LABOR INTERPRETIVE CENTER	1	0	0	0	0	0
MARRIAGE AND FAMILY THERAPY	2	0	0	0	0	0
MEDIATION SERVICES	22	0	0	0	0	0
MEDICAL PRACTICE BOARD	31	1 3.23	0	0	0	1 6.25
MILITARY AFFAIRS - METRO	74	0	0	0	0	0
MILITARY AFFAIRS - OTHER	257	0	0	0	0	0
MINNESOTA AMATEUR SPORTS COMMISSION	9	0	0	0	0	0
MINNESOTA CENTER FOR ARTS EDUCATION	75	0	0	0	0	0

GROUP: ASIAN-PACIFIC ISLANDERS

	[----- NUMBER & PERCENT -----]					
	TOTAL EMPLOYEES	ASIAN- PACIFIC ISLANDERS	MANAGERS	PROF	SUPV	OTHER
MINNESOTA STATE RETIREMENT SYSTEM	38	2 5.26	0	1 7.69	0	1 5.56
MUNICIPAL BOARD	4	0	0	0	0	0
NATURAL RESOURCES - METRO	781	13 1.66	0	11 3.24	0	2 0.76
NATURAL RESOURCES - OTHER	1,506	1 0.07	0	0	0	1 0.16
NURSING BOARD	28	0	0	0	0	0
NURSING HOME ADMINISTRATORS BOARD	3	0	0	0	0	0
OFFICE OF ENVIRONMENTAL ASSISTANCE	58	0	0	0	0	0
OFFICE OF STRATEGIC & LONG RANGE PLANNING	77	2 2.60	0	1 2.04	0	1 6.67
OMBUDSMAN FOR CORRECTIONS	10	0	0	0	0	0
OMBUDSMAN FOR MENTAL HEALTH AND MENTAL RETARDATION	17	0	0	0	0	0
OMBUDSPERSON-FAMILIES	4	1 25.00	0	1 25.00	0	0
OPTOMETRY BOARD	1	0	0	0	0	0
PARI-MUTUEL RACING	3	0	0	0	0	0
PHARMACY BOARD	10	0	0	0	0	0
POLLUTION CONTROL AGENCY	820	26 3.17	0	19 3.54	1 1.14	6 3.53
PSYCHOLOGIST BOARD	6	0	0	0	0	0
PUBLIC EMPLOYEES RETIREMENT ASSOCIATION	74	1 1.35	0	0	0	1 2.94
PUBLIC SAFETY - METRO	1,225	14 1.14	0	6 1.69	1 0.66	7 1.02
PUBLIC SAFETY - OTHER	606	0	0	0	0	0

GROUP: ASIAN-PACIFIC ISLANDERS

	TOTAL EMPLOYEES	[----- NUMBER & PERCENT -----]				
		ASIAN- PACIFIC ISLANDERS	MANAGERS	PROF	SUPV	OTHER
PUBLIC SERVICE	127	2 1.57	0	1 1.85	0	1 2.27
PUBLIC UTILITIES COMMISSION	49	0	0	0	0	0
REVENUE	1,286	27 2.10	1 2.94	19 2.78	0	7 1.46
SECRETARY OF STATE	62	0	0	0	0	0
SENTENCING GUIDELINES COMMISSION	7	0	0	0	0	0
SOCIAL WORK BOARD	9	0	0	0	0	0
STATE BOARD OF TECHNICAL COLLEGES	106	2 1.89	0	1 1.89	0	1 3.23
STATE LOTTERY	221	2 0.90	0	1 1.14	0	1 1.06
STATE UNIVERSITIES - METRO	138	1 0.72	0	0	0	1 0.93
STATE UNIVERSITIES - OTHER	1,872	12 0.64	0	6 2.56	0	6 0.40
TAX COURT	5	0	0	0	0	0
TEACHERS RETIREMENT ASSOCIATION	52	0	0	0	0	0
TELECOMMUNICATIONS ACCESS FOR COMMUNICATION IMPAIRED PERSONS	4	0	0	0	0	0
TRADE & ECONOMIC DEVELOPMENT	244	8 3.28	0	6 5.88	1 7.69	1 0.99
TRANSPORTATION REGULATION BOARD	7	0	0	0	0	0
TRANSPORTATION - METRO	2,784	41 1.47	1 0.93	19 3.48	4 0.95	17 0.99
TRANSPORTATION - OTHER	2,160	10 0.46	0	0	0	10 0.57
TREASURER'S OFFICE	13	0	0	0	0	0
VETERANS BENEFITS & SERVICES	32	0	0	0	0	0

GROUP: ASIAN-PACIFIC ISLANDERS

	TOTAL EMPLOYEES	[----- NUMBER & PERCENT -----]				
		ASIAN- PACIFIC ISLANDERS	MANAGERS	PROF	SUPV	OTHER
VETERANS HOME BOARD	10	0	0	0	0	0
VETERANS HOME-HASTINGS	76	0	0	0	0	0
VETERANS HOME-LUVERNE	107	0	0	0	0	0
VETERANS HOME-MINNEAPOLIS	488	6 1.23	0	3 2.97	1 3.13	2 0.57
VETERANS HOME-SILVERBAY	116	0	0	0	0	0
VETERINARY MEDICINE	2	0	0	0	0	0
VOCATIONAL TECHNICAL EDUCATION COUNCIL	4	0	0	0	0	0
VOYAGEURS NATIONAL PARK	1	0	0	0	0	0
WATER AND SOIL RESOURCES	54	0	0	0	0	0
WORKERS' COMPENSATION COURT OF APPEALS	22	0	0	0	0	0
WORLD TRADE CENTER CORPORATION	8	0	0	0	0	0
ZOOLOGICAL GARDENS	260	4 1.54	0	0	0	4 2.08
TOTAL	35,960	391 1.09	9 0.66	211 1.89	13 0.39	158 0.78

MINNESOTA DEPARTMENT OF EMPLOYEE RELATIONS
DATA FROM JANUARY 1995

GROUP: NATIVE AMERICAN

	TOTAL EMPLOYEES	[NUMBER & PERCENT]				
		NATIVE AMERICAN	MANAGERS	PROF	SUPV	OTHER
ACCOUNTANCY BOARD	7	0	0	0	0	0
ADMINISTRATION	862	7 0.81	0	1 0.44	1 1.23	5 1.00
ADMINISTRATIVE HEARINGS OFFICE	88	0	0	0	0	0
AGRICULTURE	510	3 0.59	0	1 0.57	0	2 0.77
ANIMAL HEALTH BOARD	34	1 2.94	0	0	0	1 5.26
ARCHITECTURE, ENGINEERING, LAND SURVEYING, LANDSCAPE ARCHITECTURE AND ID BOARD	7	0	0	0	0	0
ARTS BOARD	16	0	0	0	0	0
ATTORNEY GENERAL	455	4 0.88	0	4 1.38	0	0
AUDITOR	117	0	0	0	0	0
BARBER EXAMINERS BOARD	2	0	0	0	0	0
BOXING BOARD	2	0	0	0	0	0
CAPITOL AREA ARCHITECTURE AND PLANNING BOARD	5	0	0	0	0	0
CHIROPRACTIC EXAMINERS BOARD	5	0	0	0	0	0
COMMERCE	267	3 1.12	0	1 0.68	1 4.55	1 1.25
COMMUNITY COLLEGES - METRO	1,037	9 0.87	3 2.34	3 1.91	0	3 0.43
COMMUNITY COLLEGES - OTHER	698	28 4.01	2 3.33	14 10.29	0	12 2.51
CORRECTIONS - METRO	1,754	43 2.45	0	6 2.24	3 1.57	34 2.72
CORRECTIONS - OTHER	1,574	24 1.52	1 4.00	6 1.96	1 0.61	16 1.48

GROUP: NATIVE AMERICAN

	TOTAL EMPLOYEES	[----- NUMBER & PERCENT -----]				
		NATIVE AMERICAN	MANAGERS	PROF	SUPV	OTHER
COUNCIL ON ASIAN-PACIFIC MINNESOTANS	1	0	0	0	0	0
COUNCIL ON BLACK MINNESOTANS	5	0	0	0	0	0
COUNCIL ON DISABILITY	10	0	0	0	0	0
COUNCIL ON SPANISH SPEAKING PEOPLE	4	0	0	0	0	0
DENTISTRY BOARD	6	0	0	0	0	0
ECONOMIC SECURITY - METRO	1,394	12 0.86	0	6 0.81	2 1.82	4 0.83
ECONOMIC SECURITY - OTHER	601	12 2.00	0	9 2.51	1 1.96	2 1.05
EDUCATION	436	8 1.83	0	2 0.99	3 7.50	3 1.78
EDUCATION FARIBAULT	304	1 0.33	0	1 1.12	0	0
ELECTRICITY BOARD	21	0	0	0	0	0
EMPLOYEE RELATIONS	205	0	0	0	0	0
ETHICAL PRACTICES BOARD	8	0	0	0	0	0
FINANCE	200	1 0.50	0	1 1.02	0	0
GAMBLING CONTROL BOARD	39	0	0	0	0	0
GOVERNOR'S OFFICE	98	0	0	0	0	0
HARMFUL SUBSTANCE COMPENSATION BOARD	3	0	0	0	0	0
HEALTH	1,136	6 0.53	0	2 0.32	0	4 1.25
HIGHER EDUCATION BOARD	10	0	0	0	0	0

GROUP: NATIVE AMERICAN

	TOTAL EMPLOYEES	[NUMBER & PERCENT]				
		NATIVE AMERICAN	MANAGERS	PROF	SUPV	OTHER
HIGHER EDUCATION COORDINATING BOARD	64	0	0	0	0	0
HIGHER EDUCATION FACILITIES AUTHORITY	3	0	0	0	0	0
HOUSING FINANCE AGENCY	159	4 2.52	0	1 1.30	0	3 5.36
HUMAN RIGHTS	57	5 8.77	1 33.33	2 6.67	0	2 12.50
HUMAN SERVICES - METRO	2,073	21 1.01	0	9 0.94	3 2.14	9 1.01
HUMAN SERVICES - OTHER	4,903	59 1.20	1 1.75	10 0.97	2 0.55	46 1.33
INDIAN AFFAIRS COUNCIL	7	7 100.00	2 100.00	3 100.00	0	2 100.00
INVESTMENT BOARD	24	0	0	0	0	0
IRON RANGE RESOURCES AND REHABILITATION	159	0	0	0	0	0
LABOR AND INDUSTRY	403	5 1.24	0	3 1.63	0	2 1.14
LABOR INTERPRETIVE CENTER	1	0	0	0	0	0
MARRIAGE AND FAMILY THERAPY	2	0	0	0	0	0
MEDIATION SERVICES	22	0	0	0	0	0
MEDICAL PRACTICE BOARD	31	0	0	0	0	0
MILITARY AFFAIRS - METRO	74	1 1.35	0	0	0	1 1.64
MILITARY AFFAIRS - OTHER	257	5 1.95	0	0	0	5 2.33
MINNESOTA AMATEUR SPORTS COMMISSION	9	0	0	0	0	0
MINNESOTA CENTER FOR ARTS EDUCATION	75	0	0	0	0	0

GROUP: NATIVE AMERICAN

	TOTAL EMPLOYEES	[----- NUMBER & PERCENT -----]				
		NATIVE AMERICAN	MANAGERS	PROF	SUPV	OTHER
MINNESOTA STATE RETIREMENT SYSTEM	38	0	0	0	0	0
MUNICIPAL BOARD	4	0	0	0	0	0
NATURAL RESOURCES - METRO	781	9 1.15	0	1 0.29	2 1.77	6 2.27
NATURAL RESOURCES - OTHER	1,506	22 1.46	0	12 1.89	2 0.85	8 1.31
NURSING BOARD	28	0	0	0	0	0
NURSING HOME ADMINISTRATORS BOARD	3	0	0	0	0	0
OFFICE OF ENVIRONMENTAL ASSISTANCE	58	1 1.72	0	0	0	1 11.11
OFFICE OF STRATEGIC & LONG RANGE PLANNING	77	1 1.30	0	0	0	1 6.67
OMBUDSMAN FOR CORRECTIONS	10	1 10.00	0	1 16.67	0	0
OMBUDSMAN FOR MENTAL HEALTH AND MENTAL RETARDATION	17	0	0	0	0	0
OMBUDSPERSON-FAMILIES	4	1 25.00	0	1 25.00	0	0
OPTOMETRY BOARD	1	0	0	0	0	0
PARI-MUTUEL RACING	3	0	0	0	0	0
PHARMACY BOARD	10	0	0	0	0	0
POLLUTION CONTROL AGENCY	820	8 0.98	0	5 0.93	2 2.27	1 0.59
PSYCHOLOGIST BOARD	6	0	0	0	0	0
PUBLIC EMPLOYEES RETIREMENT ASSOCIATION	74	0	0	0	0	0
PUBLIC SAFETY - METRO	1,225	9 0.73	0	1 0.28	1 0.66	7 1.02

GROUP: NATIVE AMERICAN

	TOTAL EMPLOYEES	[NUMBER & PERCENT]				
		NATIVE AMERICAN	MANAGERS	PROF	SUPV	OTHER
PUBLIC SAFETY - OTHER	606	9 1.49	0	7 2.05	0	2 0.97
PUBLIC SERVICE	127	0	0	0	0	0
PUBLIC UTILITIES COMMISSION	49	0	0	0	0	0
REVENUE	1,286	7 0.54	0	2 0.29	0	5 1.05
SECRETARY OF STATE	62	1 1.61	0	0	0	1 2.33
SENTENCING GUIDELINES COMMISSION	7	0	0	0	0	0
SOCIAL WORK BOARD	9	0	0	0	0	0
STATE BOARD OF TECHNICAL COLLEGES	106	1 0.94	0	0	0	1 3.23
STATE LOTTERY	221	0	0	0	0	0
STATE UNIVERSITIES - METRO	138	4 2.90	0	0	0	4 3.70
STATE UNIVERSITIES - OTHER	1,872	18 0.96	0	1 0.43	2 2.02	15 0.99
TAX COURT	5	0	0	0	0	0
TEACHERS RETIREMENT ASSOCIATION	52	0	0	0	0	0
TELECOMMUNICATIONS ACCESS FOR COMMUNICATION IMPAIRED PERSONS	4	0	0	0	0	0
TRADE & ECONOMIC DEVELOPMENT	244	3 1.23	0	1 0.98	0	2 1.98
TRANSPORTATION REGULATION BOARD	7	0	0	0	0	0
TRANSPORTATION - METRO	2,784	29 1.04	1 0.93	0	2 0.47	26 1.52
TRANSPORTATION - OTHER	2,160	41 1.90	0	2 1.46	3 1.27	36 2.05
TREASURER'S OFFICE	13	0	0	0	0	0

GROUP: NATIVE AMERICAN

	TOTAL EMPLOYEES	[----- NUMBER & PERCENT -----]				
		NATIVE AMERICAN	MANAGERS	PROF	SUPV	OTHER
VETERANS BENEFITS & SERVICES	32	2 6.25	1 20.00	1 7.69	0	0
VETERANS HOME BOARD	10	1 10.00	1 50.00	0	0	0
VETERANS HOME-HASTINGS	76	0	0	0	0	0
VETERANS HOME-LUVERNE	107	0	0	0	0	0
VETERANS HOME-MINNEAPOLIS	488	7 1.43	0	1 0.99	1 3.13	5 1.42
VETERANS HOME-SILVERBAY	116	2 1.72	0	1 5.56	0	1 1.14
VETERINARY MEDICINE	2	0	0	0	0	0
VOCATIONAL TECHNICAL EDUCATION COUNCIL	4	0	0	0	0	0
VOYAGEURS NATIONAL PARK	1	0	0	0	0	0
WATER AND SOIL RESOURCES	54	0	0	0	0	0
WORKERS' COMPENSATION COURT OF APPEALS	22	0	0	0	0	0
WORLD TRADE CENTER CORPORATION	8	0	0	0	0	0
ZOOLOGICAL GARDENS	260	2 0.77	0	0	0	2 1.04
TOTAL	35,960	449 1.25	13 0.95	122 1.10	32 0.96	282 1.40

**MINNESOTA DEPARTMENT OF EMPLOYEE RELATIONS
DATA FROM JANUARY 1995**

GROUP: DISABLED

	TOTAL EMPLOYEES	[----- NUMBER & PERCENT -----]				
		DISABLED	MANAGERS	PROF	SUPV	OTHER
ACCOUNTANCY BOARD	7	0	0	0	0	0
ADMINISTRATION	862	63 7.31	3 5.66	18 7.86	3 3.70	39 7.82
ADMINISTRATIVE HEARINGS OFFICE	88	5 5.68	0	2 5.00	0	3 7.69
AGRICULTURE	510	36 7.06	5 23.81	11 6.29	7 12.96	13 5.00
ANIMAL HEALTH BOARD	34	0	0	0	0	0
ARCHITECTURE, ENGINEERING, LAND SURVEYING, LANDSCAPE ARCHITECTURE AND ID BOARD	7	1 14.29	1 100.00	0	0	0
ARTS BOARD	16	0	0	0	0	0
ATTORNEY GENERAL	455	37 8.13	4 7.27	19 6.57	1 16.67	13 12.38
AUDITOR	117	8 6.84	1 6.67	6 8.96	1 5.56	0
BARBER EXAMINERS BOARD	2	0	0	0	0	0
BOXING BOARD	2	1 50.00	0	0	0	1 100.00
CAPITOL AREA ARCHITECTURE AND PLANNING BOARD	5	0	0	0	0	0
CHIROPRACTIC EXAMINERS BOARD	5	0	0	0	0	0
COMMERCE	267	18 6.74	0	13 8.84	0	5 6.25
COMMUNITY COLLEGES - METRO	1,037	47 4.53	8 6.25	7 4.46	1 2.08	31 4.40
COMMUNITY COLLEGES - OTHER	698	34 4.87	2 3.33	10 7.35	2 8.33	20 4.18
CORRECTIONS - METRO	1,754	173 9.86	11 24.44	32 11.94	32 16.75	98 7.84
CORRECTIONS - OTHER	1,574	151 9.59	2 8.00	29 9.48	27 16.46	93 8.62

GROUP: DISABLED

	TOTAL EMPLOYEES	[----- NUMBER & PERCENT -----]				
		DISABLED	MANAGERS	PROF	SUPV	OTHER
COUNCIL ON ASIAN-PACIFIC MINNESOTANS	1	0	0	0	0	0
COUNCIL ON BLACK MINNESOTANS	5	1 20.00	0	1 100.00	0	0
COUNCIL ON DISABILITY	10	5 50.00	1 100.00	4 80.00		
COUNCIL ON SPANISH SPEAKING PEOPLE	4	0	0	0	0	0
DENTISTRY BOARD	6	0	0	0	0	0
ECONOMIC SECURITY - METRO	1,394	107 7.68	3 5.26	62 8.32	5 4.55	37 7.68
ECONOMIC SECURITY - OTHER	601	59 9.82	0	42 11.73	7 13.73	10 5.24
EDUCATION	436	20 4.59	0	9 4.43	1 2.50	10 5.92
EDUCATION FARIBAULT	304	56 18.42	0	21 23.60	0	35 17.07
ELECTRICITY BOARD	21	1 4.76	0	0	0	1 5.56
EMPLOYEE RELATIONS	205	15 7.32	0	7 7.37	0	8 10.00
ETHICAL PRACTICES BOARD	8	0	0	0	0	0
FINANCE	200	22 11.00	4 9.52	7 7.14	1 5.26	10 24.39
GAMBLING CONTROL BOARD	39	5 12.82	1 50.00	0	1 33.33	3 17.65
GOVERNOR'S OFFICE	98	1 1.02	0	1 3.33	0	0
HARMFUL SUBSTANCE COMPENSATION BOARD	3	0	0	0	0	0
HEALTH	1,136	79 6.95	1 2.08	42 6.70	14 9.93	22 6.88
HIGHER EDUCATION BOARD	10	0	0	0	0	0

GROUP: DISABLED

	TOTAL EMPLOYEES	[----- NUMBER & PERCENT -----]				
		DISABLED	MANAGERS	PROF	SUPV	OTHER
HIGHER EDUCATION COORDINATING BOARD	64	6 9.38	3 20.00	0	0	3 12.50
HIGHER EDUCATION FACILITIES AUTHORITY	3	0	0	0	0	0
HOUSING FINANCE AGENCY	159	11 6.92	1 8.33	5 6.49	1 7.14	4 7.14
HUMAN RIGHTS	57	10 17.54	0	8 26.67	1 12.50	1 6.25
HUMAN SERVICES - METRO	2,073	124 5.98	8 9.88	53 5.52	11 7.86	52 5.84
HUMAN SERVICES - OTHER	4,903	388 7.91	5 8.77	63 6.08	31 8.52	289 8.39
INDIAN AFFAIRS COUNCIL	7	0	0	0	0	0
INVESTMENT BOARD	24	0	0	0	0	0
IRON RANGE RESOURCES AND REHABILITATION	159	2 1.26	0	0	1 10.00	1 0.83
LABOR AND INDUSTRY	403	38 9.43	3 11.54	13 7.07	3 16.67	19 10.86
LABOR INTERPRETIVE CENTER	1	0	0	0	0	0
MARRIAGE AND FAMILY THERAPY	2	0	0	0	0	0
MEDIATION SERVICES	22	0	0	0	0	0
MEDICAL PRACTICE BOARD	31	1 3.23	0	0	0	1 6.25
MILITARY AFFAIRS - METRO	74	1 1.35	0	0	0	1 1.64
MILITARY AFFAIRS - OTHER	257	7 2.72	0	0	0	7 3.26
MINNESOTA AMATEUR SPORTS COMMISSION	9	0	0	0	0	0
MINNESOTA CENTER FOR ARTS EDUCATION	75	1 1.33	0	1 2.27	0	0

GROUP: DISABLED

	TOTAL EMPLOYEES	[----- NUMBER & PERCENT -----]				
		DISABLED	MANAGERS	PROF	SUPV	OTHER
MINNESOTA STATE RETIREMENT SYSTEM	38	3 7.89	0	1 7.69	0	2 11.11
MUNICIPAL BOARD	4	0	0	0	0	0
NATURAL RESOURCES - METRO	781	38 4.87	2 3.08	14 4.13	6 5.31	16 6.06
NATURAL RESOURCES - OTHER	1,506	78 5.18	0	25 3.93	11 4.68	42 6.90
NURSING BOARD	28	1 3.57	0	0	0	1 5.56
NURSING HOME ADMINISTRATORS BOARD	3	0	0	0	0	0
OFFICE OF ENVIRONMENTAL ASSISTANCE	58	4 6.90	0	4 10.00	0	0
OFFICE OF STRATEGIC & LONG RANGE PLANNING	77	3 3.90	1 14.29	1 2.04	0	1 6.67
OMBUDSMAN FOR CORRECTIONS	10	0	0	0	0	0
OMBUDSMAN FOR MENTAL HEALTH AND MENTAL RETARDATION	17	1 5.88	0	1 8.33	0	0
OMBUDSPERSON-FAMILIES	4	0	0	0	0	0
OPTOMETRY BOARD	1	0	0	0	0	0
PARI-MUTUEL RACING	3	0	0	0	0	0
PHARMACY BOARD	10	0	0	0	0	0
POLLUTION CONTROL AGENCY	820	78 9.51	3 12.00	46 8.57	12 13.64	17 10.00
PSYCHOLOGIST BOARD	6	0	0	0	0	0
PUBLIC EMPLOYEES RETIREMENT ASSOCIATION	74	8 10.81	0	6 22.22	0	2 5.88
PUBLIC SAFETY - METRO	1,225	121 9.88	4 12.12	30 8.47	13 8.55	74 10.79

GROUP: DISABLED

	TOTAL EMPLOYEES	[----- NUMBER & PERCENT -----]				
		DISABLED	MANAGERS	PROF	SUPV	OTHER
PUBLIC SAFETY - OTHER	606	53 8.75	0	30 8.77	7 12.28	16 7.73
PUBLIC SERVICE	127	17 13.39	1 7.69	7 12.96	3 18.75	6 13.64
PUBLIC UTILITIES COMMISSION	49	2 4.08	0	0	0	2 15.38
REVENUE	1,286	101 7.85	4 11.76	54 7.89	11 12.22	32 6.69
SECRETARY OF STATE	62	2 3.23	0	0	0	2 4.65
SENTENCING GUIDELINES COMMISSION	7	0	0	0	0	0
SOCIAL WORK BOARD	9	1 11.11	1 100.00	0	0	0
STATE BOARD OF TECHNICAL COLLEGES	106	8 7.55	0	3 5.66	1 7.69	4 12.90
STATE LOTTERY	221	24 10.86	2 13.33	8 9.09	2 8.33	12 12.77
STATE UNIVERSITIES - METRO	138	10 7.25	0	0	1 14.29	9 8.33
STATE UNIVERSITIES - OTHER	1,872	68 3.63	1 4.55	4 1.71	10 10.10	53 3.49
TAX COURT	5	0	0	0	0	0
TEACHERS RETIREMENT ASSOCIATION	52	0	0	0	0	0
TELECOMMUNICATIONS ACCESS FOR COMMUNICATION IMPAIRED PERSONS	4	0	0	0	0	0
TRADE & ECONOMIC DEVELOPMENT	244	15 6.15	2 7.14	9 8.82	1 7.69	3 2.97
TRANSPORTATION REGULATION BOARD	7	0	0	0	0	0
TRANSPORTATION - METRO	2,784	146 5.24	5 4.67	19 3.48	27 6.40	95 5.56
TRANSPORTATION - OTHER	2,160	154 7.13	3 9.38	1 0.73	20 8.44	130 7.41

GROUP: DISABLED

	TOTAL EMPLOYEES	[----- NUMBER & PERCENT -----]				
		DISABLED	MANAGERS	PROF	SUPV	OTHER
TREASURER'S OFFICE	13	3 23.08	1 33.33	0	1 50.00	1 16.67
VETERANS BENEFITS & SERVICES	32	6 18.75	2 40.00	2 15.38	0	2 16.67
VETERANS HOME BOARD	10	1 10.00	1 50.00	0	0	0
VETERANS HOME-HASTINGS	76	7 9.21	0	2 16.67	0	5 9.26
VETERANS HOME-LUVERNE	107	0	0	0	0	0
VETERANS HOME-MINNEAPOLIS	488	25 5.12	0	5 4.95	1 3.13	19 5.38
VETERANS HOME-SILVERBAY	116	4 3.45	0	2 11.11	0	2 2.27
VETERINARY MEDICINE	2	0	0	0	0	0
VOCATIONAL TECHNICAL EDUCATION COUNCIL	4	0	0	0	0	0
VOYAGEURS NATIONAL PARK	1	1 100.00	0	0	0	1 100.00
WATER AND SOIL RESOURCES	54	2 3.70	0	0	2 28.57	0
WORKERS' COMPENSATION COURT OF APPEALS	22	0	0	0	0	0
WORLD TRADE CENTER CORPORATION	8	0	0	0	0	0
ZOOLOGICAL GARDENS	260	23 8.85	1 12.50	3 7.69	1 4.76	18 9.38
TOTAL	35,960	2,542 7.07	101 7.39	763 6.85	281 8.47	1,397 6.94

MINNESOTA DEPARTMENT OF EMPLOYEE RELATIONS
DATA FROM JANUARY 1995

GROUP: MISSING

	TOTAL EMPLOYEES	[----- NUMBER & PERCENT -----]				
		MISSING	MANAGERS	PROF	SUPV	OTHER
ACCOUNTANCY BOARD	7	0	0	0	0	0
ADMINISTRATION	862	2 0.23	0	0	0	2 0.40
ADMINISTRATIVE HEARINGS OFFICE	88	2 2.27	0	0	1 16.67	1 2.56
AGRICULTURE	510	0	0	0	0	0
ANIMAL HEALTH BOARD	34	0	0	0	0	0
ARCHITECTURE, ENGINEERING, LAND SURVEYING, LANDSCAPE ARCHITECTURE AND ID BOARD	7	0	0	0	0	0
ARTS BOARD	16	0	0	0	0	0
ATTORNEY GENERAL	455	13 2.86	0	13 4.50	0	0
AUDITOR	117	5 4.27	2 13.33	2 2.99	0	1 5.88
BARBER EXAMINERS BOARD	2	0	0	0	0	0
BOXING BOARD	2	0	0	0	0	0
CAPITOL AREA ARCHITECTURE AND PLANNING BOARD	5	0	0	0	0	0
CHIROPRACTIC EXAMINERS BOARD	5	0	0	0	0	0
COMMERCE	267	0	0	0	0	0
COMMUNITY COLLEGES - METRO	1,037	4 0.39	0	0	0	4 0.57
COMMUNITY COLLEGES - OTHER	698	1 0.14	0	0	0	1 0.21
CORRECTIONS - METRO	1,754	1 0.06	0	0	0	1 0.08
CORRECTIONS - OTHER	1,574	0	0	0	0	0

GROUP: MISSING

	TOTAL EMPLOYEES	[----- NUMBER & PERCENT -----]				
		MISSING	MANAGERS	PROF	SUPV	OTHER
COUNCIL ON ASIAN-PACIFIC MINNESOTANS	1	0	0	0	0	0
COUNCIL ON BLACK MINNESOTANS	5	0	0	0	0	0
COUNCIL ON DISABILITY	10	0	0	0	0	0
COUNCIL ON SPANISH SPEAKING PEOPLE	4	0	0	0	0	0
DENTISTRY BOARD	6	0	0	0	0	0
ECONOMIC SECURITY - METRO	1,394	0	0	0	0	0
ECONOMIC SECURITY - OTHER	601	1 0.17	0	1 0.28	0	0
EDUCATION	436	1 0.23	0	0	0	1 0.59
EDUCATION FARIBAULT	304	0	0	0	0	0
ELECTRICITY BOARD	21	0	0	0	0	0
EMPLOYEE RELATIONS	205	0	0	0	0	0
ETHICAL PRACTICES BOARD	8	0	0	0	0	0
FINANCE	200	0	0	0	0	0
GAMBLING CONTROL BOARD	39	1 2.56	0	0	0	1 5.88
GOVERNOR'S OFFICE	98	0	0	0	0	0
HARMFUL SUBSTANCE COMPENSATION BOARD	3	0	0	0	0	0
HEALTH	1,136	3 0.26	0	2 0.32	0	1 0.31
HIGHER EDUCATION BOARD	10	0	0	0	0	0

GROUP: MISSING

	TOTAL EMPLOYEES	[----- NUMBER & PERCENT -----]				
		MISSING	MANAGERS	PROF	SUPV	OTHER
HIGHER EDUCATION COORDINATING BOARD	64	0	0	0	0	0
HIGHER EDUCATION FACILITIES AUTHORITY	3	0	0	0	0	0
HOUSING FINANCE AGENCY	159	0	0	0	0	0
HUMAN RIGHTS	57	1 1.75	0	0	0	1 6.25
HUMAN SERVICES - METRO	2,073	2 0.10	0	0	0	2 0.22
HUMAN SERVICES - OTHER	4,903	2 0.04	0	0	0	2 0.06
INDIAN AFFAIRS COUNCIL	7	0	0	0	0	0
INVESTMENT BOARD	24	0	0	0	0	0
IRON RANGE RESOURCES AND REHABILITATION	159	0	0	0	0	0
LABOR AND INDUSTRY	403	2 0.50	0	1 0.54	0	1 0.57
LABOR INTERPRETIVE CENTER	1	0	0	0	0	0
MARRIAGE AND FAMILY THERAPY	2	1 50.00	0	0	0	1 100.00
MEDIATION SERVICES	22	0	0	0	0	0
MEDICAL PRACTICE BOARD	31	1 3.23	0	1 10.00	0	0
MILITARY AFFAIRS - METRO	74	0	0	0	0	0
MILITARY AFFAIRS - OTHER	257	0	0	0	0	0
MINNESOTA AMATEUR SPORTS COMMISSION	9	0	0	0	0	0
MINNESOTA CENTER FOR ARTS EDUCATION	75	0	0	0	0	0

GROUP: MISSING

	TOTAL EMPLOYEES	[----- NUMBER & PERCENT -----]				
		MISSING	MANAGERS	PROF	SUPV	OTHER
MINNESOTA STATE RETIREMENT SYSTEM	38	0	0	0	0	0
MUNICIPAL BOARD	4	0	0	0	0	0
NATURAL RESOURCES - METRO	781	0	0	0	0	0
NATURAL RESOURCES - OTHER	1,506	0	0	0	0	0
NURSING BOARD	28	0	0	0	0	0
NURSING HOME ADMINISTRATORS BOARD	3	0	0	0	0	0
OFFICE OF ENVIRONMENTAL ASSISTANCE	58	0	0	0	0	0
OFFICE OF STRATEGIC & LONG RANGE PLANNING	77	0	0	0	0	0
OMBUDSMAN FOR CORRECTIONS	10	0	0	0	0	0
OMBUDSMAN FOR MENTAL HEALTH AND MENTAL RETARDATION	17	0	0	0	0	0
OMBUDSPERSON-FAMILIES	4	0	0	0	0	0
OPTOMETRY BOARD	1	0	0	0	0	0
PARI-MUTUEL RACING	3	0	0	0	0	0
PHARMACY BOARD	10	0	0	0	0	0
POLLUTION CONTROL AGENCY	820	0	0	0	0	0
PSYCHOLOGIST BOARD	6	0	0	0	0	0
PUBLIC EMPLOYEES RETIREMENT ASSOCIATION	74	0	0	0	0	0
PUBLIC SAFETY - METRO	1,225	1 0.08	0	0	0	1 0.15

GROUP: MISSING

	TOTAL EMPLOYEES	[----- NUMBER & PERCENT -----]				
		MISSING	MANAGERS	PROF	SUPV	OTHER
PUBLIC SAFETY - OTHER	606	0	0	0	0	0
PUBLIC SERVICE	127	1 0.79	0	1 1.85	0	0
PUBLIC UTILITIES COMMISSION	49	0	0	0	0	0
REVENUE	1,286	0	0	0	0	0
SECRETARY OF STATE	62	0	0	0	0	0
SENTENCING GUIDELINES COMMISSION	7	0	0	0	0	0
SOCIAL WORK BOARD	9	0	0	0	0	0
STATE BOARD OF TECHNICAL COLLEGES	106	0	0	0	0	0
STATE LOTTERY	221	1 0.45	0	0	0	1 1.06
STATE UNIVERSITIES - METRO	138	1 0.72	0	0	0	1 0.93
STATE UNIVERSITIES - OTHER	1,872	2 0.11	0	1 0.43	0	1 0.07
TAX COURT	5	0	0	0	0	0
TEACHERS RETIREMENT ASSOCIATION	52	0	0	0	0	0
TELECOMMUNICATIONS ACCESS FOR COMMUNICATION IMPAIRED PERSONS	4	0	0	0	0	0
TRADE & ECONOMIC DEVELOPMENT	244	0	0	0	0	0
TRANSPORTATION REGULATION BOARD	7	1 14.29	0	0	0	1 33.33
TRANSPORTATION - METRO	2,784	7 0.25	0	4 0.73	0	3 0.18
TRANSPORTATION - OTHER	2,160	2 0.09	0	0	0	2 0.11

GROUP: MISSING

	TOTAL EMPLOYEES	[----- NUMBER & PERCENT -----]				
		MISSING	MANAGERS	PROF	SUPV	OTHER
TREASURER'S OFFICE	13	0	0	0	0	0
VETERANS BENEFITS & SERVICES	32	0	0	0	0	0
VETERANS HOME BOARD	10	1 10.00	0	1 16.67	0	0
VETERANS HOME-HASTINGS	76	0	0	0	0	0
VETERANS HOME-LUVERNE	107	0	0	0	0	0
VETERANS HOME-MINNEAPOLIS	488	0	0	0	0	0
VETERANS HOME-SILVERBAY	116	0	0	0	0	0
VETERINARY MEDICINE	2	0	0	0	0	0
VOCATIONAL TECHNICAL EDUCATION COUNCIL	4	0	0	0	0	0
VOYAGEURS NATIONAL PARK	1	0	0	0	0	0
WATER AND SOIL RESOURCES	54	0	0	0	0	0
WORKERS' COMPENSATION COURT OF APPEALS	22	0	0	0	0	0
WORLD TRADE CENTER CORPORATION	8	0	0	0	0	0
ZOOLOGICAL GARDENS	260	1 0.38	0	0	0	1 0.52
TOTAL	35,960	61 0.17	2 0.15	27 0.24	1 0.03	31 0.15

**EXECUTIVE BRANCH - EMPLOYMENT BY AGENCY
TOTAL AND PROTECTED GROUPS
(ACADEMIC EXCLUDED)
DATA FROM JANUARY 1995**

DEPARTMENT	TOTAL EMPLOYEES	WOMEN		MINORITY		DISABLED		MISSING	
		#	%	#	%	#	%	#	%
ACCOUNTANCY BOARD	7	6	85.71	0	0.00	0	0.00	0	0.00
ADMINISTRATION	862	379	43.97	70	8.12	63	7.31	2	0.23
ADMINISTRATIVE HEARINGS OFFICE	88	52	59.09	4	4.55	5	5.68	2	2.27
AGRICULTURE	510	169	33.14	18	3.53	36	7.06	0	0.00
ANIMAL HEALTH BOARD	34	11	32.35	2	5.88	0	0.00	0	0.00
ARCHITECTURE, ENGINEERING, LAND SURVEYING, LANDSCAPE ARCHITECTURE AND ID BOARD	7	7	100.00	1	14.29	1	14.29	0	0.00
ARTS BOARD	16	12	75.00	0	0.00	0	0.00	0	0.00
ATTORNEY GENERAL	455	296	65.05	29	6.37	37	8.13	13	2.86
AUDITOR	117	55	47.01	7	5.98	8	6.84	5	4.27
BARBER EXAMINERS BOARD	2	1	50.00	0	0.00	0	0.00	0	0.00
BOXING BOARD	2	1	50.00	0	0.00	1	50.00	0	0.00
CAPITOL AREA ARCHITECTURE AND PLANNING BOARD	5	3	60.00	0	0.00	0	0.00	0	0.00
CHIROPRACTIC EXAMINERS BOARD	5	4	80.00	0	0.00	0	0.00	0	0.00
COMMERCE	267	137	51.31	23	8.61	18	6.74	0	0.00
COMMUNITY COLLEGES - METRO	1,037	709	68.37	92	8.87	47	4.53	4	0.39
COMMUNITY COLLEGES - OTHER	698	452	64.76	40	5.73	34	4.87	1	0.14
CORRECTIONS - METRO	1,754	649	37.00	183	10.43	173	9.86	1	0.06
CORRECTIONS - OTHER	1,574	528	33.55	62	3.94	151	9.59	0	0.00
COUNCIL ON ASIAN-PACIFIC MINNESOTANS	1	1	100.00	1	100.00	0	0.00	0	0.00
COUNCIL ON BLACK MINNESOTANS	5	3	60.00	5	100.00	1	20.00	0	0.00
COUNCIL ON DISABILITY	10	6	60.00	0	0.00	5	50.00	0	0.00
COUNCIL ON SPANISH SPEAKING PEOPLE	4	2	50.00	3	75.00	0	0.00	0	0.00
DENTISTRY BOARD	6	6	100.00	0	0.00	0	0.00	0	0.00
ECONOMIC SECURITY - METRO	1,394	793	56.89	106	7.60	107	7.68	0	0.00
ECONOMIC SECURITY - OTHER	601	322	53.58	22	3.66	59	9.82	1	0.17
EDUCATION	436	302	69.27	35	8.03	20	4.59	1	0.23
EDUCATION FARIBAULT	304	219	72.04	3	0.99	56	18.42	0	0.00
ELECTRICITY BOARD	21	9	42.86	0	0.00	1	4.76	0	0.00
EMPLOYEE RELATIONS	205	144	70.24	16	7.80	15	7.32	0	0.00

DEPARTMENT	TOTAL EMPLOYEES		WOMEN		MINORITY		DISABLED		MISSING	
	#	%	#	%	#	%	#	%	#	%
ETHICAL PRACTICES BOARD	8		7	87.50	1	12.50	0	0.00	0	0.00
FINANCE	200		108	54.00	9	4.50	22	11.00	0	0.00
GAMBLING CONTROL BOARD	39		26	66.67	0	0.00	5	12.82	1	2.56
GOVERNOR'S OFFICE	98		65	66.33	4	4.08	1	1.02	0	0.00
HARMFUL SUBSTANCE COMPENSATION BOARD	3		3	100.00	0	0.00	0	0.00	0	0.00
HEALTH	1,136		773	68.05	71	6.25	79	6.95	3	0.26
HIGHER EDUCATION BOARD	10		7	70.00	0	0.00	0	0.00	0	0.00
HIGHER EDUCATION COORDINATING BOARD	64		43	67.19	6	9.38	6	9.38	0	0.00
HIGHER EDUCATION FACILITIES AUTHORITY	3		2	66.67	0	0.00	0	0.00	0	0.00
HOUSING FINANCE AGENCY	159		104	65.41	24	15.09	11	6.92	0	0.00
HUMAN RIGHTS	57		37	64.91	19	33.33	10	17.54	1	1.75
HUMAN SERVICES - METRO	2,073		1,414	68.21	156	7.53	124	5.98	2	0.10
HUMAN SERVICES - OTHER	4,903		3,242	66.12	118	2.41	388	7.91	2	0.04
INDIAN AFFAIRS COUNCIL	7		5	71.43	7	100.00	0	0.00	0	0.00
INVESTMENT BOARD	24		10	41.67	1	4.17	0	0.00	0	0.00
IRON RANGE RESOURCES AND REHABILITATION	159		59	37.11	1	0.63	2	1.26	0	0.00
LABOR AND INDUSTRY	403		232	57.57	39	9.68	38	9.43	2	0.50
LABOR INTERPRETIVE CENTER	1		1	100.00	0	0.00	0	0.00	0	0.00
MARRIAGE AND FAMILY THERAPY	2		1	50.00	0	0.00	0	0.00	1	50.00
MEDIATION SERVICES	22		9	40.91	1	4.55	0	0.00	0	0.00
MEDICAL PRACTICE BOARD	31		21	67.74	2	6.45	1	3.23	1	3.23
MILITARY AFFAIRS - METRO	74		22	29.73	5	6.76	1	1.35	0	0.00
MILITARY AFFAIRS - OTHER	257		52	20.23	5	1.95	7	2.72	0	0.00
MINNESOTA AMATEUR SPORTS COMMISSION	9		4	44.44	0	0.00	0	0.00	0	0.00
MINNESOTA CENTER FOR ARTS EDUCATION	75		48	64.00	4	5.33	1	1.33	0	0.00
MINNESOTA STATE RETIREMENT SYSTEM	38		19	50.00	2	5.26	3	7.89	0	0.00
MUNICIPAL BOARD	4		3	75.00	1	25.00	0	0.00	0	0.00
NATURAL RESOURCES - METRO	781		328	42.00	49	6.27	38	4.87	0	0.00
NATURAL RESOURCES - OTHER	1,506		302	20.05	25	1.66	78	5.18	0	0.00
NURSING BOARD	28		27	96.43	2	7.14	1	3.57	0	0.00
NURSING HOME ADMINISTRATORS BOARD	3		3	100.00	0	0.00	0	0.00	0	0.00
OFFICE OF ENVIRONMENTAL ASSISTANCE	58		23	39.66	3	5.17	4	6.90	0	0.00

DEPARTMENT	TOTAL EMPLOYEES	WOMEN		MINORITY		DISABLED		MISSING	
		#	%	#	%	#	%	#	%
OFFICE OF STRATEGIC & LONG RANGE PLANNING	77	38	49.35	8	10.39	3	3.90	0	0.00
OMBUDSMAN FOR CORRECTIONS	10	7	70.00	3	30.00	0	0.00	0	0.00
OMBUDSMAN FOR MENTAL HEALTH AND MENTAL RETARDATION	17	10	58.82	1	5.88	1	5.88	0	0.00
OMBUDSPERSON-FAMILIES	4	3	75.00	4	100.00	0	0.00	0	0.00
OPTOMETRY BOARD	1	1	100.00	0	0.00	0	0.00	0	0.00
PARI-MUTUEL RACING	3	2	66.67	0	0.00	0	0.00	0	0.00
PHARMACY BOARD	10	6	60.00	0	0.00	0	0.00	0	0.00
POLLUTION CONTROL AGENCY	820	374	45.61	58	7.07	78	9.51	0	0.00
PSYCHOLOGIST BOARD	6	6	100.00	1	16.67	0	0.00	0	0.00
PUBLIC EMPLOYEES RETIREMENT ASSOCIATION	74	53	71.62	5	6.76	8	10.81	0	0.00
PUBLIC SAFETY - METRO	1,225	633	51.67	95	7.76	121	9.88	1	0.08
PUBLIC SAFETY - OTHER	606	127	20.96	14	2.31	53	8.75	0	0.00
PUBLIC SERVICE	127	56	44.09	6	4.72	17	13.39	1	0.79
PUBLIC UTILITIES COMMISSION	49	27	55.10	1	2.04	2	4.08	0	0.00
REVENUE	1,286	715	55.60	91	7.08	101	7.85	0	0.00
SECRETARY OF STATE	62	48	77.42	5	8.06	2	3.23	0	0.00
SENTENCING GUIDELINES COMMISSION	7	6	85.71	0	0.00	0	0.00	0	0.00
SOCIAL WORK BOARD	9	6	66.67	0	0.00	1	11.11	0	0.00
STATE BOARD OF TECHNICAL COLLEGES	106	60	56.60	5	4.72	8	7.55	0	0.00
STATE LOTTERY	221	112	50.68	15	6.79	24	10.86	1	0.45
STATE UNIVERSITIES - METRO	138	109	78.99	18	13.04	10	7.25	1	0.72
STATE UNIVERSITIES - OTHER	1,872	1,169	62.45	41	2.19	68	3.63	2	0.11
TAX COURT	5	5	100.00	0	0.00	0	0.00	0	0.00
TEACHERS RETIREMENT ASSOCIATION	52	32	61.54	2	3.85	0	0.00	0	0.00
TELECOMMUNICATIONS ACCESS FOR COMMUNICATION IMPAIRED PERSONS	4	1	25.00	0	0.00	0	0.00	0	0.00
TRADE & ECONOMIC DEVELOPMENT	244	157	64.34	15	6.15	15	6.15	0	0.00
TRANSPORTATION REGULATION BOARD	7	3	42.86	0	0.00	0	0.00	1	14.29
TRANSPORTATION - METRO	2,784	660	23.71	176	6.32	146	5.24	7	0.25
TRANSPORTATION - OTHER	2,160	248	11.48	75	3.47	154	7.13	2	0.09
TREASURER'S OFFICE	13	5	38.46	0	0.00	3	23.08	0	0.00

DEPARTMENT	TOTAL EMPLOYEES	WOMEN		MINORITY		DISABLED		MISSING	
		#	%	#	%	#	%	#	%
VETERANS BENEFITS & SERVICES	32	14	43.75	3	9.38	6	18.75	0	0.00
VETERANS HOME BOARD	10	7	70.00	1	10.00	1	10.00	1	10.00
VETERANS HOME-HASTINGS	76	39	51.32	3	3.95	7	9.21	0	0.00
VETERANS HOME-LUVERNE	107	94	87.85	4	3.74	0	0.00	0	0.00
VETERANS HOME-MINNEAPOLIS	488	293	60.04	73	14.96	25	5.12	0	0.00
VETERANS HOME-SILVERBAY	116	91	78.45	2	1.72	4	3.45	0	0.00
VETERINARY MEDICINE	2	1	50.00	0	0.00	0	0.00	0	0.00
VOCATIONAL TECHNICAL EDUCATION COUNCIL	4	3	75.00	0	0.00	0	0.00	0	0.00
VOYAGEURS NATIONAL PARK	1	1	100.00	0	0.00	1	100.00	0	0.00
WATER AND SOIL RESOURCES	54	19	35.19	0	0.00	2	3.70	0	0.00
WORKERS' COMPENSATION COURT OF APPEALS	22	16	72.73	0	0.00	0	0.00	0	0.00
WORLD TRADE CENTER CORPORATION	8	5	62.50	0	0.00	0	0.00	0	0.00
ZOOLOGICAL GARDENS	260	132	50.77	13	5.00	23	8.85	1	0.38
TOTAL	35,960	17,752	49.37	2,016	5.61	2,542	7.07	61	0.17

LIST APPOINTMENTS BY AGENCY - 1994

	TOTAL	WOMEN		MINORITY		DISABLED	
	EMPLOYEES	#	%	#	%	#	%
ADMINISTRATION	42	21	50.0	3	7.1	2	4.8
ADMINISTRATIVE HEARINGS OFFICE	6	5	83.3	0	0.0	0	0.0
AGRICULTURE	64	22	34.4	3	4.7	4	6.3
ANIMAL HEALTH BOARD	3	0	0.0	0	0.0	0	0.0
ARTS BOARD	1	1	100.0	0	0.0	0	0.0
ATTORNEY GENERAL	7	6	85.7	1	14.3	0	0.0
AUDITOR	13	8	61.5	0	0.0	0	0.0
CAPITOL AREA ARCHITECTURE AND PLANNING BOARD	2	2	100.0	0	0.0	0	0.0
CHIROPRACTIC EXAMINERS BOARD	1	1	100.0	0	0.0	0	0.0
COMMERCE	17	7	41.2	0	0.0	0	0.0
COMMUNITY COLLEGES	75	57	76.0	7	9.3	5	6.7
CORRECTIONS - CENTRAL OFFICE	43	19	44.2	6	14.0	2	4.7
CORRECTIONS - FARIBAULT	23	6	26.1	1	4.3	2	8.7
CORRECTIONS - LINO LAKES	45	15	33.3	5	11.1	4	8.9
CORRECTIONS - OAK PARK HEIGHTS	18	4	22.2	1	5.6	0	0.0
CORRECTIONS - RED WING	7	4	57.1	0	0.0	1	14.3
CORRECTIONS - SAUK CENTRE	9	5	55.6	1	11.1	2	22.2
CORRECTIONS - SHAKOPEE	29	20	69.0	2	6.9	2	6.9
CORRECTIONS - ST. CLOUD	34	12	35.3	1	2.9	3	8.8
CORRECTIONS - STILLWATER	38	19	50.0	5	13.2	3	7.9
CORRECTIONS - THISTLEDEW	5	0	0.0	0	0.0	0	0.0
CORRECTIONS - WILLOW RIVER/MOOSE LAKE	40	27	67.5	2	5.0	2	5.0
COUNCIL ON DISABILITY	1	1	100.0	0	0.0	0	0.0
ECONOMIC SECURITY	133	84	63.2	13	9.8	14	10.5
EDUCATION CENTRAL OFFICE	44	31	70.5	6	13.6	2	4.5
EDUCATION - FARIBAULT	16	11	68.8	0	0.0	2	12.5
ELECTRICITY BOARD	5	2	40.0	0	0.0	0	0.0
EMPLOYEE RELATIONS	20	13	65.0	1	5.0	1	5.0
FINANCE	7	6	85.7	0	0.0	0	0.0
GAMBLING CONTROL BOARD	6	3	50.0	0	0.0	0	0.0
HEALTH	134	91	67.9	12	9.0	4	3.0
HIGHER EDUCATION COORDINATING BOARD	3	2	66.7	2	66.7	1	33.3

LIST APPOINTMENTS BY AGENCY - 1994

	TOTAL	WOMEN		MINORITY		DISABLED	
	EMPLOYEES	#	%	#	%	#	%
HIGHER EDUCATION BOARD	1	1	100.0	0	0.0	0	0.0
HOUSING FINANCE AGENCY	16	12	75.0	4	25.0	2	12.5
HUMAN RIGHTS	6	4	66.7	1	16.7	0	0.0
HUMAN SERVICES - AH GWAH CHING	29	25	86.2	4	13.8	1	3.4
HUMAN SERVICES - ANOKA	37	24	64.9	1	2.7	2	5.4
HUMAN SERVICES - BRAINERD	42	25	59.5	1	2.4	0	0.0
HUMAN SERVICES - CAMBRIDGE	21	13	61.9	0	0.0	1	4.8
HUMAN SERVICES - CENTRAL OFFICE	138	99	71.7	18	13.0	8	5.8
HUMAN SERVICES - FARIBAULT	122	87	71.3	9	7.4	1	0.8
HUMAN SERVICES - FERGUS FALLS	39	30	76.9	0	0.0	0	0.0
HUMAN SERVICES - MOOSE LAKE	99	74	74.7	10	10.1	4	4.0
HUMAN SERVICES - ST. PETER	35	22	62.9	0	0.0	0	0.0
HUMAN SERVICES - WILLMAR	21	14	66.7	0	0.0	0	0.0
IRON RANGE RESOURCES AND REHABILITATION	9	4	44.4	0	0.0	0	0.0
LABOR AND INDUSTRY	35	18	51.4	2	5.7	0	0.0
LEGISLATIVE AUDITOR	12	10	83.3	0	0.0	0	0.0
MEDIATION SERVICES	2	1	50.0	0	0.0	0	0.0
MEDICAL PRACTICE BOARD	1	1	100.0	0	0.0	0	0.0
MILITARY AFFAIRS	6	1	16.7	0	0.0	0	0.0
MINNESOTA CENTER FOR ARTS EDUCATION	9	4	44.4	1	11.1	0	0.0
MINNESOTA STATE RETIREMENT SYSTEM	3	2	66.7	0	0.0	0	0.0
NATURAL RESOURCES	87	40	46.0	1	1.1	1	1.1
NURSING BOARD	11	11	100.0	1	9.1	1	9.1
OFFICE OF ENVIRONMENTAL ASSISTANCE	9	6	66.7	1	11.1	0	0.0
OFFICE OF STRATEGIC & LONG RANGE PLANNING	3	2	66.7	1	33.3	0	0.0
OMBUDSMAN FOR CORRECTIONS	1	1	100.0	0	0.0	0	0.0
OMBUDSMAN FOR MENTAL HEALTH AND MENTAL RETARDATION	1	1	100.0	0	0.0	0	0.0
POLLUTION CONTROL AGENCY	75	45	60.0	7	9.3	2	2.7
PUBLIC EMPLOYEES RETIREMENT ASSOCIATION	7	4	57.1	0	0.0	1	14.3
PUBLIC SAFETY	67	39	58.2	10	14.9	9	13.4
PUBLIC SERVICE	9	3	33.3	0	0.0	0	0.0

LIST APPOINTMENTS BY AGENCY - 1994

	TOTAL	WOMEN		MINORITY		DISABLED	
	EMPLOYEES	#	%	#	%	#	%
PUBLIC UTILITIES COMMISSION	4	4	100.0	0	0.0	0	0.0
REVENUE	213	134	62.9	24	11.3	13	6.1
SECRETARY OF STATE	5	4	80.0	0	0.0	0	0.0
SOCIAL WORK BOARD	1	0	0.0	0	0.0	0	0.0
STATE BOARD OF TECHNICAL COLLEGES	3	3	100.0	1	33.3	0	0.0
STATE LOTTERY	28	13	46.4	3	10.7	1	3.6
STATE UNIVERSITIES	66	41	62.1	2	3.0	2	3.0
TEACHERS RETIREMENT ASSOCIATION	7	7	100.0	0	0.0	0	0.0
TELECOMMUNICATIONS ACCESS FOR COMMUNICATION IMPAIRED PERSONS	1	0	0.0	0	0.0	0	0.0
TRADE & ECONOMIC DEVELOPMENT	18	13	72.2	3	16.7	1	5.6
TRANSPORTATION	159	52	32.7	9	5.7	6	3.8
VETERANS BENEFITS & SERVICES	5	2	40.0	0	0.0	0	0.0
VETERANS HOME BOARD	1	1	100.0	0	0.0	0	0.0
VETERANS HOME-HASTINGS	3	2	66.7	0	0.0	0	0.0
VETERANS HOME-LUVERNE	69	63	91.3	3	4.3	0	0.0
VETERANS HOME-MINNEAPOLIS	69	39	56.5	33	47.8	4	5.8
VETERANS HOME-SILVERBAY	24	21	87.5	0	0.0	0	0.0
VOCATIONAL TECHNICAL EDUCATION COUNCIL	2	1	50.0	0	0.0	0	0.0
VOYAGEURS NATIONAL PARK	1	1	100.0	0	0.0	1	100.0
WATER AND SOIL RESOURCES	4	2	50.0	0	0.0	0	0.0
ZOOLOGICAL GARDENS	25	13	52.0	3	12.0	2	8.0
TOTAL	2,552	1,544	60.5	225	8.8	119	4.7

NON-LIST APPOINTMENTS BY AGENCY - 1994

	TOTAL	WOMEN		MINORITY		DISABLED	
	EMPLOYEES	#	%	#	%	#	%
ACCOUNTANCY BOARD	1	1	100.0	0	0.0	0	0.0
ADMINISTRATION	167	80	47.9	27	16.2	5	3.0
ADMINISTRATIVE HEARINGS OFFICE	9	2	22.2	0	0.0	0	0.0
AGRICULTURE	59	27	45.8	3	5.1	2	3.4
ARTS BOARD	1	1	100.0	0	0.0	0	0.0
ATTORNEY GENERAL	128	84	65.6	13	10.2	0	0.0
AUDITOR	20	13	65.0	1	5.0	0	0.0
COMMERCE	40	28	70.0	12	30.0	1	2.5
COMMUNITY COLLEGES	10,166	5,572	54.8	774	7.6	235	2.3
CORRECTIONS - CENTRAL OFFICE	81	45	55.6	11	13.6	7	8.6
CORRECTIONS - FARIBAULT	93	35	37.6	5	5.4	8	8.6
CORRECTIONS - LINO LAKES	294	97	33.0	59	20.1	9	3.1
CORRECTIONS - OAK PARK HEIGHTS	98	41	41.8	9	9.2	5	5.1
CORRECTIONS - RED WING	24	9	37.5	2	8.3	1	4.2
CORRECTIONS - SAUK CENTRE	30	8	26.7	0	0.0	0	0.0
CORRECTIONS - SHAKOPEE	94	67	71.3	16	17.0	3	3.2
CORRECTIONS - ST. CLOUD	202	60	29.7	16	7.9	12	5.9
CORRECTIONS - STILLWATER	203	49	24.1	29	14.3	5	2.5
CORRECTIONS - THISTLEDEW	10	4	40.0	2	20.0	0	0.0
CORRECTIONS - WILLOW RIVER/MOOSE LAKE	105	22	21.0	9	8.6	3	2.9
COUNCIL ON ASIAN-PACIFIC MINNESOTANS	2	1	50.0	2	100.0	0	0.0
COUNCIL ON BLACK MINNESOTANS	1	1	100.0	1	100.0	0	0.0
COUNCIL ON DISABILITY	1	0	0.0	0	0.0	1	100.0
COUNCIL ON SPANISH SPEAKING PEOPLE	4	3	75.0	4	100.0	0	0.0
DENTISTRY BOARD	1	1	100.0	0	0.0	0	0.0
DISTRICT COURT JUDICIAL	212	119	56.1	10	4.7	1	0.5
ECONOMIC SECURITY	272	174	64.0	46	16.9	23	8.5
EDUCATION CENTRAL OFFICE	80	62	77.5	6	7.5	4	5.0
EDUCATION - FARIBAULT	19	14	73.7	0	0.0	3	15.8
ELECTRICITY BOARD	5	4	80.0	0	0.0	0	0.0
EMPLOYEE RELATIONS	87	61	70.1	8	9.2	9	10.3
ES GOVERNOR'S SUMMER YOUTH PROGRAM	39	36	92.3	0	0.0	0	0.0

NON-LIST APPOINTMENTS BY AGENCY - 1994

	TOTAL	WOMEN		MINORITY		DISABLED	
	EMPLOYEES	#	%	#	%	#	%
ETHICAL PRACTICES BOARD	6	5	83.3	1	16.7	0	0.0
FINANCE	75	43	57.3	3	4.0	4	5.3
GAMBLING CONTROL BOARD	8	6	75.0	0	0.0	0	0.0
GOVERNOR'S OFFICE	73	50	68.5	2	2.7	1	1.4
GOVERNOR'S MANPOWER OFFICE	15	6	40.0	0	0.0	0	0.0
HEALTH	244	174	71.3	18	7.4	14	5.7
HIGHER EDUCATION COORDINATING BOARD	22	14	63.6	5	22.7	0	0.0
HIGHER EDUCATION BOARD	3	2	66.7	0	0.0	0	0.0
HOUSING FINANCE AGENCY	30	21	70.0	8	26.7	0	0.0
HUMAN RIGHTS	16	13	81.3	7	43.8	0	0.0
HUMAN SERVICES - AH GWAH CHING	33	14	42.4	3	9.1	1	3.0
HUMAN SERVICES - ANOKA	79	55	69.6	9	11.4	4	5.1
HUMAN SERVICES - BRAINERD	92	53	57.6	4	4.3	5	5.4
HUMAN SERVICES - CAMBRIDGE	54	39	72.2	1	1.9	1	1.9
HUMAN SERVICES - CENTRAL OFFICE	445	331	74.4	63	14.2	14	3.1
HUMAN SERVICES - FARIBAULT	55	38	69.1	5	9.1	4	7.3
HUMAN SERVICES - FERGUS FALLS	44	30	68.2	4	9.1	0	0.0
HUMAN SERVICES - MOOSE LAKE	129	97	75.2	9	7.0	7	5.4
HUMAN SERVICES - ST. PETER	214	84	39.3	7	3.3	1	0.5
HUMAN SERVICES - WILLMAR	56	39	69.6	1	1.8	0	0.0
INDIAN AFFAIRS COUNCIL	4	3	75.0	4	100.0	0	0.0
INVESTMENT BOARD	4	2	50.0	1	25.0	0	0.0
IRON RANGE RESOURCES AND REHABILITATION	107	47	43.9	1	0.9	0	0.0
JUDICIAL - COURT OF APPEALS	33	19	57.6	2	6.1	1	3.0
LABOR AND INDUSTRY	66	42	63.6	9	13.6	4	6.1
LEGISLATIVE AUDITOR	6	2	33.3	0	0.0	0	0.0
MEDIATION SERVICES	3	2	66.7	0	0.0	0	0.0
MEDICAL PRACTICE BOARD	8	4	50.0	0	0.0	0	0.0
MILITARY AFFAIRS	39	15	38.5	0	0.0	0	0.0
MINNESOTA AMATEUR SPORTS COMMISSION	8	3	37.5	1	12.5	0	0.0
MINNESOTA CENTER FOR ARTS EDUCATION	16	9	56.3	1	6.3	0	0.0

NON-LIST APPOINTMENTS BY AGENCY - 1994

	TOTAL	WOMEN		MINORITY		DISABLED	
	EMPLOYEES	#	%	#	%	#	%
MINNESOTA STATE RETIREMENT SYSTEM	2	2	100.0	0	0.0	1	50.0
NATURAL RESOURCES	1,169	425	36.4	91	7.8	29	2.5
NURSING BOARD	5	5	100.0	0	0.0	0	0.0
NURSING HOME ADMINISTRATORS BOARD	2	2	100.0	0	0.0	0	0.0
OFFICE OF ENVIRONMENTAL ASSISTANCE	18	6	33.3	0	0.0	1	5.6
OFFICE OF STRATEGIC & LONG RANGE PLANNING	30	27	90.0	3	10.0	1	3.3
OMBUDSMAN FOR CORRECTIONS	2	1	50.0	0	0.0	0	0.0
OMBUDSMAN FOR MENTAL HEALTH AND MENTAL RETARDATION	1	1	100.0	0	0.0	0	0.0
PARI-MUTUEL RACING	2	2	100.0	0	0.0	0	0.0
PHARMACY BOARD	2	2	100.0	0	0.0	0	0.0
POLLUTION CONTROL AGENCY	109	54	49.5	15	13.8	5	4.6
PSYCHOLOGIST BOARD	13	10	76.9	0	0.0	0	0.0
PUBLIC EMPLOYEES RETIREMENT ASSOCIATION	11	10	90.9	3	27.3	1	9.1
PUBLIC DEFENSE BOARD	161	82	50.9	23	14.3	0	0.0
PUBLIC SAFETY	357	161	45.1	56	15.7	9	2.5
PUBLIC SERVICE	12	4	33.3	0	0.0	1	8.3
PUBLIC UTILITIES COMMISSION	8	6	75.0	0	0.0	1	12.5
REVENUE	265	177	66.8	30	11.3	8	3.0
SECRETARY OF STATE	10	9	90.0	0	0.0	1	10.0
SENTENCING GUIDELINES COMMISSION	1	0	0.0	0	0.0	0	0.0
SOCIAL WORK BOARD	1	0	0.0	0	0.0	0	0.0
STATE BOARD OF TECHNICAL COLLEGES	19	16	84.2	0	0.0	0	0.0
STATE LOTTERY	53	30	56.6	8	15.1	0	0.0
STATE UNIVERSITIES	6,994	3,357	48.0	685	9.8	154	2.2
SUPREME COURT	33	19	57.6	5	15.2	0	0.0
TAX COURT	1	0	0.0	0	0.0	0	0.0
TEACHERS RETIREMENT ASSOCIATION	3	1	33.3	0	0.0	0	0.0
TELECOMMUNICATIONS ACCESS FOR COMMUNICATION IMPAIRED PERSONS	1	0	0.0	0	0.0	0	0.0
TRADE & ECONOMIC DEVELOPMENT	85	52	61.2	5	5.9	8	9.4
TRANSPORTATION	493	189	38.3	117	23.7	19	3.9
VETERANS BENEFITS & SERVICES	2	2	100.0	0	0.0	1	50.0

NON-LIST APPOINTMENTS BY AGENCY - 1994

	TOTAL	WOMEN		MINORITY		DISABLED	
	EMPLOYEES	#	%	#	%	#	%
VETERANS HOME BOARD	6	4	66.7	0	0.0	0	0.0
VETERANS HOME-HASTINGS	43	9	20.9	1	2.3	25	58.1
VETERANS HOME-LUVERNE	28	22	78.6	1	3.6	0	0.0
VETERANS HOME-MINNEAPOLIS	79	41	51.9	21	26.6	18	22.8
VETERANS HOME-SILVERBAY	24	16	66.7	1	4.2	0	0.0
VOCATIONAL TECHNICAL EDUCATION COUNCIL	2	2	100.0	0	0.0	0	0.0
WATER AND SOIL RESOURCES	7	3	42.9	0	0.0	0	0.0
WORKERS' COMPENSATION COURT OF APPEALS	3	3	100.0	0	0.0	0	0.0
WORLD TRADE CENTER CORPORATION	12	8	66.7	1	8.3	0	0.0
ZOOLOGICAL GARDENS	122	63	51.6	8	6.6	1	0.8
TOTAL	24,726	12,806	51.8	2,308	9.3	682	2.8