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**MINNESO**

**WOMEN:**

**STATE GOVERNMENT  
EMPLOYMENT**

**FOLLOW-UP REPORT**

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# INTRODUCTION

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In March 1977, the Council on the Economic Status of Women published MINNESOTA WOMEN: STATE GOVERNMENT EMPLOYMENT, the first in a series of reports on the economic status of Minnesota women. The purpose of this follow-up report is to evaluate progress toward the goal of equal employment opportunities for female state employees, and to determine whether their status has improved in accordance with the recommendations of the original report.

The topic was appropriate for the Council's first report because the State of Minnesota is a major employer of women, and because the state has a long-standing commitment to affirmative action. In the words of one woman who testified at a Council hearing, "The state should be a model employer because it, more than any organization, has as its purpose the good of all its citizens, including the citizens who work for it."

The major findings of the original report which are re-examined here include:

- *Job classifications tend to be sex-segregated, with women concentrated in fewer classifications than men.*
- *Women in state government employment receive lower pay than do men.*
- *Affirmative action and career advancement programs do not adequately address the special needs of women. Flexible working hours and child care programs are not available.*
- *Systematic methods of data collection and analysis have not been developed, which hinders the process of monitoring and encouraging improvements in the status of the state's female work force.*

This report compares data from the original report, taken from the state's payroll in January 1976, to data based on the January 1979 payroll. It is therefore possible to determine to what extent these findings apply to the current employee population three years later.

# STUDIES AND RESPONSES

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Following publication of MINNESOTA WOMEN: STATE GOVERNMENT EMPLOYMENT, legislative interest in state personnel policies led to two additional studies. Although many general personnel-related issues were addressed in both cases, each study included specific attention to the status of female employees.

## LEGISLATIVE AUDIT COMMISSION REPORT

In the spring of 1978, the Legislative Audit Commission (LAC) completed a year-long comprehensive evaluation of the state personnel system. The Commission's findings in the area of affirmative action reinforced and expanded upon those in the report from the Council on the Economic Status of Women.

Some improvement was found in the representation of women as managers and professionals, and both males and females were more likely to be employed in sex-integrated jobs than in 1976. Nevertheless, a pervasive pattern of job segregation by sex remained. Only one out of twenty employees in the "manager" occupational group was female, and only slightly more than one out of four "professional" employees was female.

The report also noted segregation by sex even within traditional "women's jobs." In theory, women's representation in the "supervisor" component of each occupational group should be proportional to female representation in the group as a whole, but this was not the case. Women represented 93% of employees in the office/clerical group, but they accounted for only 86% of persons in this group with supervisory authority. Even more dramatically, women represented about half of all employees in the "service" group but only 14% of those with supervisory responsibilities.

Women continued to be paid significantly less than men on the average, regardless of differences in occupational group, educational attainment, and years of service in state employment. In fact, LAC data reviewed in this report show that persistent salary differences by sex cannot be accounted for by any of these factors, either singly or in combination.

The LAC report also noted the absence of appropriate affirmative action goals for women: "Because no clearly acceptable plan has existed against which to compare performance, no department has ever been found in noncompliance with affirmative action goals." General statewide goals which had

been set were found inadequate:

"For women, the Equal Opportunity Division took the current average utilization of women in three occupational groups, and set these as goals for each department... Among the problems with this formulation is that departments vary widely in their present utilization of women... and in their ability to recruit qualified women for these jobs, since women have historically been concentrated in a few career fields. The standards for the Health or Education departments clearly should differ from departments which recruit from applicant pools made up of male-dominated occupational fields."

#### PUBLIC EMPLOYMENT STUDY/HAY REPORT

The 1977 legislature also requested an extensive Public Employment Study, to include long-term analyses and information on Minnesota public employees at the local as well as the state level. A portion of the research was carried out by Hay Associates, a private consulting firm, under contract with the Minnesota Department of Finance. The Hay Report, released in the spring of 1979, incorporates several findings of particular relevance to the status of female state employees.

In comparing Minnesota government employment with private sector employment, a "compression" effect was found. That is, higher-paid state employees receive lower salaries than their counterparts in the private sector, while lower-paid state employees have higher salaries than persons in comparable positions in private industry. It was assumed that state personnel practices should be more comparable to those of the private sector, and that therefore the gap between higher- and lower-paid positions should be widened. Hay Associates recommended that salary increases should be awarded purely on a percentage basis, instead of the current method of including a cost of living increase on a flat cents-per-hour basis.

It must be remembered that state-employed women are clustered in lower-paid jobs, and that this trend is not changing. In fact, almost half of the state's female work force is employed in the office/clerical occupational group. With this in mind, an example illustrates the significance of the Hay recommendation. Under the new system, an "equal" salary increase of 7% for all employees would result in an

additional \$700 for the Clerk Typist with an annual salary of \$10,000, and an additional \$1,400 for the typical male professional employee earning \$20,000. This recommendation represents a departure from the traditional definition of cost of living, which includes necessities such as food, shelter, and clothing -- items which are equally expensive for low and high income people.

Issues of job segregation were only briefly addressed in the Hay Report, which indicated a "slight tendency" to pay male-dominated occupations at a higher level than female-dominated occupations. Data presented in the report analyzed employees "whose salaries are affected by factors other than job content such as labor market differences." Of those employees who are paid more than one would expect based on evaluated job content, 79% worked in male-dominated classes. Among those paid less than expected, 83% were persons in female-dominated classes.

State job classifications were evaluated in an attempt to quantify job complexity within a point system, so that salaries could be based on objective criteria. In addition to measures of "know how," problem solving, and accountability required for a particular classification, the Hay system allocated points for "working conditions." "Working conditions" refers to the extent to which job duties require exposure to weather, hazards such as cleaning chemicals, and physical effort. The effect of this system is to further devalue "women's work," since very few women are employed in jobs with adverse working conditions as described here. While working conditions may make a job more unpleasant, the appropriateness of this measure to a determination of job complexity has been questioned.

## RESPONSES- LEGISLATIVE AND ADMINISTRATIVE ACTIONS

While it is too early to determine what effect the Hay Report will have on state personnel policies, a number of specific recommendations from the Council report and from the Legislative Audit Commission study have been addressed through legislative or administrative actions. Although these programs are fairly new and their impact cannot yet be quantified, there is no doubt that they will result in positive changes for female employees.

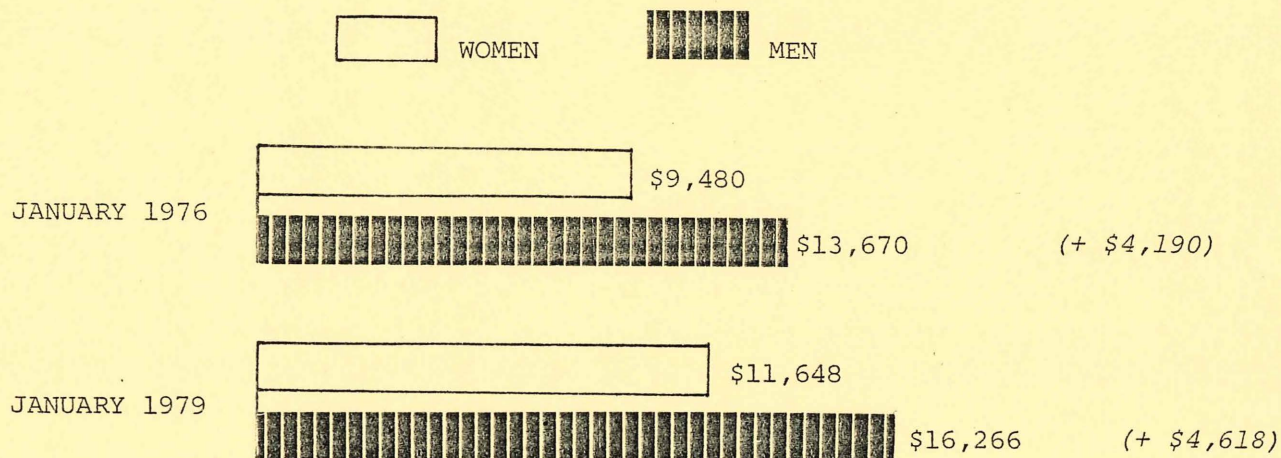
- In response to the career development needs of C-Schedule (clerical) workers, the 1977 legislature required all state departments to earmark 50% of

available training funds for such employees. Each agency was also required to develop a written plan for the use of these funds by July 1, 1978. This requirement was amended in the 1978 legislative session to mandate the use of training funds for clerical workers in proportion to their representation in each agency.

- The Personnel Department obtained a federal grant under the Intergovernmental Personnel Act to conduct workshops for managers in sex role awareness and affirmative action techniques. Although the program is not mandatory, Personnel staff plan to present the workshop to all of the state's managers by September 1979. Several pilot workshops have already been conducted.
- A career path handbook is being written by Personnel staff to provide more concrete information about existing career opportunities in the civil service system, with the specific intent of increasing upward mobility for clerical workers. The handbook will outline typical progressions from one classification to the next as well as training and experience needed to qualify for each move.
- More flexible work schedules have been implemented administratively by Governor Perpich in Executive Order 180 and Governor Quie in Executive Order 79-2. As of December 1978, "Flexitime" programs were successfully implemented in more than forty state agencies. The opportunity to adjust work hours within a core time period was offered to 80% of state employees, and almost half of the employees changed their schedules as a result. The Department of Personnel notes that "An informal survey of Flexitime users indicates general acceptance in all agencies, very favorable reports from employees, and few unexpected problems."
- Systematic data collection now under way in the Department of Personnel provides improved information on the status of female employees. Regular computer runs produce utilization data by sex, statewide and for individual departments; information on all newly hired, promoted and transferred personnel; and extensive salary information.

Despite steps taken to provide equal opportunity for women in state government employment, very few measurable improvements have occurred. Patterns of job segregation remain, and the gap between salaries for women and men has actually grown wider. The chart below shows that salaries are higher for all employees in 1979 than in 1976, but that the dollar disparity between male and female salaries has grown.

#### AVERAGE SALARIES, STATE GOVERNMENT EMPLOYMENT



Source: Department of Personnel

In order to understand the patterns underlying these salary differences, a detailed analysis of women's representation and compensation is needed. In addition, an analysis of "accession" -- newly hired, promoted, or transferred employees -- provides a measure of efforts being made in this area.

# CURRENT STATUS

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## REPRESENTATION

In the past three years, steady but limited growth has occurred in women's representation among managers, technicians, and laborers in the classified state work force, while the overall proportion of women in state employment has remained fairly constant. However, only 12.7% of the state's female work force is accounted for by these three occupational groups. The increase in the percentage of female managers in particular must be viewed with caution, since the total number of managers statewide is small. In fact, during the six month period from July 1978 to January 1979, only fifty-eight new managers were placed, and of these only seven were women. In addition, the proportion of women in professional jobs, those which should form the "feeder group" for top jobs, has not increased significantly.

## FEMALE STATE EMPLOYEES AS A PERCENTAGE OF OCCUPATIONAL GROUP

Total Employees, Jan 1979	Occupational Group	Jan 1976	Jan 1977	Jan 1978	Jan 1979
610	Managerial	4.0%	5.0%	5.4%	9.7%
8,154	Professional	25.4%	25.5%	26.0%	28.7%
3,888	Technical	31.2%	35.8%	37.3%	39.8%
6,455	Office/Clerical	87.1%	89.4%	87.4%	91.0%
1,079	Craft	0.5%	0.4%	0.1%	0.0%
2,054	Operative	8.3%	8.6%	8.8%	9.6%
939	Labor	3.6%	2.0%	2.0%	8.1%
7,240	Service	45.4%	42.4%	41.9%	43.0%
30,419	TOTAL	43.0%	42.8%	42.9%	43.6%

Source: Department of Personnel

The distribution of female employees by occupational group shows the pattern from another perspective. The chart below indicates the occupations in which employees of both sexes are concentrated. Although changes are clearly occurring in women's access to a variety of jobs, they are still much more likely than men to be clustered in a few occupational groups, primarily office/clerical and services.

DISTRIBUTION OF STATE EMPLOYEES IN CLASSIFIED WORK FORCE BY SEX

<u>Occupational Group</u>	<u>April 1978</u>			<u>January 1979</u>		
	<u>% of all Employees</u>	<u>% of Males</u>	<u>% of Females</u>	<u>% of all Employees</u>	<u>% of Males</u>	<u>% of Females</u>
Managerial	1.9%	3.0%	0.4%	2.0%	3.2%	0.4%
Professional	25.5%	32.3%	16.6%	26.8%	33.8%	17.7%
Technical	12.2%	13.2%	11.0%	12.8%	13.6%	11.7%
Office/Clerical	22.1%	3.9%	46.0%	21.2%	3.4%	44.5%
Craft	3.5%	6.2%	0.0%	3.5%	6.3%	0.0%
Operative	6.8%	10.7%	1.6%	6.8%	10.8%	1.5%
Labor	3.7%	5.7%	0.9%	3.1%	5.0%	0.6%
Service	24.3%	24.9%	23.5%	23.8%	24.0%	23.6%
TOTAL	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

Source: Department of Personnel

Even in those occupational groups where women are comparatively well represented, female employees comprise the lower-paid component of the group. The following table shows that women are under-represented at the supervisory level in relation to their representation in the group as a whole. Although the percentage of female supervisors is slightly higher in 1979 than in 1978 for several groups, there are now fewer female supervisors in relation to all female employees within each occupational group except labor. Again it must be noted that the actual number of women in the labor group is very small.

FEMALE SUPERVISORS BY OCCUPATIONAL GROUP

<u>Occupational Group</u>	<u>April 1978</u>		<u>January 1979</u>	
	<u>% Female, All Employees</u>	<u>% Female, Supervisors</u>	<u>% Female, All Employees</u>	<u>% Female, Supervisors</u>
Professional	28.1%	22.0%	28.7%	21.7%
Technical	38.7%	10.8%	39.8%	11.0%
Office/Clerical	90.0%	65.5%	91.0%	67.2%
Craft	0.2%	0.0%	0.0%	0.0%
Operative	10.0%	2.6%	9.6%	2.0%
Labor	10.6%	8.3%	8.1%	8.3%
Service	41.7%	11.0%	43.0%	11.3%
TOTAL	43.8%	25.2%	44.1%	25.1%

Source: Department of Personnel

## SALARIES

The continuing pattern of job segregation by sex is clear: women are under-represented in the higher-paid groups and clustered in lower-paid groups, in which they are also under-represented at the supervisory level. Lack of representation indicates that equal employment opportunity has not yet been achieved, but does not in itself account for the widening earnings gap between female and male state employees. The following chart demonstrates that those women who have gained access to more highly paid jobs are at a continuing disadvantage in comparison to their male counterparts in the same group:

### AVERAGE ANNUAL SALARY OF STATE EMPLOYEES, JANUARY 1979

<u>Occupational Group</u>	<u>Males</u>	<u>Females</u>
Managerial	\$ 30,222	\$ 28,413
Professional	\$ 19,448	\$ 16,660
Technical	\$ 15,156	\$ 11,745
Office/Clerical	\$ 11,423	\$ 10,120
Craft	\$ 16,518	---
Operative	\$ 14,125	\$ 10,554
Labor	\$ 12,026	\$ 10,648
Service	\$ 12,952	\$ 10,355
ALL	\$ 16,266	\$ 11,648

Source: Department of Personnel

As indicated earlier in this report, the Legislative Audit Commission study showed that the differential in average salaries by sex cannot be explained away by differences in occupational group, educational attainment, or length of state employment. The table below shows that in every group with significant numbers of both male and female employees, additional education and more years in state government employment result in larger salary benefits for males than for females.

VALUE OF EDUCATION AND TENURE IN STATE SERVICE BY SEX

Column (1) should be read as follows: "Taking account of differences in education and occupational group, each year in state service is worth an additional \$\_\_\_\_\_ to the person described." Column (2) should be read as follows: "Taking account of differences in years in state service and occupational group, each educational degree or experience is worth an additional \$\_\_\_\_\_ to the person described."

<u>Occupational Group</u>	<u>Each Year of State Service Is Worth: (1)</u>		<u>Each Educational Experience Is Worth: (2)</u>	
	<u>Male</u>	<u>Female</u>	<u>Male</u>	<u>Female</u>
Managerial	\$ 16	*	\$ 943	*
Professional	\$ 336	\$ 274	\$2339	\$1841
Technical	\$ 130	\$ 83	\$ 860	\$ 270
Office/Clerical	\$ 102	\$ 95	-\$ 23	-\$ 25
Craft	\$ 84	*	\$ 210	*
Operative	\$ 166	\$ 133	\$ 88	\$ 25
Labor	\$ 62	*	\$ 206	*
Service	\$ 240	\$ 104	\$1229	\$ 424
ALL	\$ 223	\$ 103	\$1574	\$ 770

\* Too few cases to calculate reliable figures.

Source: Legislative Audit Commission Survey, October 1977

The earnings gap also holds true when comparing average salaries by agency. The following table indicates that women receive lower average salaries in every state agency, including departments such as Education, Health, and Welfare which employ large numbers of women.

AVERAGE HOURLY WAGE BY SEX, MINNESOTA STATE EMPLOYEES, JANUARY 1979

Agency *	Average Hourly Wage		Female Wage As % of Male
	Male	Female	
Administration	\$ 7.83	\$ 5.57	71.1 %
Agriculture	7.05	5.42	76.8
Attorney General	12.57	6.80	54.1
Auditor	9.20	6.25	67.9
Commerce	8.87	5.64	63.6
Community Colleges**	6.08	4.95	81.3
Corrections	7.91	6.27	79.2
Crime Control	9.14	6.79	74.3
Economic Development	9.53	6.58	69.0
Economic Security	8.05	5.73	71.2
Education	10.26	6.33	61.7
Energy	8.83	6.25	70.8
Finance	10.36	5.86	56.6
Gillette Hospital	7.13	6.11	85.7
Governor's	12.41	7.83	63.1
Health	8.93	6.38	71.5
Higher Educatn Coord Bd	10.48	6.08	58.0
Housing Finance Agency	7.97	6.11	76.6
Human Rights	7.15	5.86	82.0
Iron Range Resources	7.28	5.10	70.0
Labor & Industry	9.96	5.54	55.6
Livestock Sanitary	9.13	4.87	53.4
Military Affairs	6.17	4.76	77.1
Mn State Retiremt System	9.61	5.63	58.5
Natural Resources	7.27	5.04	69.3
Personnel	8.12	5.96	73.3
Planning	10.19	6.47	63.5
Pollution Control	8.60	5.83	67.9
Public Safety	8.14	5.00	61.4
Public Service	8.28	7.01	84.7
Public Welfare	6.99	5.68	81.3
Revenue	8.39	4.91	58.5
Secretary of State	7.00	5.27	75.3
State Universities**	6.73	5.15	76.5
Teachers Retiremt Assn	9.58	5.33	55.6
Transportation	8.03	5.51	68.5
Treasurer	8.28	5.26	63.5
Veterans Affairs	7.69	5.69	73.9
Veterans Home	6.53	5.34	81.8
Zoo	6.86	5.01	73.0
TOTAL	\$ 7.82	\$ 5.60	71.6%

\* Includes only agencies with 25 or more employees.

\*\* Does not include faculty.

Source: Department of Personnel

## ACCESSIONS

The current patterns of under-representation and lower salaries for female employees of the State of Minnesota are clearly the result of past practices. Since the civil service system turnover rate has declined in recent years, rapid change is difficult even with a strong commitment to affirmative action. According to a Personnel Department study conducted in January 1979, annual turnover rates of persons leaving state employment are 8% for professional and related classes, 9% for maintenance and related trades classes, and 21% for clerical, service, and technical job classes.

In the six month period from July 1978 to January 1979 a total of 3,849 persons were newly hired, promoted or transferred within state government employment. These persons are identified as "accessions." It is within these limits that changes can be made, and an analysis of accessions indicates the measurable effects of affirmative action efforts.

Data by occupational group show that some gains were made by women during this period in groups where they tend to be under-represented. However, newly-placed male employees accounted for more than three-fourths of all new managers and more than half of all new professionals. The traditional groupings of "men's work" and "women's work" were maintained, with women representing nine of ten newly-placed clerical workers and one of ten newly-placed laborers.

### ACCESSIONS BY SEX AS A PERCENTAGE OF OCCUPATIONAL GROUP

<u>Occupational Group</u>	<u>Accessions, 7/78 - 1/79</u>	
	<u>% Male</u>	<u>% Female</u>
Managerial	87.9%	12.1%
Professional	53.9%	46.1%
Technical	38.4%	61.6%
Office/Clerical	9.8%	90.2%
Craft	100.0%	0.0%
Operative	75.8%	24.2%
Labor	89.9%	10.1%
Service	46.3%	53.7%
TOTAL	41.7%	58.3%

Source: Department of Personnel

The distribution of women who were newly hired, promoted or transferred reflects this pattern from another perspective. Female accessions were slightly more likely to be employed in technical, labor and service jobs than previously-employed women, and slightly less likely to work in clerical positions. Yet in spite of affirmative action efforts, a smaller proportion of these women were placed in managerial and professional jobs, and more than two-thirds were concentrated in the traditional office/clerical and service positions. The pattern of distribution duplicates the existing pattern.

DISTRIBUTION OF FEMALE ACCESSIONS BY OCCUPATIONAL GROUP

<u>Occupational Group</u>	<u>All Female Employees, July 1978</u>	<u>Female Accessions, 7/78 - 1/79</u>	<u>All Female Employees, Jan 1979</u>
Managerial	0.5%	0.3%	0.4%
Professional	17.9%	16.6%	17.7%
Technical	11.3%	14.1%	11.7%
Office/Clerical	45.5%	39.1%	44.5%
Craft	0.0%	0.0%	0.0%
Operative	1.6%	1.1%	1.5%
Labor	0.5%	0.7%	0.6%
Service	22.7%	28.1%	23.6%
TOTAL	100.0%	100.0%	100.0%

Source: Department of Personnel

As indicated previously, it is only within the limited accession group that changes can be made in current employment and salary patterns. Yet the following table shows that in no case were the average hourly wages of newly-placed female employees equal to or greater than those of their male counterparts. It is again evident that employment in a higher-paid occupational group does not reduce the salary disparity. In fact, the group in which female employees are closest to receiving the same average hourly wage as males is the traditional office/clerical group where the largest number of women were placed.

AVERAGE HOURLY WAGE OF ACCESSIONS BY SEX AND  
OCCUPATIONAL GROUP, JULY 1978 - JANUARY 1979

<u>Occupational Group</u>	<u>Number Placed</u>		<u>Average Hourly Wage</u>	
	<u>Male</u>	<u>Female</u>	<u>Male</u>	<u>Female</u>
Managerial	51	7	\$13.25	\$11.43
Professional	407	348	\$ 8.05	\$ 7.16
Technical	185	297	\$ 5.27	\$ 5.12
Office/Clerical	89	821	\$ 4.23	\$ 4.19
Craft	60	0	\$ 7.71	--
Operative	72	23	\$ 6.21	\$ 4.75
Labor	133	15	\$ 5.06	\$ 4.93
Service	509	591	\$ 4.87	\$ 4.44

Source: Department of Personnel

An analysis of accession data by agency again documents lower pay for women than for men. Women are now receiving salaries which are even lower in comparison to those of male employees than was the case in 1978.

Although salaries for female employees in the accession group were an improvement over past patterns, they were not sufficiently higher to offset the widening of the earnings gap caused by salary adjustments in the total employee population. As indicated in the Hay Report, an individual employee is likely to receive three types of salary adjustment in a given year: a cost of living adjustment, an upward adjustment to the salary range, and a "step increase" within the range.

The cost of living adjustment is currently made in equal dollar amounts to all employees. The other two types of adjustments, however, result in larger additional dollar amounts for higher-paid employees than for lower-paid employees. The net effect of these methods is a built-in increase in the gap between male and female salaries, as indicated by the table on the following page. The Hay recommendation of substituting a single percentage increase would cause this gap to widen even further.

## FEMALE/MALE EMPLOYEE SALARY RATIOS BY AGENCY

Department *	Number of Employees Jan 1979	Number of Accessions July - Jan	Ratio Female/Male Salaries		
			All Employees July 1978	Accessions July - Jan	All Employees January 1979
Administration	979	118	71.3%	73.3%	71.1%
Agriculture	592	71	74.9	87.2	76.8
Attorney General	209	27	54.0	77.1	54.1
Auditor	80	15	67.0	63.1	67.9
Commerce	208	29	64.1	73.2	63.6
Community Colleges**	730	134	81.6	90.4	81.3
Corrections	1,702	220	78.7	89.2	79.2
Crime Control	58	13	74.3	67.7	74.3
Economic Development	56	18	67.0	63.1	69.0
Economic Security	2,334	256	71.7	75.4	71.2
Education	716	84	62.7	57.0	61.7
Energy	97	27	74.0	63.8	70.8
Finance	125	14	58.6	56.2	56.6
Gillette Hospital	193	14	84.0	84.8	85.7
Governor's	35	33	64.1	65.6	63.1
Health	713	85	72.9	70.8	71.5
Higher Educatn Coord Bd	84	51	54.5	67.3	58.0
Housing Finance Agency	93	22	80.5	76.6	76.6
Human Rights	67	23	79.1	92.6	82.0
Iron Range Resources	45	6	69.4	78.0	70.0
Labor & Industry	267	36	57.0	76.5	55.6
Livestock Sanitary	40	3	53.3	81.8	53.4
Military Affairs	192	14	76.6	90.4	77.1
Mn State Retiremt System	33	3	60.5	--	58.5
Natural Resources	2,417	262	72.7	81.2	69.3
Personnel	218	93	58.9	95.1	73.3
Planning	162	34	66.7	56.7	63.5
Pollution Control	318	49	68.6	82.8	67.9
Public Safety	1,771	126	61.7	65.7	61.4
Public Service	134	19	82.3	88.5	84.7
Public Welfare	7,539	1,192	82.4	92.2	81.3
Revenue	1,071	235	57.4	78.4	58.5
Secretary of State	33	14	68.8	108.6	75.3
State Universities**	1,721	209	77.4	78.6	76.5
Teachers Retirement	52	2	56.8	74.7	55.6
Transportation	4,940	238	67.4	72.1	68.5
Treasurer	32	5	63.3	49.9	63.5
Veterans Affairs	89	8	73.5	55.0	73.9
Veterans Home	118	20	84.1	87.7	81.8
Zoo	165	27	77.5	55.3	73.0
TOTAL	30,428	3,849	72.7%	78.5%	71.6%

\* Includes only agencies with 25 or more employees.

\*\* Does not include faculty.

Source: Department of Personnel

## CONCLUSION

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In the past three years, the status of women employed by the State of Minnesota has received considerable attention. A number of special programs which address the needs of female workers have been initiated. Affirmative action efforts have increased the number of women in managerial positions and in the non-traditional labor occupational group. Newly hired, transferred or promoted women receive salaries which are more comparable to those of their male counterparts and they are more likely to be placed in higher-paid positions than their female predecessors.

However, improvement in the representation of women by occupational group is necessarily slow due to the low turnover rate among state employees. The pattern of job segregation by sex has not changed significantly -- the great majority of female employees continue to be concentrated in lower-paid "women's work." Women who work for the state in 1979 are even less likely to have supervisory authority within their occupational group than they were a year ago.

The pattern of lower pay for women than for men, in all occupational groups and in every major state department, has not changed in this three year period. It has been shown that increased education or long years of state service will not improve the relative salaries of women. The earnings gap has widened, and it will widen further unless changes are made in state government employment and salary practices.