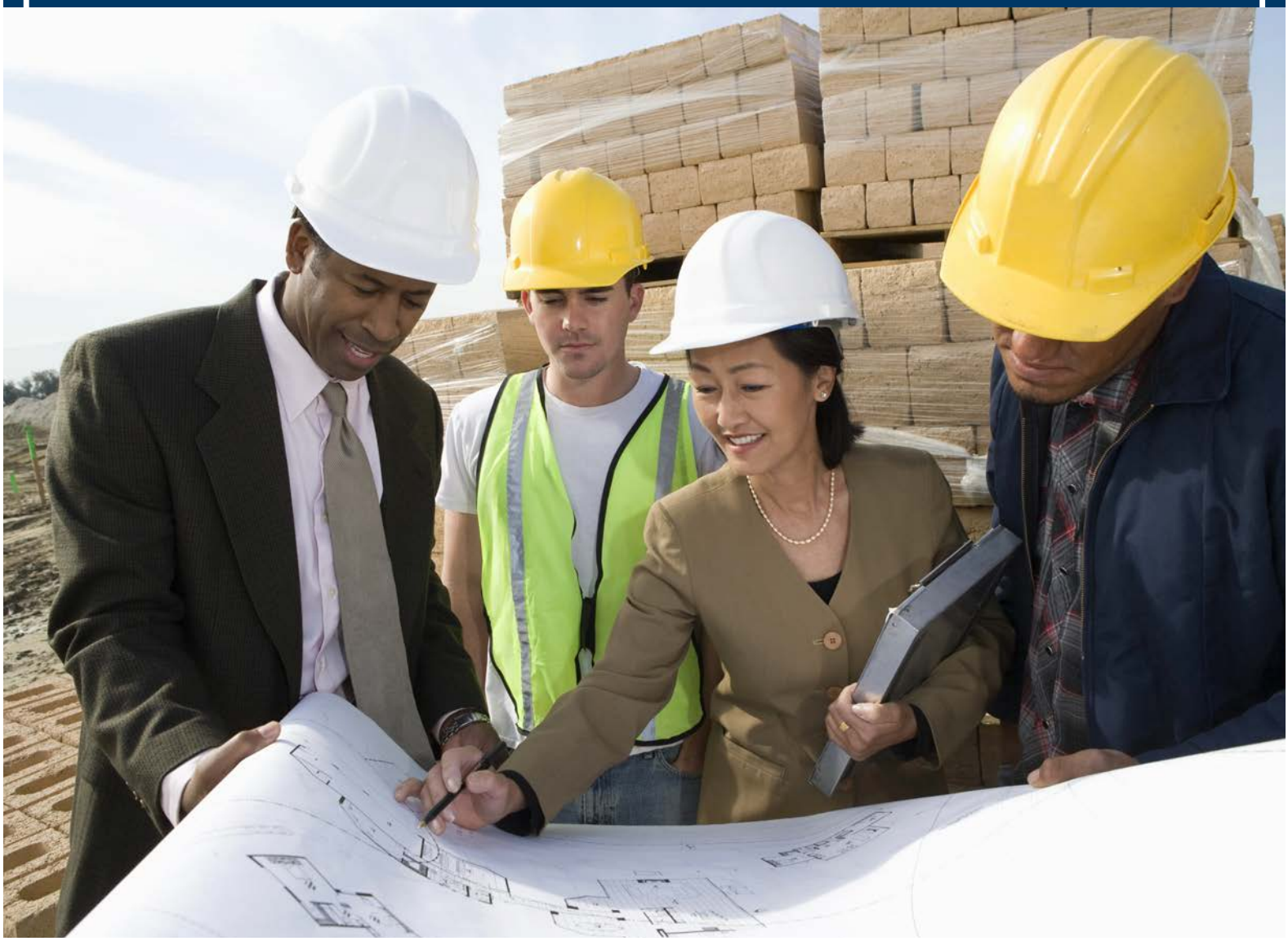
DEPARTMENT OF HUMAN RIGHTS

2017 Minnesota Workforce Goals Report

The Minnesota Department of Human Rights' report for contractors on adjusting workforce participation goals in the construction industry for State and Metropolitan agency contracts

EFFECTIVE JULY 17, 2017



DEPARTMENT OF HUMAN RIGHTS

July 17, 2017

Dear Stakeholders,

Minnesota's statewide workforce participation goals were last adjusted by the Minnesota Department of Human Rights (MDHR) in 2012 when the goals on public construction contracts for people of color in the seven-county metropolitan area were raised to eliminate explicit and implicit barriers in the area of recruiting and retention. The industry responded by examining their current human resource practices and by raising awareness within underrepresented communities about opportunities. In our Minnesota public schools, 33% of the children statewide, 43% of the children in the seven-county metro, and 19% of all the children in Greater Minnesota are people of color. 10% of all construction workers in the 16-county Metropolitan Statistical Area are women. Ensuring that contractors provide equal employment opportunities is critical to the sustainability of Minnesota's economy. As a result of the efforts of contractors, unions and community partners over the last five years, MDHR has seen tremendous gains in providing equal employment opportunities within the industry.

Despite progress in eliminating bias, barriers still remain for women and people of color in Minnesota. In an effort to address remaining barriers for women and people of color in construction, we are increasing the workforce participation goals in construction for Minnesota. The new workforce participation goals for public contracts was published in the State Register July 17, 2017. This report sets forth the process that was used to update the workforce participation goals for public contracts.

The Department acknowledges that one of the barriers to providing equal employment opportunities for all is the lack of access among some contractors to employment best practices. In an effort to assist contractors, this report strives to identify community resources and promising best practices and strategies. Additionally, the Department will continue to provide technical assistance and help for contractors on strengthening and stabilizing their existing workforce as the percentage of working-age adults in Minnesota decreases from 63% to 57% by 2030.

On behalf of all of the people within the Department, we look forward to continuing to work with all stakeholders to ensure all construction contractors working on public contracts have a capable, stable workforce that all of the people living in Minnesota are provided with real opportunities for success.

Sincerely,

Kevin Lindsey
Minnesota Commissioner of Human Rights

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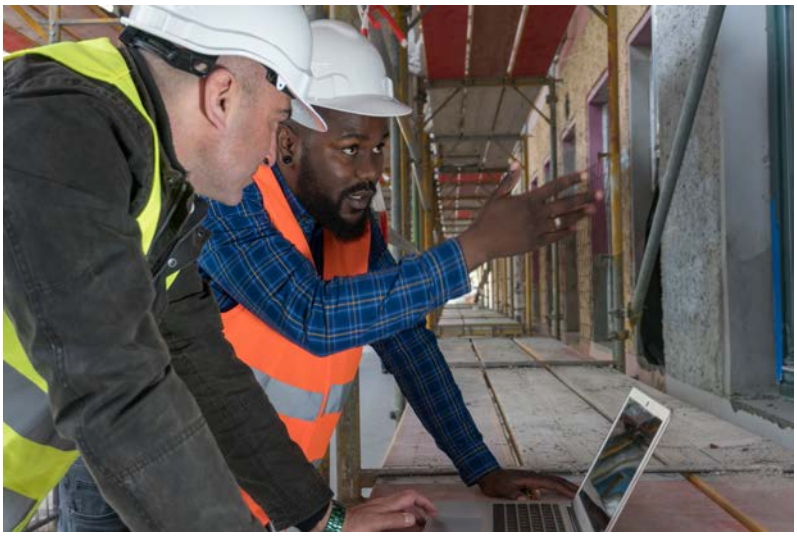
Background on Adjusting Workforce Participation Goals

In determining how to adjust workforce participation goals for people of color and women on public contracts in Minnesota, we convened an advisory taskforce in the fall of 2016 to seek and provide information about the construction industry and identify challenges and opportunities in updating workforce participation goals. The taskforce was comprised of individuals from contractors, unions, members of the various trades and the public. Christa Seaberg, Diversity Manager at JE Dunn, was the taskforce co-chair.

Geographic Regions

An initial question posed to the taskforce was whether the current geographic regions used by MDHR for workforce participation goals should remain. In the past five years, some have suggested that MDHR should set workforce participation goals higher within a defined radius of Minnesota's larger cities than the workforce goals of the region. For example, should MDHR have a workforce goal for the 25-mile radius of the City of Duluth that is higher than the goal for the rest of the Northeast region?



The taskforce was provided with information that the regions used by MDHR for workforce goals are aligned with those used by the Department of Education (MDE) and the Department of Employment and Economic Development (DEED). There was discussion that only three cities in Minnesota with populations of more than 50,000 people are located outside the seven-county metro area.

No members of the taskforce encouraged MDHR to modify its existing geographic regions. MDHR decided to maintain current geographic regions for workforce participation as there is alignment with MDE and DEED in reaching workforce partners and there are not enough large cities for the creation of a new region.

Workforce Participation Goals

As a threshold matter, the taskforce was asked to provide input on adjusting workforce participation goals for women throughout Minnesota as the goals have been in place for more than a decade. As for workforce participation goals for people of color, we asked for input from the taskforce concerning the five geographic regions of Minnesota that were not adjusted in 2012.

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[1] The phrase 'people of color' is used throughout this report and should be understood by the reader to have the same meaning as the term 'minority' in Minn. Rule 5000.3400.

The advisory taskforce heard from the Minnesota State Demographer, Susan Brower, on current demographics within the State of Minnesota, the projected aging of Minnesota's current workforce and the projected racial and ethnic demographic changes that is occurring in Minnesota. Currently, the Demographer is projecting that one in five Minnesotans will be over the age of 65 and that the percentage of working-age adults between 18-64 years of age within the total population will decrease from 63% to 57% by 2030. Moreover, the percentage of people of color living in Minnesota is projected to increase to 43% of the overall population by 2040. As the construction industry has more new entrants who are younger than age 45 because of early retirements in the field, the taskforce was also provided with demographic information of the percentage of people of color within each region that were between the ages of 15–44.

Taskforce members were given data on workforce participation for each MDHR geographic region. Participation for people of color increased in every MDHR region while participation for women increased in the seven-county metro area. The Minnesota Department of Transportation (MnDOT) also provided workforce participation data for each MDHR geographic region. Similar to the data from MDHR, participation for people of color on MnDOT projects increased in each region and in the seven-county metro for women.

Taskforce members also had an opportunity to receive information from the Department of Labor & Industry (DLI) concerning the number of construction apprentices certified by DLI in Minnesota. Since 2011, DLI has doubled the number of registered apprentices in the State of Minnesota to 11,000. The growth of registered apprentices has not been uniform in MDHR geographic regions and the growth of people of color registered as apprentices has outpaced female apprentices.

Several taskforce members urged MDHR to remember the impact that implicit and explicit bias plays in limiting opportunities for women and people of color within the construction industry.

Workforce Participation Goals for Women

There was no consensus from the taskforce as to the level at which the workforce participation goal should be set for women. The majority opinion was that goals should be adjusted upward throughout the state even though a few members questioned whether the goals for women should be adjusted upward outside the seven-county metro area.

The taskforce members who questioned whether the workforce participation goal should be adjusted for women outside the seven-county metro area cited three reasons: 1) goals for women had not been achieved in any region outside the seven-county metro area; 2) the number of registered construction apprentices outside the seven-county metro area was less than the goal of 6%; and 3) the education and workforce infrastructure to recruit and retain women in the construction industry is not as robust outstate as the infrastructure in the seven-county metropolitan area. These members expressed concern that increasing the goals when contractors were having a difficult time achieving current goals may discourage contractors.

A few taskforce members sought a uniform workforce participation level of 20% throughout the State of Minnesota. These taskforce members cited the dramatic progress that had been made in raising participation for people of color in construction when the workforce goal was adjusted in 2012 from 11% to 32% in Hennepin and Ramsey counties and from 11% to 22% in the counties of Anoka, Carver, Dakota, Scott and Washington. These members believed that a similar adjustment in the goals for women would result in a significant increase in participation levels and increased intentional effort by contractors. Additionally, these taskforce members believed that a 20% workforce participation goal was achievable given that women comprise half of the working-age population and 10% of the entire construction workforce in the Metropolitan Statistical Area (MSA), an area made up of the following 16 counties: Hennepin, Ramsey, Dakota, Anoka, Washington, Scott, Wright, Carver, Sherburne, Chisago, Isanti, Le Sueur, Mille Lacs, Sibley, St. Croix & Pierce.[2]

After considering the impact of implicit and explicit bias impacting opportunities for women, reviewing data from the State Demographer, MDHR, MnDOT and DLI, as well as taking into consideration the valuable insights of the members of the taskforce, concerning but not limited to implicit and explicit bias, the Department has adjusted the workforce participation goals for women as follows:

Two-County (Hennepin & Ramsey)	20%
Five-County (Anoka, Carver, Dakota, Scott & Washington)	15%
Central	12%
Northeast, Northwest, Southeast & Southwest	9%

A detailed explanation of the new goals for each of the regions can be found on pages 8-21 of this report.

Workforce Participation Goals for People of Color

There was no consensus from the taskforce as to the level that the workforce participation goal should be set for people of color outside the seven-county metropolitan area.

Taskforce members all acknowledged that the workforce participation goals for people of color outside the seven-county metropolitan area should be increased given that: 1) prior workforce participation goals for people of color have been exceeded, met or nearly exceeded on an annual basis in every region; 2) the percent of new registered construction apprentices who are people of color in each region is double the prior workforce participation goal; and 3) the percent of people of color in each region between the ages of 15–44 is twice the 2012 workforce participation goal.

[2] St. Croix & Pierce counties are in Wisconsin. In terms of population, only 3.5% of MSA residents live in Wisconsin.

After considering the impact of implicit and explicit bias impacting opportunities for people of color, reviewing data from the State Demographer, MDHR, MnDOT and DLI, as well as taking into consideration the valuable comments of the members of the taskforce, the Department is adjusting the workforce participation goals for people of color as follows:

Central, Southeast & Southwest	15%
Northeast & Northwest	12%

A detailed explanation of the new goals for each of the regions can be found on pages 8-21 of this report.

Best Practices

The Department recognizes that the vast majority of contractors are very interested in creating a working environment that is free from explicit and implicit bias and one that provides equal employment opportunities for women and people of color. Unfortunately, not all contractors are aware of the successful strategies that they can implement to create a strong stable workforce for all.

In an effort to highlight strategies that can assist contractors in creating equal employment opportunities for women and people of color, taskforce members were asked to provide suggestions on best practices. At the end of this report, information on best practices put forward is available.

Many taskforce members suggested that the Department provide more technical assistance for contractors on best practices. Some taskforce members suggested that the Department convene community and educational stakeholders throughout the State of Minnesota to encourage women and people of color to work in the construction industry. The Department looks forward to providing more technical assistance and collaborating with construction industry leaders to encourage more women and people of color to seek long-term careers in construction and to maintain a welcoming climate in construction.

Next Steps

The 2017 workforce participation goals were published in the State Register July 17, 2017. The workforce participation goals apply to all construction contracts over $100,000 entered into by the Metropolitan Sports Facility Authority, Metropolitan Council, Metropolitan Airports Commission, Metropolitan Mosquito Control Commission and the State of Minnesota on or after July 17, 2017.

Workforce participation goals are not retroactive. Any construction project that has been initiated prior to the publication of the goals is not impacted by the updated workforce participation goals.

The Department has begun scheduling seminars for contractors and the public on the new construction workforce participation goals. Please check our website at mn.gov/mdhr for details and upcoming dates.

Minnesota Workforce Goals

Since 1985, state law has required the Commissioner of the Department of Human Rights to issue workforce participation goals for women and people of color on state-funded construction projects. These goals apply to contracts in excess of $100,000 with the state and major metropolitan agencies.

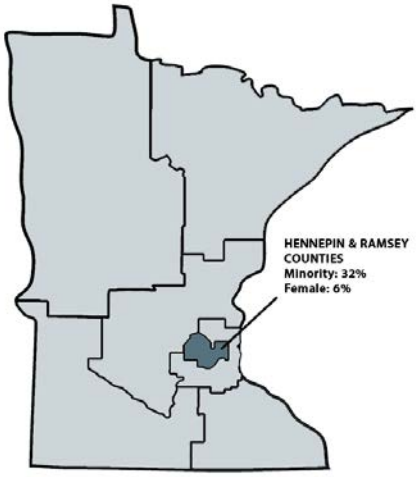
MDHR is pleased to announce that the workforce participation goals for women and people of color for contractors on construction projects are adjusted as follows:

Region	Counties	Age	Total 2015 Population	% White (nonHisp)	% People of Color	% Women	2012 Goal People of Color	2012 Goal Women	2017 Goal People of Color	2017 Goal Women
Central	Benton, Chisago, Isanti, Kanabec, Kandiyohi, McLeod, Meeker, Mille Lacs, Pine, Renville, Sherburne, Stearns, Wright	15-44	268,444	88%	12%	48%	3%	6%	15%	12%
		45-64	186,467	95%	5%	49%				
		All ages 15-64	454,911	91%	9%	48%				
Northeast	Aitkin, Carlton, Cook, Itasca, Koochiching, Lake, St. Louis	15-44	116,807	89%	11%	48%	5%	6%	12%	9%
		45-64	93,484	94%	6%	50%				
		All ages 15-64	210,291	91%	9%	49%				
Northwest	Becker, Beltrami, Cass, Clay, Clearwater, Crow Wing, Douglas, Grant, Hubbard, Kittson, Lake of the Woods, Mahnomen, Marshall, Morrison, Norman, Otter Tail, Pennington, Polk, Pope, Red Lake, Roseau, Stevens, Todd, Traverse, Wadena, Wilkin	15-44	193,877	87%	13%	49%	6%	6%	12%	9%
		45-64	151,174	93%	7%	49%				
		All ages 15-64	345,051	90%	10%	49%				
Southeast	Dodge, Fillmore, Freeborn, Goodhue, Houston, Mower, Olmstead, Rice, Steele, Wabasha, Winona	15-44	188,623	86%	14%	49%	4%	6%	15%	9%
		45-64	133,888	94%	6%	50%				
		All ages 15-64	322,511	89%	11%	49%				
Southwest	Big Stone, Blue Earth, Brown, Chippewa, Cottonwood, Faribault, Jackson, Lac Qui Parle, Le Sueur, Lincoln, Lyon, Martin, Murray, Nicollet, Nobles, Pipestone, Redwood, Rock, Sibley, Swift, Waseca, Watonwan, Yellow Medicine	15-44	145,535	86%	14%	49%	4%	6%	15%	9%
		45-64	101,751	94%	6%	49%				
		All ages 15-64	247,286	89%	11%	49%				
5-County Metro	Anoka, Carver, Dakota, Scott, Washington	15-44	481,609	80%	20%	50%	22%	6%	22%	15%
		45-64	355,398	90%	10%	51%				
		All ages 15-64	837,007	84%	16%	50%				
2-County Metro	Hennepin, Ramsey	15-44	746,806	61%	39%	50%	32%	6%	32%	20%
		45-64	450,263	79%	21%	51%				
		All ages 15-64	1,197,069	68%	32%	50%				

These goals became effective July 17, 2017.

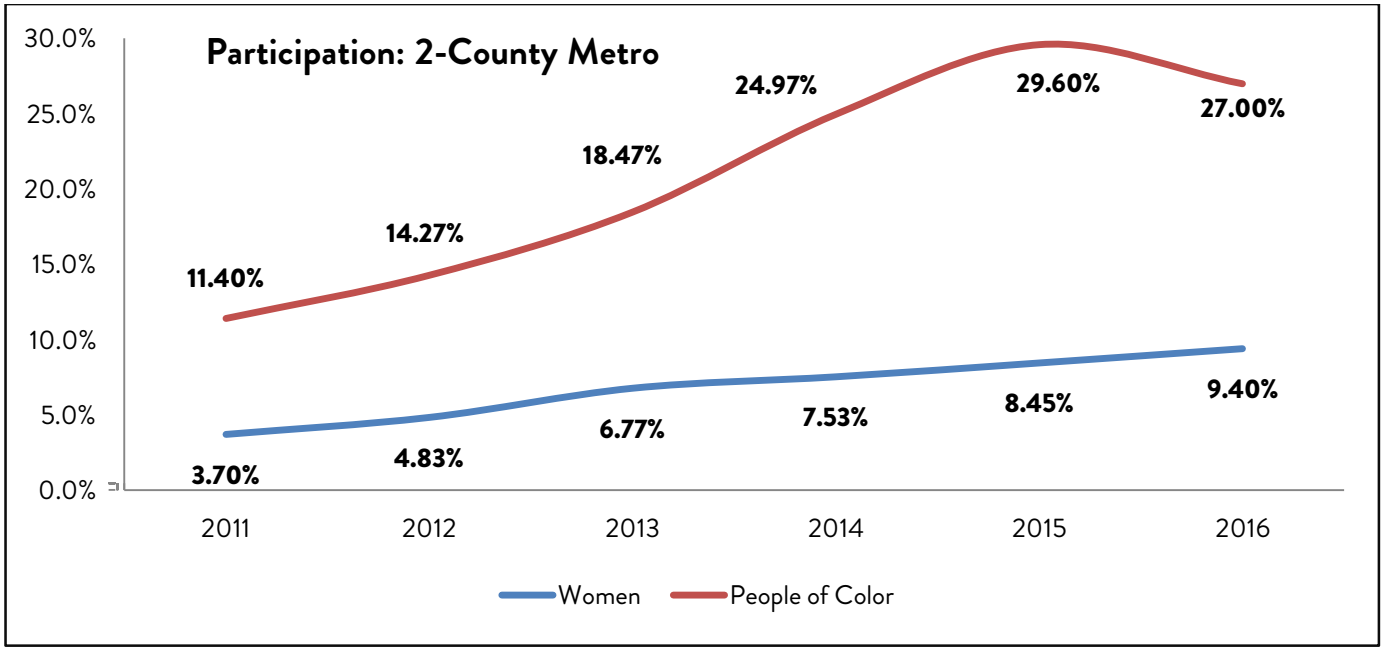
Two-County Metro Region

The Two-County Metro Region is comprised of Hennepin and Ramsey Counties, the most populated counties in Minnesota. The workforce goal for women in this region is changing from 6%. The goal for people of color is 32%. Goals for this region were last adjusted and published in April 2012.



Workforce Participation Projects, MDHR

The Department has been monitoring workforce participation since 2011. Female participation levels for this region have consistently exceeded the goal since 2013. Participation rates for people of color, after remaining stagnant at 11% before 2012, have averaged 27% over the past three years.



Working-Age Population

Minnesota's State Demographer, Susan Brower, provided the following data about the working-age population for the Two-County Metro Region.

Region	Age Category	Total	White (non Hispanic)		People of Color		Women	
2 County	15-44	746,806	468,146	61%	278,660	39%	371,649	50%
2 County	45-64	450,263	358,195	79%	92,041	21%	229,386	51%
2 County	All, 15-64	1,197,069	826,341	68%	370,728	32%	601,035	50%

Workforce Participation Projects, MnDOT

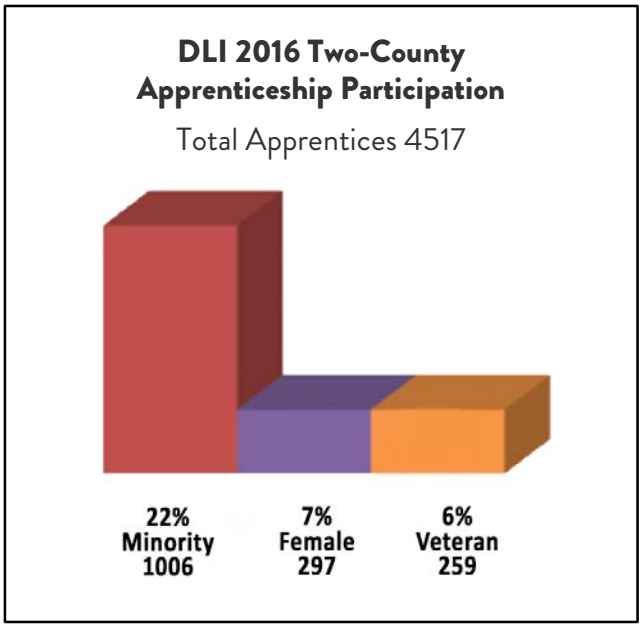
Data available from MnDOT captures participation rates on their projects at one point in time in the year. Participation rates for people of color and women in this region increased. MnDOT reports that:

- People of color worked 13.63% of all hours in 2015 and 15.93% in 2016.
- Women worked 3.15% of all hours in 2015 and 5.08% in 2016.

Workforce Participation Goals for the Two-County Metropolitan Region

Participation Goals for People of Color

MDHR recommends that the workforce participation goal of 32% for people of color remain for the Two-County Metropolitan Region. People of color comprise 32% of the working-age population and 39% of the population between the ages of 15–44 in the region. In the last three years, MDHR data indicates that the average participation rate achieved by contractors for people of color has slightly exceeded 27%. The point in time survey performed by MnDOT shows that contractors achieved 13.6% in 2015 and 15.9% in 2016. DLI reports that, of their 11,000 registered apprentices, 22% of all apprenticeships were held by people of color in this region in 2016.



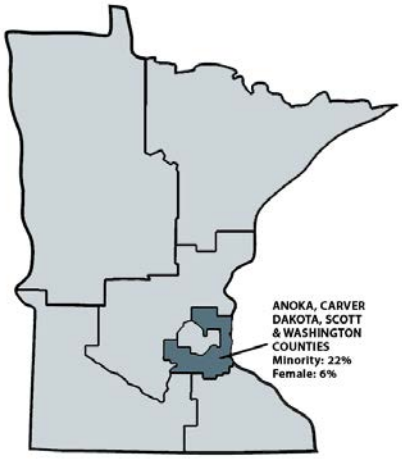
Increased Participation Goals for Women

MDHR is increasing the workforce participation goal for women. Women comprise 50% of the working-age population and those between the ages of 15–44 in the region. Data indicates that 10% of women living in the MSA work in the construction industry. In the last three years, MDHR data indicates that the female participation rate has exceeded the 6% goal by 1.5% to 3.5%. The point in time survey conducted by MnDOT shows that contractors achieved a workforce participation rate for women of 3.2% in 2015 and 5.1% in 2016. In 2016, 7% of the apprentices certified by DLI in this region were women.

The Department is cognizant that many women became apprentices as a result of working on the State Capitol and U.S. Bank Stadium projects. In light of the increase of female apprentices in the region, the efforts of DLI and other stakeholders to actively recruit women in the industry, recent increases in workforce participation for women and that 10% of women in the MSA currently work in construction, the new workforce participation goal for women in the Two-County Metropolitan Region is 20%. The Department anticipates that it will see a similar trajectory over the next five years for the participation of women on construction projects as it observed for people of color in the region.

Five-County Metropolitan Region

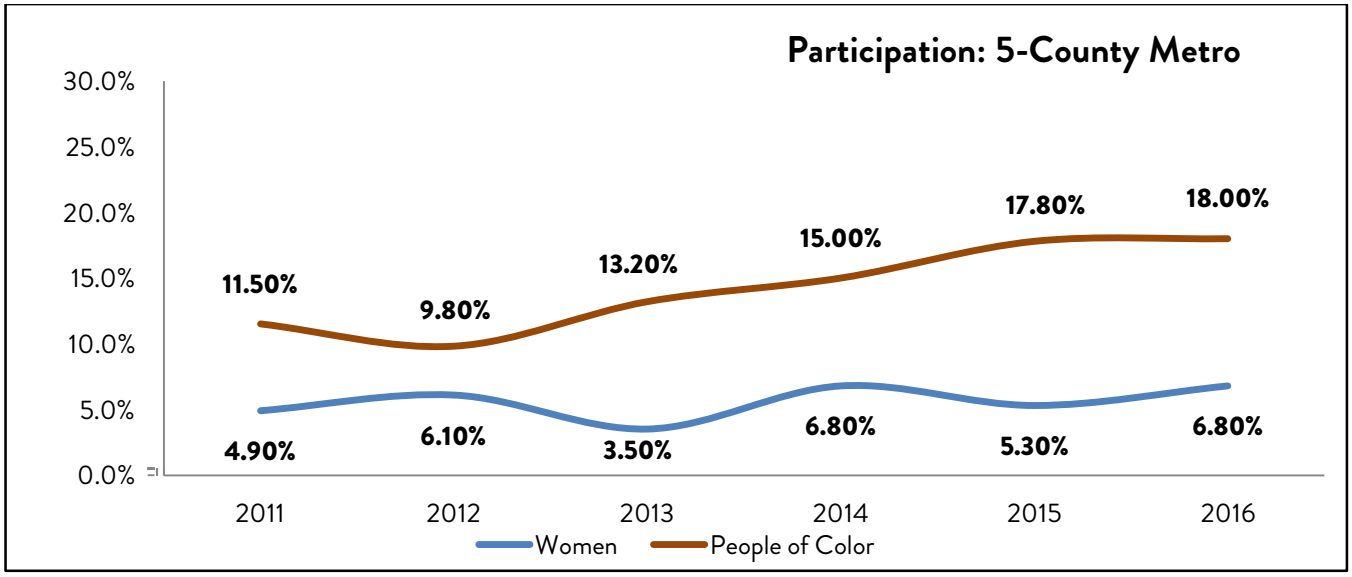
The workforce goal for women in this region is changing from 6%. The goal for people of color is 22%. Goals for this region were last adjusted and published in April 2012. This region is comprised of the following counties:



- Anoka
- Carver
- Dakota
- Scott
- Washington

Workforce Participation Projects, MDHR

The Department has been monitoring workforce participation since 2011. The female participation levels for this region have consistently been between 5% and 7%. Participation rates for people of color are trending toward achieving the goal, averaging 18% the last two years.



Working-Age Population

Minnesota's State Demographer, Susan Brower, provided the following data concerning working-age population for the Five-County Metro Region.

Region	Age Category	Total	White (non-Hispanic)		People of Color		Women	
5 County	**15-44**	**481,609**	**379,017**	**80%**	**102,592**	**20%**	**238,819**	**50%**
5 County	**45-64**	**355,398**	**318,234**	**90%**	**37,164**	**10%**	**179,851**	**51%**
5 County	**All, 15-64**	**837,007**	**697,251**	**84%**	**139,756**	**16%**	**418,670**	**50%**

Workforce Participation Projects, MnDOT

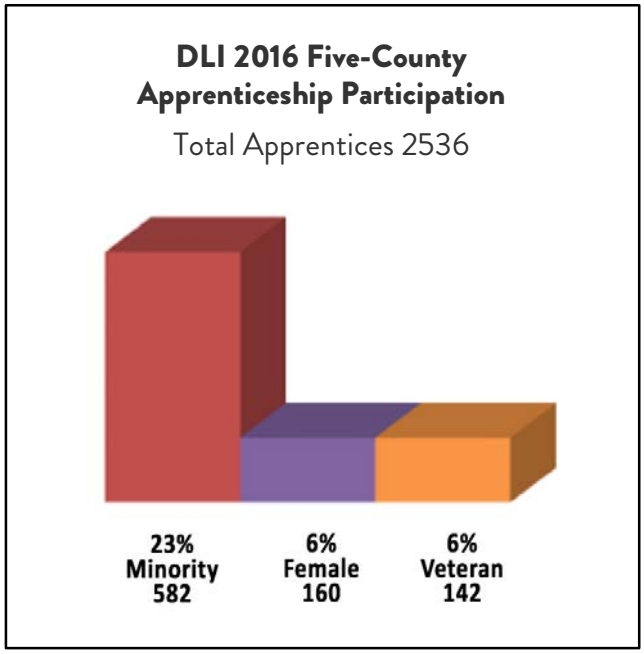
Data available from MnDOT captures participation rates on their projects at one point in time in the year. Participation rates in this region for people of color increased while rates for women decreased:

- People of color worked 8.89% of all hours in 2015 and 14.37% in 2016.
- Women worked 4.23% of all hours in 2015 and only 1.43% in 2016.

Workforce Participation Goals for the Five-County Metropolitan Region

Participation Goals for People of Color

MDHR recommends that the workforce participation goal of 22% for people of color remain for the Five-County Metropolitan Region. People of color comprise 16% of the working-age population and 20% of the population between the ages of 15–44 in the region. In the last two years, MDHR data indicates that the average participation rate achieved for people of color increased to 18%. The point in time survey performed by MnDOT shows that contractors achieved 8.9% in 2015 and 14.3% in 2016. DLI reports that, of their 11,000 registered apprentices, 23% were held by people of color in this region in 2016.

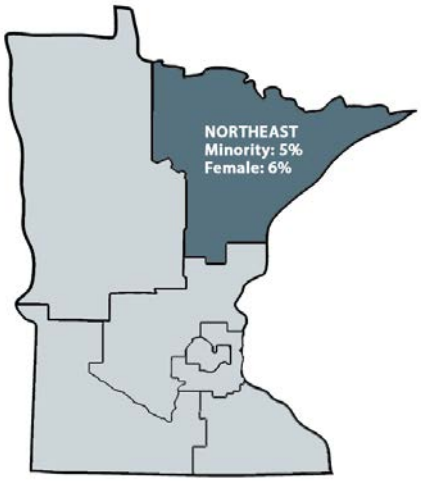


Increased Participation Goals for Women

MDHR is increasing workforce participation goal for women. Women comprise 50% of the overall working-age population and those between the ages of 15–44 in the region. Data indicates that 10% of women living in the MSA work in the construction industry. According to MDHR, the average annual female participation rate between 2011 and 2016 was 5.6%. In two of the last three years, workforce participation for women has exceeded 6%. In 2016, 6% of the apprentices certified by DLI in the Five-County Metro Region were women.

The Department is cognizant that many women became apprentices as a result of working on the State Capitol and U.S. Bank Stadium projects in the Two-County Metro Region. As a result, an appreciable number of women working in the Two-County Metro Region will work on projects in the Five-County metro region. In light of the increase of women apprentices in the region, the efforts of DLI and other stakeholders to actively recruit women in the industry and recent increases in workforce participation for women in this region and the surrounding area, the new workforce participation goal for women in the Five-County Metropolitan Region is 15%. MDHR anticipates that it will see a similar trajectory over the next five years for the participation of women on construction projects as it observed for people of color in the region.

Northeast Region

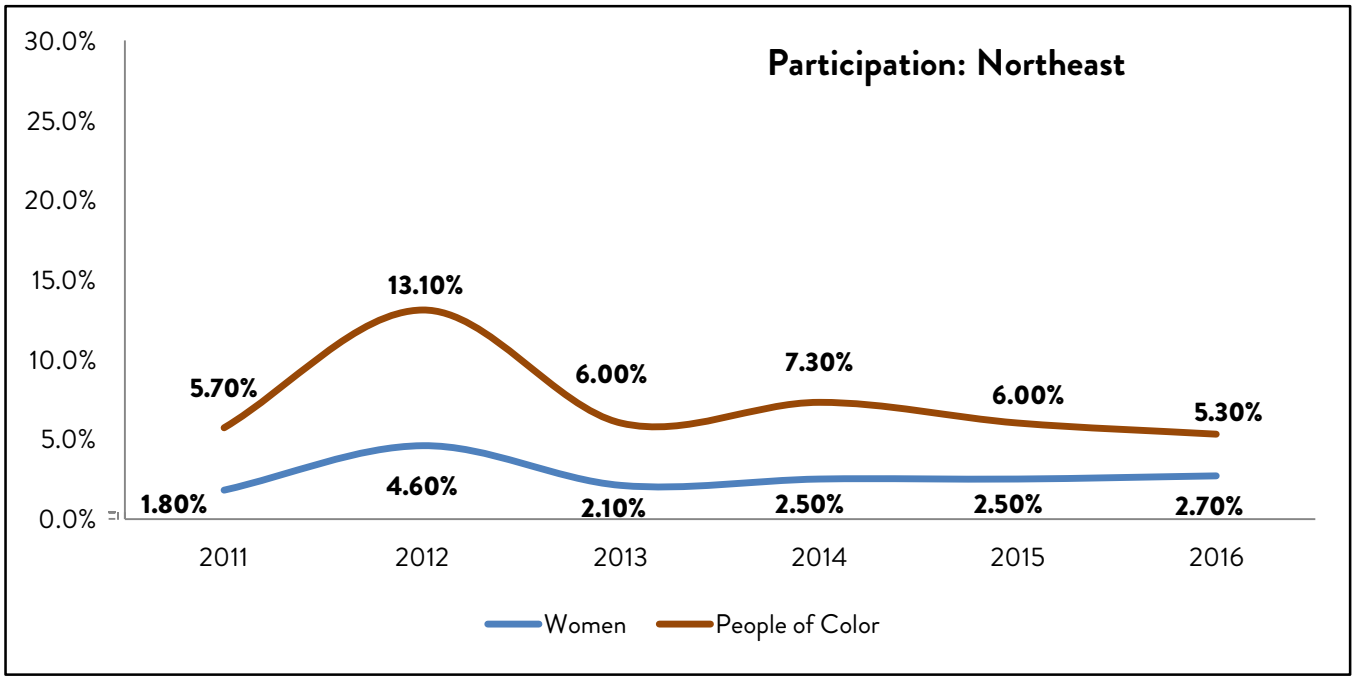


The workforce goals for the Northeast Region are changing from 5% for people of color and 6% for females. This region is comprised of the following counties:

- Aitkin
- Carlton
- Cook
- Itasca
- Koochiching
- Lake
- St. Louis

Workforce Participation Projects, MDHR

The Department has been monitoring workforce participation since 2011. The female participation levels for this region have generally been below 3%. The participation rate for people of color has met or exceeded the goal every year since 2011.



Working-Age Population

Minnesota's State Demographer, Susan Brower, provided the following data about the working-age population for the Northeast Region.

Region	Age Category	Total	White (non-Hispanic)		People of Color		Women	
Northeast	**15-44**	**116,807**	**103,587**	**89%**	**13,220**	**11%**	**55,778**	**48%**
Northeast	**45-64**	**93,484**	**88,248**	**94%**	**5,236**	**6%**	**46,363**	**50%**
Northeast	**All, 15-64**	**210,291**	**191,835**	**91%**	**18,456**	**9%**	**102,141**	**49%**

Workforce Participation Projects, MnDOT

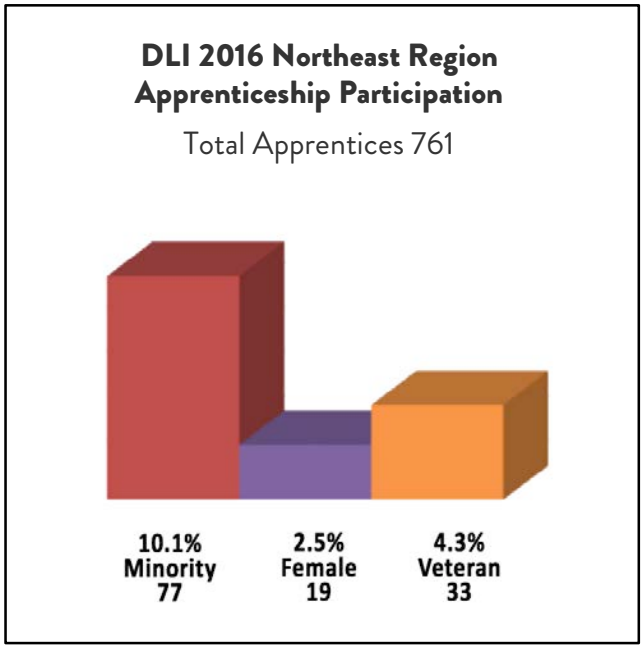
Data available from MnDOT captures participation rates on their projects at one point in time in the year. Rates for people of color met or exceeded the goal while rates for women in the region declined:

- People of color worked 7.43% of all hours in 2015 and 5.96% in 2016.
- Women worked 4.95% of all hours in 2015 and only .83% in 2016.

Workforce Participation Goals for the Northeast Region

Increased Participation Goals for People of Color

MDHR is increasing the workforce participation goal for people of color. People of color comprise 9% of the working-age population and 11% of the population between the ages of 15–44 in the region. From 2011 through 2016, MDHR data indicates that contractors met or exceeded the goal every year. The point in time survey from MnDOT also shows that contractors met or exceeded the goal in 2015 and 2016. Of DLI's 11,000 registered apprentices, slightly more than 10% in the region identified as persons of color in 2016.



In considering recent workforce participation levels, the current and emerging demographics of people of color and the level of apprentices concerning people of color within the Northeast Region, the new workforce participation goal for people of color is 12%.

Increased Participation Goals for Women

MDHR is increasing the workforce participation goal for women. Women comprise 49% of the working-age population in the region and 48% of the population between the ages of 15-44. In the past five years, contractors have not met the workforce participation goals for women in this region, but in 2012, contractors achieved a participation rate for women of 4.6%, indicating potential. The point in time survey performed by MnDOT indicates a workforce participation rate for women of 5% in 2015, but less than 1% the next year. In 2016, slightly more than 2.5% of the apprentices certified by DLI were women.

The Department is increasing the female workforce participation goal to 9% to address implicit and explicit bias in society that discourages women from working in construction. The Department does appreciate the concern that increasing participation levels for women in the industry may be difficult to achieve until more women become apprentices within the region. Accordingly, over the next few years the Department will likely focus more of its attention on the retention efforts of contractors.

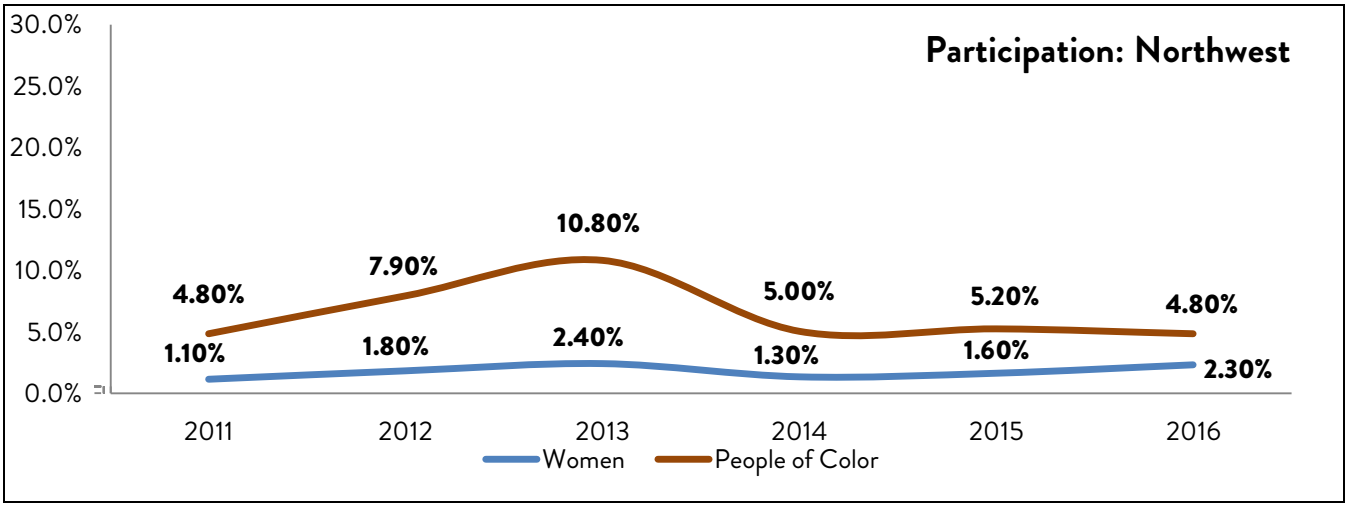
Northwest Region

The workforce goals for the Northwest Region are changing from 6% for people of color and 6% for females. This region is comprised of the following counties:

- Becker
- Beltrami
- Cass
- Clay
- Clearwater
- Crow Wing
- Douglas
- Grant
- Hubbard
- Kittson
- Lake of the Woods
- Mahnomen
- Marshall
- Morrison
- Norman
- Otter Tail
- Pennington
- Polk
- Pope
- Red Lake
- Roseau
- Stevens
- Todd
- Traverse
- Wadena
- Wilkin

Workforce Participation Projects, MDHR

The Department has been monitoring workforce participation since 2011. The female participation levels for this region have generally been below 2.5%. The average participation rate for people of color has remained above the goal since 2011.



Working-Age Population

Minnesota's State Demographer, Susan Brower, provided the following data about the working-age population for the Northwest Region.

Region	Age Category	Total	White (non-Hispanic)		People of Color		Women	
Northwest	15-44	193,877	168,565	87%	25,312	13%	94,566	49%
Northwest	45-64	151,174	141,934	93%	9,240	7%	74,802	49%
Northwest	All, 15-64	345,051	310,499	90%	34,225	10%	169,368	49%

Workforce Participation Projects, MnDOT

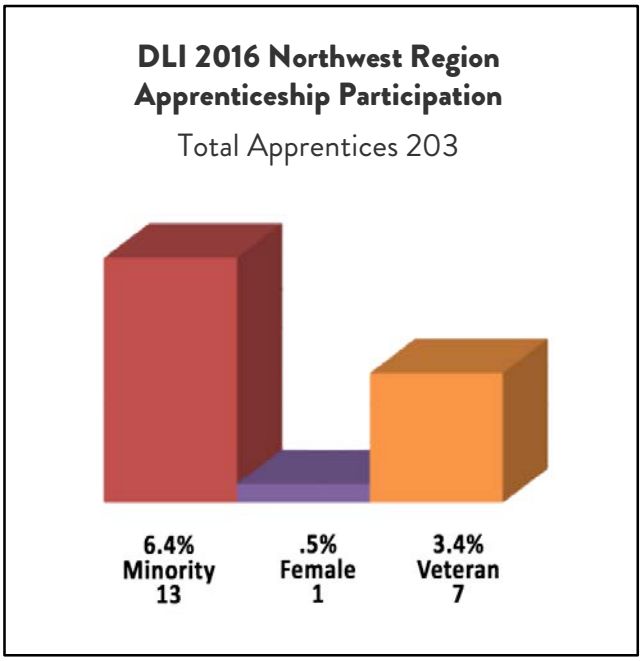
Data available from MnDOT captures participation rates on their projects at one point in time in the year. Participation rates for people of color and women in this region declined, but past performance indicates that higher outcomes are possible:

- People of color worked 8.55% of all hours in 2015 and 4.93% in 2016.
- Women worked 4.82% of all hours in 2015 and only 3.59% in 2016.

Workforce Participation Goals for the Northwest Region

Increased Participation Goals for People of Color

MDHR is increasing the workforce participation goal for people of color. People of color comprise 10% of the working-age population and 13% of the population between the ages of 15–44 in the region. MDHR data shows that the average participation level between 2011 and 2016 was above 6% with contractors achieving 10.8% in 2013. The point in time survey by MnDOT also provides support for an upward adjustment as participation was 8.5% in 2015 and 5% in 2016. Of DLI's 11,000 registered apprentices, more than 6% identified as persons of color in 2016 in this region.



In considering recent workforce participation levels, current and emerging demographics of people of color and the level of apprentices concerning people of color within the region, the new workforce participation goal for people of color is 12%.

Increased Participation Goals for Women

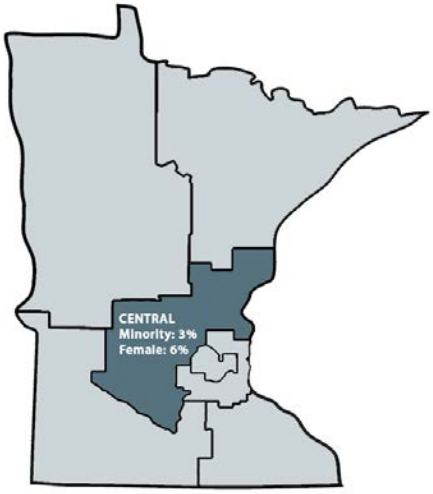
MDHR is increasing the workforce participation goal for women. Women comprise 49% of the working-age population and 49% of the population between the ages of 15-44 in the region. Between 2011 and 2016, MDHR data shows contractors never exceeded a participation rate of 2.5% for women, yet, the point in time survey by MnDOT indicates a workforce participation rate for women of 4.8% in 2015 and 3.6% in 2016. In 2016, only .5% of the apprentices certified by DLI in the region were women.

The Department is increasing the female workforce participation goal to 9% to address implicit and explicit bias in society that discourages women from working in construction. The Department does appreciate the concern raised by contractors that increasing participation levels for women in the industry over existing levels may be difficult to achieve until more women become apprentices within the region. Accordingly, over the next few years the Department will likely focus more of its attention on the retention efforts of contractors.

Central Region

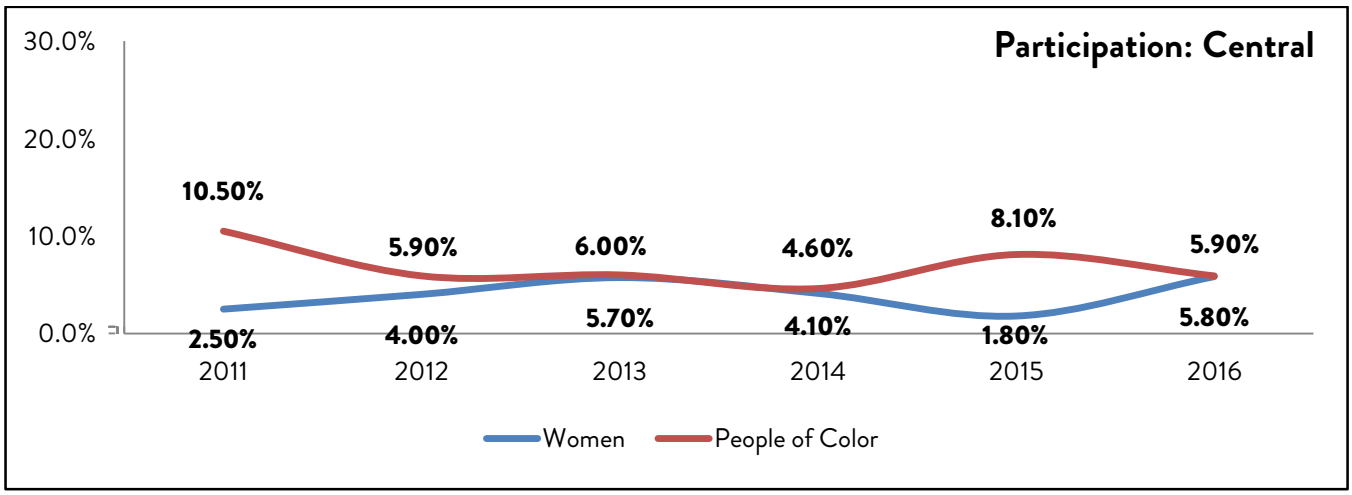
The workforce goals for the Central Region are changing from 3% for people of color and 6% for females. This region is comprised of the following counties:

- Benton
- Chisago
- Isanti
- Kanabec
- Kandiyohi
- McLeod
- Meeker
- Mille Lacs
- Pine
- Renville
- Sherburne
- Stearns
- Wright



Workforce Participation Projects, MDHR

The Department has been monitoring workforce participation since 2011. Female participation levels for this region have generally been between 4% and 6%. The participation rates for people of color have been above the goals, averaging between 6% and 8%.



Working-Age Population

Minnesota's State Demographer, Susan Brower, provided the following data on the working-age population for the Central Region.

Region	Age Category	Total	White (non-Hispanic)		People of Color		Women	
Central	15-44	268,444	237,828	88%	30,616	12%	129,457	48%
Central	45-64	186,467	177,559	95%	8,908	5%	91,114	49%
Central	All, 15-64	454,911	415,387	91%	39,524	9%	220,571	48%

Workforce Participation Projects, MnDOT

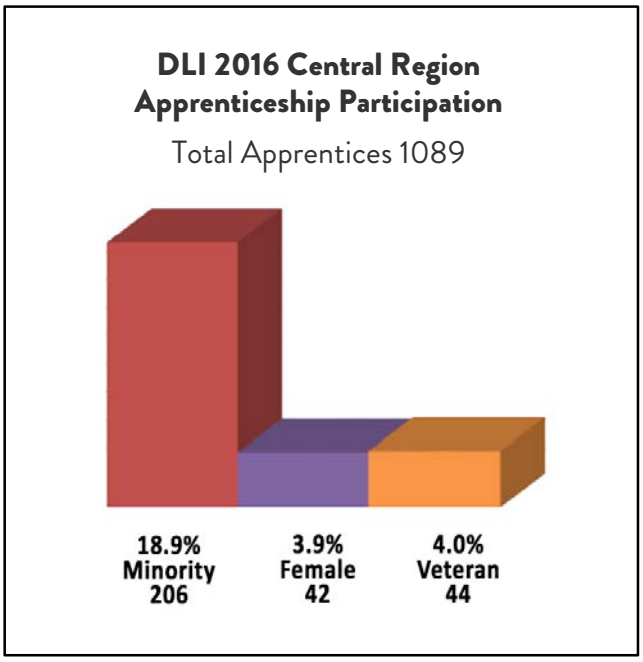
Data available from MnDOT captures participation rates on their projects at one point in time in the year. Rates in this region for people of color increased exponentially while rates for women declined slightly:

- People of color worked only 3% of all hours in 2015 and 18% in 2016.
- Women worked 3% of all hours in 2015 but only 2% in 2016.

Workforce Participation Goals for the Central Region

Increased Participation Goals for People of Color

MDHR is increasing the workforce participation goal for people of color. People of color comprise 9% of the working-age population and 12% of the population between the ages of 15–44 in the region. From 2011 through 2016, MDHR data indicates that contractors met or exceeded the current goal every year. The point in time survey performed by MnDOT also shows a substantial increase. MnDOT reports that contractors achieved 3% in 2015 and 18% in 2016. Of DLI's 11,000 apprentices, nearly 19% in 2016 identified as persons of color in this region.



In considering recent workforce participation levels, the current and emerging demographics of people of color and the level of apprentices within the region, the new workforce participation goal is 15% for people of color.

Increased Participation Goals for Women

MDHR is increasing the workforce participation goal for women. Women comprise 48% of the working-age population and 48% of the population between the ages of 15-44 in the region. Data indicates that 10% of women living in the MSA work in the construction industry. MDHR reports that the workforce participation rate for women has approached 6% twice and averaged 4% between 2011 and 2016. The point in time survey by MnDOT indicates that the rate for women was 3% in 2015 and 2% in 2016. The 2016 participation rate for female apprentices certified by DLI in the region was 4%.

The Department is cognizant that many women became apprentices as a result of working on the State Capitol and U.S. Bank Stadium projects in the Two-County Metro Region. As a result, an appreciable number of women working in the Two-County Metro Region will work on projects in the Central Region. In the efforts of DLI and other stakeholders to actively recruit women in the industry and recent increases in workforce participation for women in this region and the surrounding area, the new workforce participation goal for women in the Central Region is 12%.

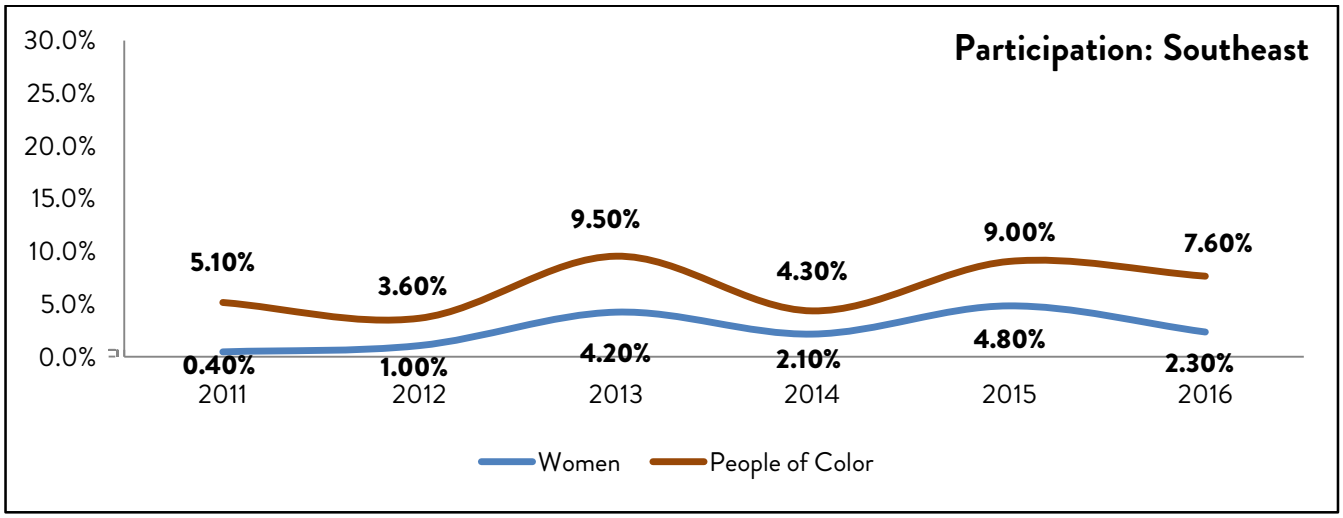
Southeast Region

The workforce goals for the Southeast Region are changing from 4% for people of color and 6% for females. The Southeast Region is comprised of the following counties:

- Dodge
- Fillmore
- Freeborn
- Goodhue
- Houston
- Mower
- Olmsted
- Rice
- Steele
- Wabasha
- Winona

Workforce Participation Projects, MDHR

The Department has been monitoring workforce participation since 2011. Female participation levels for this region have averaged only half of the established goal. The yearly participation rate for people of color has generally exceeded the goal.



Working-Age Population

Minnesota's State Demographer, Susan Brower, provided the following data about the working-age population for the Southeast Region.

Region	Age Category	Total	White (non-Hispanic)		People of Color		Women	
Southeast	**15-44**	**188,623**	**156,015**	**86%**	**32,608**	**14%**	**92,624**	**49%**
Southeast	**45-64**	**133,888**	**124,091**	**94%**	**9,797**	**6%**	**66,777**	**50%**
Southeast	**All, 15-64**	**322,511**	**280,106**	**89%**	**42,405**	**11%**	**159,401**	**49%**

Workforce Participation Projects, MnDOT

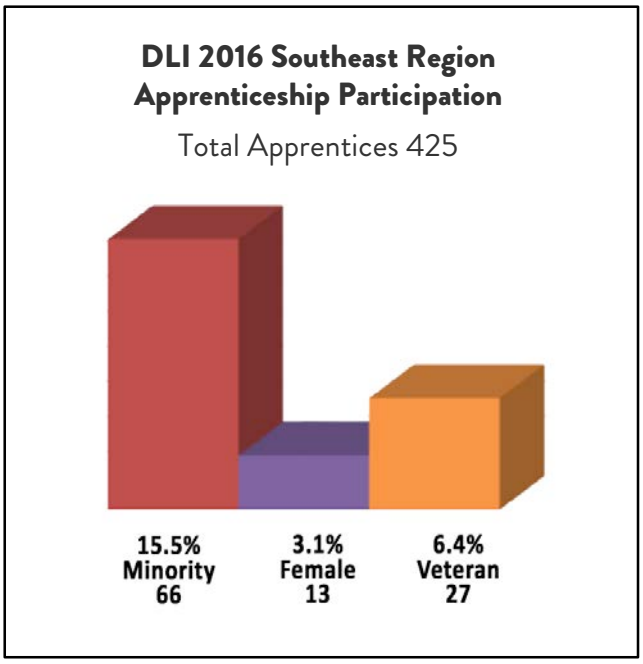
Data available from MnDOT captures participation rates on their projects at one point in time in the year. Participation rates for people of color increased and rates for women declined in this region:

- People of color worked 5.50% of all hours in 2015 and 13.76% in 2016.
- Women worked 4.10% of all hours in 2015 and 3.35% in 2016.

Workforce Participation Goals for the Southeast Region

Increased Participation Goals for People of Color

MDHR is increasing the workforce participation goal for people of color. People of color comprise 11% of the working-age population and 14% of the population between the ages of 15–44 in the region. MDHR data shows that from 2011 through 2016, contractors twice achieved a rate of 9% and achieved 7.6% in a third year, indicating potential. The point in time survey by MnDOT shows that contractors achieved 5.5% in 2015 and 13.8% in 2016. Of DLI's 11,000 apprentices, 16% identified as persons of color in this region in 2016.



In considering recent workforce participation levels, current and emerging demographics of people of color and the level of apprentices concerning people of color, the new workforce participation goal is 15% for people of color.

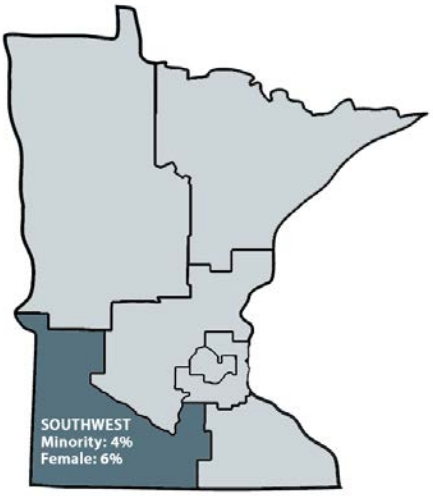
Increased Participation Goals for Women

MDHR is increasing workforce participation goals for women. Women comprise 49% of the working-age population and 49% of the population between the ages of 15-44 in the region. Between 2011 and 2016, MDHR data for female workforce participation indicates that contractors achieved slightly more than 3%. The point in time survey performed by MnDOT shows that contractors performing work in the region achieved, on average, a workforce participation rate for women of 4% in 2015 and 2016. The 2016 participation rate for DLI female apprentices in the region was 3%.

The Department is increasing the female workforce participation goal to 9% to address implicit and explicit bias in society that discourages women from working in construction. MDHR does appreciate the concern raised by contractors that increasing participation levels for women in the industry over existing levels may be difficult to achieve until more women become apprentices within the region. Accordingly, over the next few years the Department will likely focus more of its attention on the retention efforts of contractors.

Southwest Region

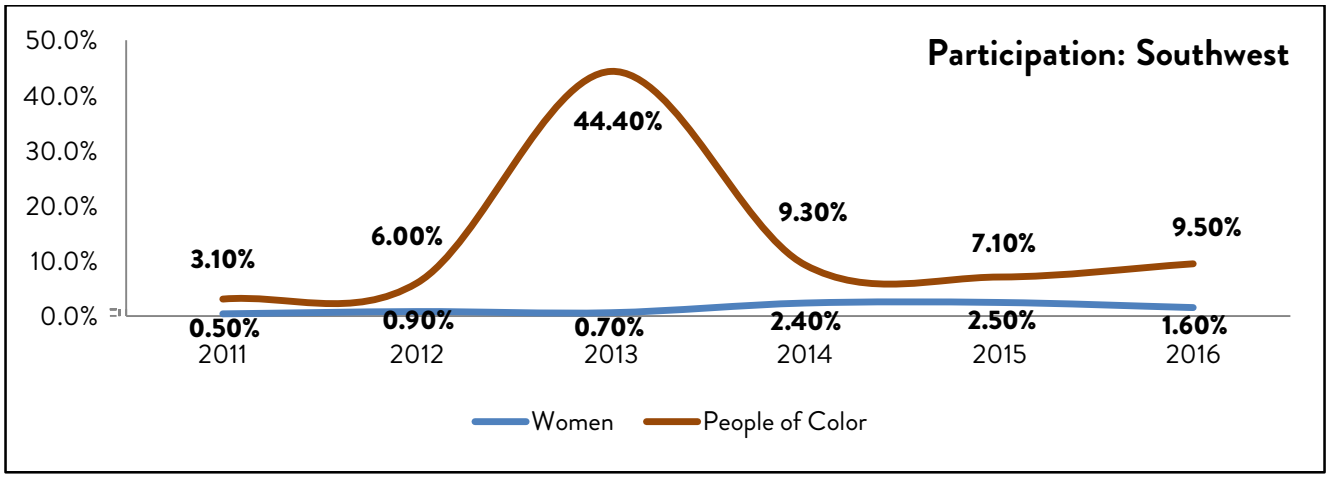
The workforce goals for the Southwest Region are changing from 4% for people of color and 6% for females. The Southwest Region is comprised of the following counties:



- Big Stone
- Blue Earth
- Brown
- Chippewa
- Cottonwood
- Faribault
- Jackson
- Lac qui Parle
- Le Sueur
- Lincoln
- Lyon
- Martin
- Murray
- Nicollet
- Nobles
- Pipestone
- Redwood
- Rock
- Sibley
- Swift
- Waseca
- Watonwan
- Yellow Medicine

Workforce Participation Projects, MDHR

The Department has been monitoring workforce participation since 2011. Female participation levels for this region have been less than half of the established goal. The yearly participation rate for people of color, after a phenomenal 2013, has averaged 8%, doubling the goal.



Working-Age Population

Minnesota's State Demographer, Susan Brower, provided the following data about the working-age population for the Southwest Region.

Region	Age Category	Total	White (non-Hispanic)		People of Color		Women	
Southwest	15-44	193,877	168,565	87%	25,312	13%	94,566	49%
Southwest	45-64	151,174	141,934	93%	9,240	7%	74,802	49%
Southwest	All, 15-64	345,051	310,499	90%	34,225	10%	169,368	49%

Workforce Participation Projects, MnDOT

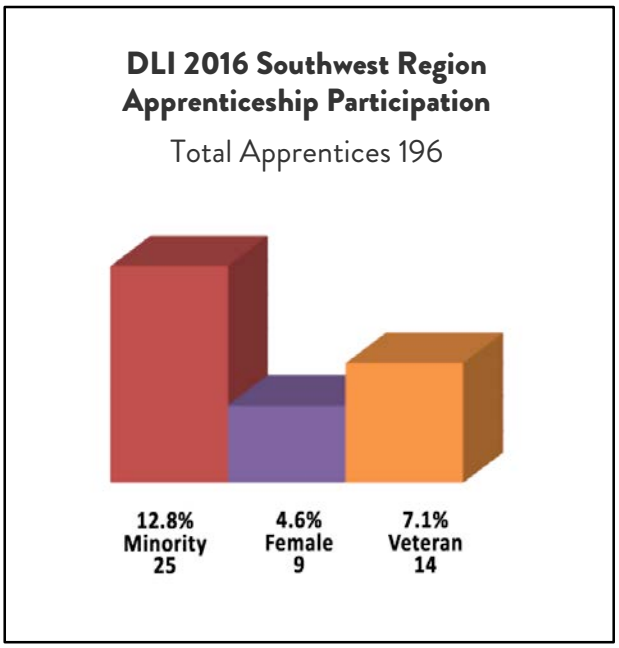
Data available from MnDOT captures participation rates on their projects at one point in time in the year. Participation rates for people of color and women increased in this region:

- People of color worked only 6.40% of all hours in 2015 and 8.39% in 2016.
- Women worked 1.74% of all hours in 2015 and 2.40% in 2016.

Workforce Participation Goals for the Southwest Region

Increased Participation Goals for People of Color

MDHR is increasing the workforce participation goal for people of color. People of color comprise 10% of the working-age population and 13% of the population between the ages of 15–44 in the region. According to MDHR, the annual participation rate for people of color has been met the past four years and averaged 8% over the past three years. The point in time survey by MnDOT shows that contractors achieved 6.4% in 2015 and 8.4% in 2016. Of DLI's 11,000 apprentices, 13% identified as people of color in the region in 2016.



The current and emerging demographics of people of color and the level of apprentices concerning people of color within the region, the new workforce participation goal is 15% for people of color.

Increased Participation Goals for Women

MDHR is increasing the workforce participation goal for women. Women comprise 49% of the working-age population and the population between 15-44 in the region. Data indicates that 10% of women living in the MSA work in the construction industry. Between 2011 and 2016, MDHR data shows that contractors failed to achieve a participation rate in excess of 2.5% for women in the region. Similarly, the point in time survey by MnDOT indicates that contractors achieved a rate for women at 1.7% in 2015 and 2.4% in 2016. However, the 2016 participation rate for DLI female apprentices in the region was 4.6%.

The Department, cognizant that the 6% goal for women has not been achieved in the region but that 10% of women in the MSA work in the industry, is increasing the current female workforce participation goal to 9% to address implicit and explicit bias in society that discourages women from working in construction. MDHR does appreciate the concern that increasing participation levels for women in the industry may be difficult to achieve until more women become apprentices. Accordingly, over the next few years the Department will likely focus more of its attention on the retention efforts of contractors.

Government Partnerships

The Minnesota Department of Human Rights, the Department of Labor & Industry (DLI), the Department of Employment & Economic Development (DEED) and the Department of Corrections (DOC) all work to build a healthy economy and promote equal employment opportunity. At the very basic level, DLI ensures Minnesota's work and living environments are equitable, healthy and safe; DEED ensures sufficient supply and demand for labor; MDHR works to combat discrimination in employment; and the DOC works to reduce recidivism, to help people get back to work and to strengthen community. Together, they reduce barriers, create pathways for people to enter the trades and labor, ensure a robust construction economy and strive to make a Minnesota that works for all.

Minnesota Department of Labor & Industry (DLI)

Minnesota employers increasingly face real and daunting workforce challenges such as worker skills gaps, demographic changes, an aging workforce and mass retirements. DLI addresses these workforce trends by coordinating and certifying apprenticeships, ensuring safe and healthy workplaces, intentionally reaching out to underrepresented and underserved communities and by being a resource for contractors.

Apprenticeship Minnesota

Apprenticeship continues to be the preferred model to expand recruitment and retention of women and people of color—populations historically underrepresented in the building trades. Since 2011, DLI has doubled the number of annual registered apprenticeships in the State to over 11,000 by intentionally reaching out to underserved communities. As a result, female apprenticeships increased from 3% in 2010 to 7% today and apprenticeships for people of color increased from 12% in 2010 to 20% today.

Registered Apprenticeship ensures our Minnesota educational system is up to date with industry demands and technologies, allow Minnesota employers to better recruit, train and retain a highly competent and skilled workforce while simultaneously providing rewarding career pathways to Minnesota workers so they can earn a good living and master the lifelong skills of a trade. Since the beginning of Governor Mark

Dayton's Administration, DLI's focus has been to foster, facilitate and support diversity and inclusion strategies through registered apprenticeship by:

- Engaging apprenticeship sponsors in setting diversity and inclusion goals and strategies to grow participation among females, people of color and veterans;
- Awarding grants annually to community-based organizations to provide needed soft-skills training, mentorship and apprentice assistance in pursuit of increasing the number of people of color and women in registered apprenticeship programs;
- Connecting colleges and universities with industry to grow the number of registered apprenticeships;
- Partnering specifically with four apprenticeship programs to target career readiness training to diverse participants and share best practices in the industry; and
- Thinking outside the box to support initiatives like Construct Tomorrow, a program to introduce the construction and building trades to Minnesota youth, their teachers and parents by providing engaging hands-on experiences simulating work done in the field.

Apprenticeship Minnesota Outcomes

- Since 2010, participation among people of color has increased from 12.4 to 20 percent.
- The number of women in registered apprenticeship has more than doubled since 2010.
- The number of veterans in registered apprenticeship has more than doubled since 2010.
- There are approximately 11,000 registered apprentices in Minnesota today.
- 4,246 apprentices were registered in the last year.
- 28 new apprenticeship programs have been started in the past year.
- 1,162 apprentices graduated from apprenticeship programs in the past year.
- 90% of apprentices are in the construction trades.
- Construction apprenticeship programs take about 4 years.
- Average starting pay in construction apprenticeship programs is currently $19 per hour and average pay upon completion is currently $33 per hour.

For Contractors

Minnesota's apprenticeship program allows employers of any size to design their own apprenticeship program that provides apprentices with specific skills, training and job-related instruction tailored to the company's needs. Businesses develop one of three types of programs: time-based; competency-based; or a hybrid. Contact DLI if you are interested in exploring one of these options or for more information. You may:

- Fax a letter on your company letterhead to 651.284.5740 requesting information to assist you in preparing for a visit from an apprenticeship training field representative;
- Call 651.284.5005 or 1.800.342.5354 and request more information;
- Write to the Apprenticeship Unit, Minnesota Department of Labor and Industry, 443 Lafayette Road N., St. Paul, MN 55155; and/or
- Send an email to dli.apprenticeship@state.mn.us.

The creation and approval of program standards can take a few months. Once the department has been contacted by an employer, one of six experienced senior field representatives is assigned. A senior field representative will verify the occupation as 'apprenticeable' and then partner with the employer through a series of short meetings and/or calls to complete development of the program. DLI will help the employer determine the length of the apprenticeship and will provide the employer with a general set of standards to be approved by the Director of Labor Standards and Apprenticeship. DLI also provides technical support in the form of a 30, 60 and 90 day follow-up service call to verify that the employer and apprentice are deriving maximum benefits of the program.

More information can be found at: http://www.dli.mn.gov/

Minnesota Department of Employment & Economic Development (DEED)

DEED is the state's principal economic development agency. DEED programs related to the construction industry promote business recruitment, expansion and retention and help develop a strong workforce. For workers, DEED offers assistance in finding and keeping jobs. For employers, DEED offers services to analyze workforce data, provides technical assistance to small businesses and helps employers manage their workforce. DEED also allocates competitive grants to non-profits all across the State to offer job skills training for workers and to connect employers to a pool of untapped workers.

For Workers

DEED has 47 Workforce Centers throughout the state and/or online that provide a vast array of employment-related services directly to individuals seeking work or to those seeking more skill development and hands-on training. Workforce Centers are free and open to any Minnesotan. Those interested in utilizing the services at any of the Workforce Centers can simply go to a center and ask to speak with a counselor or access the information online at https://mn.gov/deed/job-seekers/workforce-centers/.

DEED also offers specific programs targeted at members of underrepresented communities. More information on programs that serve individual workers like the Low-Income Worker Training Program, New Leaf Workshops, High-Risk Recidivism Reduction Program, MnDOT/DEED 35W/Lake Street

Reconstruction Training, Veterans Employment Program and how an individual would access them is available online or at any of the Workforce Centers.

For Contractors

DEED offers several options for contractors to reach more women and people of color as potential employees. For more information online, go to https://mn.gov/deed/business/finding-workers/. Additionally, employers can post job openings at https://mn.gov/deed/business/finding-workers/minnesotaworks/ using keywords that specify job description, title, required skills and experience and then review resumes that match their requirements.

Equity Grants for Training

In 2016, the Legislature approved and DEED oversaw $35 million Equity Grants to improve economic opportunities for Minnesotans with barriers to employment. DEED awarded approximately $8 million of the funds within two main programs: Pathways to Prosperity and Women in High-Wage, High-Demand, Nontraditional Jobs Competitive Grant Programs.

Listed below are the grantees who received funding dedicated to training in the construction industry within these grant programs. Non-profits interested in applying for these funds should watch https://mn.gov/deed/about/contracts/ as the annual competitive award process begins over on July 1 each year. Contractors can reach out directly to any one of the below organizations about partnering and/or getting in the pipeline to offer on-the-job training or job placement.

The Pathways to Prosperity program helps low-wage and low-skill adults who have multiple barriers to employment obtain credentials and skills that prepare them for jobs. Grant recipients applicable to the construction industry within the Pathways to Prosperity are:

- Project for Pride in Living for the Building Operations Technician Career Pathway Program
- Hmong American Partnership for Manufacturing and Jobs Training
- Ujamaa Place for the Ujamaa Place Transformation Program/Training in Construction
- Regional Workforce Development Area 5 for the Region 5 Career Pathways Partnership

The Women in High-Wage, High-Demand, Nontraditional Jobs Competitive Grant Program focuses on closing the gender-pay gap and encourages women to enter nontraditional fields such as science, technology, engineering and math (STEM) and construction. Grant recipients applicable to the construction industry within this program are:

- Lifetrack Resources Inc. for the Women in Construction and Trucking Careers Program
- YWCA of St. Paul's YWCA Commercial Driver's License Training Program for Women
- Dunwoody College of Technology's Women in Technical Careers Program

- Hmong American Partnership's Women in High Demand
- Saint Paul College for the Women in Trade Careers at Saint Paul College
- Washington County Workforce Center's Nontraditional Opportunities for Women Program
- Honor the Earth, White Earth Ojibwe Reservation's Mino Bimaadiziwin
- Pine Technical and Community College for the ETC-WESA Project

MnDOT/DEED 35W/Lake Street Reconstruction Training Program
The MnDOT/DEED 35W/Lake Street Reconstruction Training Program is an on-the-job training support services (OJT/SS) program that provides highway construction pre-apprentice laborer training opportunities for women and people of color who do not have previous construction experience or training. Contractors can contact Curt Sammann, Project Manager, DEED Special Projects Division, at 651.642.0704, curt.sammann@state.mn.us or Luis Brown-Peña at 651.642.0696, luis.brown-pena@state.mn.us to access a roster of current participants and can contact Mayjoua Ly, Civil Rights Outreach Coordinator for MnDOT, at 651.366.3323 or mayjoua.ly@state.mn.us for a roster of past MNDOT and DEED program participants who are available for new employment.

Other Opportunities for Employers

- The Office of Economic Equity and Opportunity (formerly called the Office of Career and Business Opportunity) was created to provide focus and leadership to help workers and businesses of color find career paths and business opportunities in Minnesota.
- Workforce Strategy Consultants assist businesses and industry sectors with workforce challenges related to recruiting, retaining and developing talent for the regional economy. Consultants primarily focus on creating, identifying and developing regional sector partnerships, workforce planning and strategy development in collaboration with a number of private and public entities.
- Work Opportunity Tax Credit Program provides a federal tax credit to private-sector employers and 501(c) nonprofit organizations as an incentive for hiring members of underrepresented groups.
- The Labor Market Information (LMI) Office develops and disseminates data, key indicators and analysis on the economy, workforce, job market and business community in Minnesota. Construction workforce data is available online at https://mn.gov/deed/data/ and through monthly and quarterly publications. Regional analysts are also available to develop new research, information resources and conduct presentations.

More information about DEED can be found online at https://mn.gov/deed/ or by calling 651.259.7114 in the Twin Cities and 800.657.3858 outside the Twin Cities.

Minnesota Department of Corrections (DOC)

Approximately 97% of those incarcerated in Minnesota will be released someday. Many released offenders have either some form of vocational training or credible work experience that was earned while incarcerated. For example, inmates can learn welding, woodworking and machine operation — just to name a few. These skilled craftsmen and women are talented and experienced. The challenge for them is not the work itself, but finding a job to put their skills to work after release.

MINNCOR Industries & the EMPLOY Program

Prison industries have a long history within Minnesota, dating back to the production of twine in the 1870s, soon followed by the Minnesota Line of farm machinery. For more than 100 years, emphasis was placed on training and employing as many inmates as possible in these programs.

MINNCOR Industries was created in 1994 by the DOC to consolidate and centralize its individual facility programs into a single statewide business, increase efficiency and decrease reliance on the state's general fund. MINNCOR's mission is to provide job skills training to offenders to support positive behavior and successful transition back into the community, at no cost to taxpayers.

The EMPLOY Program is MINNCOR's work readiness program that helps men and women prepare for competitive employment upon release. It is a comprehensive program that supports its participants with cognitive based trainings and personalized support services.

Working at MINNCOR is optional while incarcerated, as is participation in the EMPLOY Program. Because of that, participants are serious about their future and finding/maintaining stable employment. As a result, when companies hire an EMPLOY participant, they are getting someone who is motivated and has a solid skill set.

For Contractors

Employers interested in working with the EMPLOY Program at MINNCOR to diversify their workforce can contact Michael Hreha, Employer & Business Development at 651.361.7508 or Michael.hreha@state.mn.us to discuss their specific hiring needs.

EMPLOY strives to match up potential candidates with employers based on several factors including company needs, skill set of participant and transportation requirements. Additionally, as a state agency, there are no costs to partner with EMPLOY. More information can be found at www.minncor.com/employ.

Best Practices

Building an inclusive workforce is essential for the construction industry to thrive as our population ages and fewer people enter the industry. Eleven thousand workers are leaving the workforce every day in Minnesota and the percentage of working adults will decrease from 63% to 57% by 2030. If we are not deliberate with our efforts now, we will not overcome our growing worker shortage in Minnesota. Additionally, if we do not move our focus beyond recruitment to include how we onboard and retain employees, we will not be able to maintain the inclusive workforce that we collectively worked so hard to recruit. Recruiting, training and retaining a diverse workforce can only happen when the commitment to inclusiveness is present at every level insomuch as it becomes the culture and practice of any organization or business.

The following projects and programs have been identified by taskforce members as best practices in the State for effectively recruiting, training and retaining people of color and women in the industry. The list included in this document is by no means exhaustive, but merely a launching pad into how government agencies, companies, unions, education institutions and other non-profits are partnering to make a thriving labor force and economy. We hope that this list and report will generate more regular communication, deeper exploration and ultimately, investment in all of the talented people within our state.

Minnesota State Capitol Restoration project, JE Dunn

The Minnesota State Capitol exterior restoration and preservation project exceeded workforce goals with 34.89% of hours completed by people of color and 21% completed by women. Contractors such as JE Dunn developed best practices that allowed them to exceed the goals and impact the workforce long term.

JE Dunn and partner companies implemented several strategies to diversify their workforce. They improved business practices, built and strengthened community partnerships and invested in training. JE Dunn developed a work plan, hired Diversity Manager Christa Seaberg, implemented trainings and strategies to increase diversity and had a firm commitment from the top down. JE Dunn's plan involved concerted efforts and commitments by the entire project team, subcontractors, labor unions and with programs like Job Connect, the largest workforce and training network in the Twin Cities metro area that links job seekers, employers and workforce professionals.

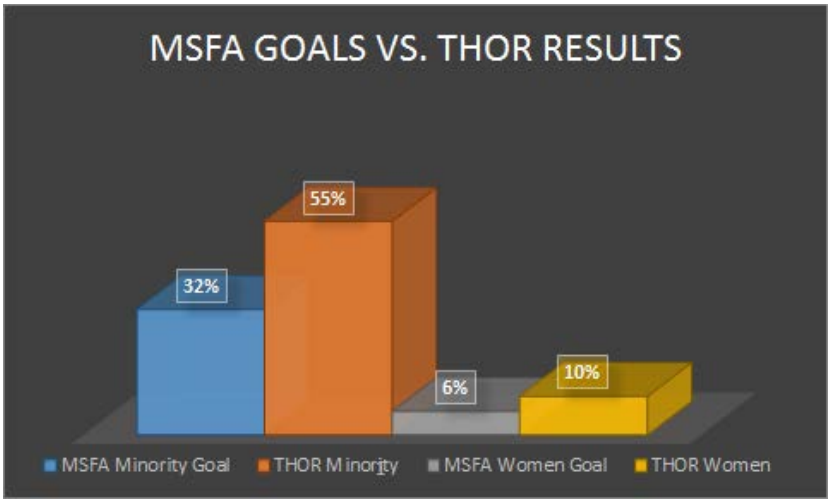
Of the project, Diversity Manager, Christa Seaberg said, "I could not be more proud of the entire team—not

just JE Dunn, but all contractors on the project as we implemented trainings, exceeded the goal for people of color and more than doubled the goal for women. We brought new people into the industry, placed them in meaningful jobs and were able to keep them—with more than 80% still in the trades today." Seaberg said, "Not only did we take on the toughest project in the state because of the high level of restoration, but we proved that it could be done the right way on all levels." Seaberg's role on the project and in the industry wouldn't have been possible without the continual support from her leadership in Minnesota and from JE Dunn's corporate office in Kansas City, Missouri. Seaberg states that "JE Dunn has strong values in the support of diversity in the construction industry and I have always been encouraged to strive to be a leader in supporting the diversity efforts in the Minnesota construction industry and community."

Additionally, Seaberg saw another opportunity to grow the workforce in this project. She saw the opportunity to expose young people in the community to construction work, the opportunity to connect with schools to create internships and saw an opportunity to reach potential untapped adult workers. She reached out directly to other industry leaders and stakeholders and several school principals—and Construct Tomorrow and the Minnesota Construction Crew were both created as a result.

U.S. Bank Stadium project, Thor Construction

With Thor Construction leading the way, the construction companies working on the U.S. Bank Stadium achieved workforce participation rates for people of color of 37% and 9% for women. The project also saw 400 workers hired from targeted zip codes in the region and exceeded business inclusion goals for business owners of color and women business owners. The inclusion efforts on the U.S. Bank Stadium project were unprecedented and the project is viewed as a model throughout the country for its lasting impact on building an inclusive workforce. Thor's commitment is long term as they have nestled themselves permanently in the community—building their new company headquarters in North Minneapolis so they could reach a more underutilized workforce—and also to build support systems within the larger community.



Background on the project: In 2011, the Twin Cities was in an economic recession with the unemployment rate well above 20% for people of color. The adjustment of the workforce goals by MDHR coincided with the efforts of the Minnesota Legislature to stimulate Minnesota's economy by passing legislation funding for the construction of the U.S. Bank Stadium. The building of the stadium, the largest construction project in the history of the State, also called for business inclusion goals and for subcontractors working on the project

to recruit from areas with the highest levels of unemployment. Thor and their subcontractors hosted community events with key community partners like the Urban League and tapped into government resources to help them achieve goals. They were very intentional in their efforts at every level and were able to access a pool of applicants previously overlooked. Thor Construction and their subcontractors had an extraordinary commitment from leadership that permeated the entire project—and it paid off. Thor's results superseded the overall workforce goals by 23% for people of color and 4% for women.

Thor Construction Chairman and Founder Richard Copeland said, "Inclusion at THOR is driven by our belief that we have a responsibility to positively impact as many lives as possible. We know that employing the underutilized minority community maximizes the positive impact for the entire community." Copeland said "the level of intentionality and diligence that we apply to each project in terms of inclusion and minority spending is something that we are constantly auditing, assessing and seeking to improve. At THOR, the family atmosphere permeates our culture, fostering deep relationships."

Saint Paul College

Serving more than 11,000 students, Saint Paul College is successful because they focus on offering innovative programs, training, quality instruction and ensuring that student success leads directly to employment or transfer to four-year institutions. They focus on how the students get in the door; how they will thrive during and after their education; and how industry will greet and support them.

The college works to create strategic partnerships with local public, private and nonprofit organizations, skilled trade unions (Carpentry, Plumbing, Pipefitting, Electrical and Sheet Metal) and philanthropic foundations to promote equity and inclusion and ensure students have access to career navigators, social services and college readiness activities. The College actively engages employers and business and industry leaders to confirm viability and validity of program content and changing industry standards.

Recognizing the value of a diverse workforce, Saint Paul College works to break down barriers to education for underserved communities by offering tuition-free programs that provide academic support and services for students. These programs are: The Power of YOU™ program for new high school graduates; Make It Count program for students over age 24; and Gateway to College, a St. Paul Public School alternative high school for students who are short on high school credits. Additionally, with funding from Minnesota's DEED and the Job Skills Partnership, Saint Paul College's Trading Up™ program creates deliberate pathways to construction and trade careers for women, veterans and students of color.

For Contractors
There are a number of ways for contractors to connect;

- Reach and recruit students by tabling on campus, attending job fairs, making classroom visits or by utilizing the Online Job Posting Board**.** Employers may contact the Career Services Center at 651.846.1384 or career.center@saintpaul.edu for more information.
- Reach and recruit recent graduates**.** For example, the College partners with Skills Trades Unions and construction employers by offering graduates to participate in the Construction Trades Skills Trades Occupational Clusters (Sheet Metal, Plumbing, Pipefitting, Electrical Technology, Iron Workers and Carpentry) for more hands-on training and experience. For more information, contact: Frank Braswell, Dean for Business, Career and Technical Education Programs at 651.846.1490 or frank.braswell@saintpaul.edu.
- Partner with the school to offer apprenticeships**.** Saint Paul College is a regular partner with DLI and industry to create apprenticeships. Contact Ms. Marlana Balk at Marlana.Balk@saintpaul.edu to arrange for an opportunity to visit.

Metropolitan Council's Light Rail Transit BUILD program

The Light Rail Transit (LRT) BUILD program is a new workforce development program developed by the Met Council to specifically support the construction jobs needed to build the Southwest LRT and Bottineau LRT lines. The LRT BUILD program provides an opportunity for individuals with no previous experience to gain the knowledge and the skills to start a career in construction. The first LRT BUILD cohort completed the program June 30, 2017 and are ready to begin working. Depending on the apprenticeship program that the graduates enter, wages for apprentices in key construction fields start at more than $18/hour.

The LRT BUILD program's goal is to prepare unemployed and underemployed adults to become apprentices in a construction trade through a union-led 10-week training program that combines employment readiness, introduction to the construction industry and hands-on trade exposure. The program is administered through a partnership with the McKnight Foundation, Minneapolis Building and Construction Trades Council, Construction Careers Foundation, Twin Cities R!SE, North Hennepin Community College (NHCC) and on Hennepin-Carver Workforce Development Board. To support the anticipated construction

trades needed the two light rail extensions, LRT BUILD participants train with the Carpenters Union, Laborers Union, International Brotherhood of Electrical Workers (IBEW), Cement Masons Union, Operating Engineers Union, Pipefitters Union and the Iron Workers Union.

Participants receive employment readiness training focusing on positive communication, interviewing, time management skills and identification of personal strengths from Twin Cities R!SE. Introduction to the construction industry is provided at NHCC in Brooklyn Park. Participants receive construction industry basics, construction math and 10 hours of OSHA safety training. Additionally, NHCC facilitates multiple construction site tours with the participants. Hands-on trade exposure is conducted at various Joint Apprenticeship Training Centers where participants have the chance to apply what they have learned from the classroom in a training environment under the direction of trade union instructors and contractors. Unions also get exposed to potential apprentices they may have not otherwise had the chance to meet. For more information, contact Gary Courtney at 612.373.3896 or Gary.Courtney@metc.state.mn.us.

Two Harbors & Hermantown District Girls-Only Classes

Two Harbors and Hermantown have seen nearly a 300% increase in the number of girls enrolled in Industrial Technology classes. These Districts made deliberate outreach and programming efforts in their K-12 schools to combat pervasive gender socialization and to let girls know that there is a place for them in trades. The Districts committed to funding and organizing these programs—and their commitment and efforts are paying off. Two Harbors started offering girls-only classes five years ago and Hermantown has been offering such classes for the past three years. Prior to placing emphasis on women in industrial technology, Two Harbors High School had approximately five girls in the prior five years who took an elective shop class. In 2016, they had 14 girls in the class and the girls were responsible for completing the finishing work on a tiny house. Hermantown's first year class had only nine girls and 17 enrolled this year. Those interested in learning more or replicating this program can contact Tyler Homstad at tylerhomstad@hermantown.k12.mn.us

Policy Group on Tradeswomen's Issues (PGTI)

A group of Minnesota construction industry stakeholders has been meeting since Fall 2016 around the shared goal of increasing workforce participation of women in construction. They can act as a resource and clearinghouse for contractors and bid agencies to help contractors recruit, train and retain more women.

Modeled after the Policy Group on Tradeswomen's Issues (PGTI) in Massachusetts, a Minnesota group has been convened by the Center on Women, Gender and Public Policy within the University of Minnesota's Humphrey School of Public Affairs. The Minnesota-based group includes representatives from unions, general contractors, subcontractors, workforce development and other government agencies, public and private vocational programs, pre-apprentice programs, academics, gender equity nonprofits and tradeswomen. They have chosen the PGTI model because it has shown that it creates connections between stakeholders (unions, job counselors, employers/contractors and education/training entities), identifies barriers to female participation and collaborates on solutions.

For more information on Minnesota's group, contact Debra Fitzpatrick, Director of Community Engagement, Center on Women, Gender and Public Policy at the Humphrey School of Public Affairs, University of Minnesota at 612.625.7176 or harex004@umn.edu. More resources and information on PGTI can be found at: https://policygroupontradeswomen.org/.

Construct Tomorrow

With the recognition that the average age in the industry is 45 years old, leaders from business, education, government and community strategized how to increase trade career awareness in Minnesota's K-12 schools so they could do their part to ensure that we would be educating and preparing a workforce for tomorrow. Out of that recognition and conversation, Construct Tomorrow was born.

Construct Tomorrow introduces kids ages 14+ to the construction industry, teams of representatives from contractors, trade union training centers, government departments and the state education system. The primary mission of the program is to: 1) provide hands-on events for youth that develop awareness of opportunities in the building and construction trades; 2) educate parents as to the careers that exist, their sustainability and the training needed; and 3) educate educators on partnering with industry to provide more opportunities in the trades for their students. In its first four years, Construct Tomorrow held over 20 hands-on events across the state with over 15,000 students participating from more than 35 high schools.

For Contractors, Schools & Districts

Construct Tomorrow is looking for committed leaders in school and industry to continue and expand its efforts to bring women and people of color into the industry. If a contractor wants to join the coalition or if a school or district wants to participate, contact Construct Tomorrow co-chair Christa Seaberg at christa.seaberg@jedunn.com or visit http://jobconnectmn.com/construction-hiring-connectionwpartners/constructtomorrow for more information.

Summit Academy OIC

Summit Academy OIC is the only accredited adult vocational training school located in North Minneapolis. Focused on workforce development in high-demand industries, Summit's largest program is a pre-apprentice construction certification with opportunities for specialization in the following trades: Carpentry, Electrician, Heavy Equipment Operator (HEO), Highway Heavy Commercial Construction, as

well as a customized CDL offering. In FY16, 78% of their students were people of color and 54% were African American with 656 students enrolled (410 in construction); 321 graduated; 80% graduate-to-placement ratio; and entry-level wages starting at $33,000 and above. Their work with HIRE-MN and as the Employment Assistance Firm (EAF) for the U.S. Bank stadium highlights their track record in increasing equity in employment for people of color, helping prepare the construction industry for the demographic shift, and to better position students to fill in-demand positions. The success of Summit's workforce development initiatives is based on the following core principles: advocacy; training and skill development; leveraging industry networks; and monitoring & evaluation.

Summit Academy engages with a number of key business, labor and government entities that utilize their pool of diverse workers, partners with them for training and hiring and to advance policy. They engage employers in career readiness activities, work collaboratively to assess their labor needs and engage them in the forecasting and labor procurement processes. For further information, please contact: Anne-Marie Kuiper, Ph.D., Director of Strategic Development at 612.278.7354 or akuiper@saoic.org.

Construction Career Training Program (CCTP) at Adolfson & Peterson

Adolfson & Peterson Construction (AP) has been investing company time, effort and resources in their successful non-profit, faith-based apprenticeship program dedicated to recruiting, mentoring, training and retaining a more diverse workforce for the past fourteen years and it is paying off. AP's CCTP, a collaborative re-entry program for ex-offenders to ensure successful career opportunities in construction, sees only a 10% recidivism rate among participants largely because of the commitment to mentoring. AP also works with other construction companies to place individuals in positions where they have the chance at being most successful. More information about AP can be found at: http://www.a-p.com/.

AccessAbility

AccessAbility helps remove barriers to employment for persons who are unemployed or underemployed and to connect them to industry. AccessAbility offers job readiness, career and digital literacy programming, immediate work opportunities in their in-house social enterprise operations to give people wage paying work right away while they explore and participate in vocational training opportunities. AccessAbility further partners with community employers to place candidates into permanent career opportunities. Their demographic includes 90%+ of 2016 clients were exiting the correctional system and 70%+ were persons of color. AccessAbility increased the percentage of women served from 17% in 2015 to 25% in 2016. They customize training based on a contractor's needs. Contractors interested in

connecting with AccessAbility should contact Brad Janowski at 612.852.1805 or bjanowski@accessability.org or Jacki Gale at 612.852.1862 or jgale@accessability.org.

North@Work, a program by the Northside Funders Group

North@Work aims to tip the scales of economic mobility and regional prosperity by connecting 2,000 African American men to meaningful, sustainable, living-wage employment over five years and catalyzing systems changes that will eliminate racial employment disparities. North@Work takes referrals from organizations and leaders in the community and does aspiration and aptitude testing before any training and placement. Once interests and abilities have been identified, the program offers customized training and placement so the participants develop needed soft, technical and job-specific skills. They are matched with permanent jobs that suit their skills in targeted high-potential industries like healthcare, transportation or construction. Each participant is also placed in a cohort of peers. One of the main reasons North@Work has been successful in helping individuals find and keep meaningful and sustainable work is because they utilize community relationships and provide wrap around services to their participants. More information about the Northside Funders Group and their programs can be found at: http://northsidefunders.org/.

Additional Resources Provided by Committee Members

Addressing the Coming Workforce Squeeze
http://www.ruralmn.org/publications/addressing-the-coming-workforce-squeeze/

All I Want is a Job: Unemployed Women Navigating the Public Workforce System
http://scholarworks.wmich.edu/cgi/viewcontent.cgi?article=3925&context=jssw

Building Career Opportunities for Women and People of Color: Breakthroughs in Construction
http://www.jwj.org/building-career-opportunities-for-women-and-people-of-color-breakthroughs-in-construction

Finishing the Job: Best Practices for a Diverse Workforce in the Construction Industry, PGTI
https://drive.google.com/file/d/0B8nNJC45Kcdfai11bUJsS09zZIU/view

Game Changers: Proven strategies for increasing gender and racial diversity on construction sites
https://drive.google.com/file/d/0B-0YYSb-Jv4WOVRRUWVNSzRHcnc/view

National Center for Women's Equity in Apprenticeship & Employment
http://womensequitycenter.org/

Unfinished Business: Building Equality for Women in the Construction Trades
https://www.researchgate.net/publication/228921094_Unfinished_Business_Building_Equality_for_Women_in_the_Construction_Trades

FAQs

Why is MDHR increasing workforce goals?
Minnesota communities are changing. Minnesota's future workforce will be more diverse. The Minnesota Department of Human Rights is updating workforce participation goals in construction to meet the state's changing demographics.

Why were these goals chosen?
Minnesota Workforce Participation Goals for construction were based on data from the state demographer and input from an advisory taskforce comprised of individuals representing contractors, unions, members of the various trades and the public including Christa Seaberg, Diversity Manager at JE Dunn, who served as a co-chair with MDHR Commissioner Kevin Lindsey.

Currently, Minnesota employers have more than 100,000 open positions. In 2016, there were 5,671 openings in the construction industry, according to the Minnesota Department of Employment and Economic Development. Employers without inclusive hiring practices will be at a competitive disadvantage as more than one in five Minnesotans will be over 65-years old and 43 percent of the Twin Cities metropolitan area will identify as a person of color in 15 years.

What contracts are subject to construction workforce participation goals?
Workforce participation goals apply to all construction contracts over $100,000 entered into by the Metropolitan Sports Facility Authority, Metropolitan Council, Metropolitan Airports Commission, Metropolitan Mosquito Control Commission and the State of Minnesota on or after July 17, 2017.

Are projects that have already been initiated by contractors impacted by new workforce goals?
Workforce participation goals do not apply retroactively to construction projects. The new workforce participation goals apply to construction projects that begin on or after July 17, 2017.

I am contractor. How can I increase the diversity in my workforce?
MDHR provides resources and technical assistance for contractors on our website at mn.gov/mdhr. This 2017 Workforce Goals Report was designed specifically for contractors with key information and resources. As part of the Workforce Goals Webinar series, MDHR will offer information designed for state contractors and businesses interested in the 2017 Workforce Participation Goals. The webinar series includes topics such as Strengthening and Diversifying Minnesota's Workforce, Internships and Apprentices, Hiring Policies and Practices After "Ban the Box," Implicit Bias, and Best Practices in Diversity and Inclusion. The series will run through 2018.

Does MDHR have information that can assist contractors on achieving good faith efforts?
Yes, the 2017 Workforce Goals Report identifies strategies for contractors and our website assists contractors in complying with Minnesota Rules 5000.3400 to 5000.3600 and in implementing their Affirmative Action Plans. Visit mn.gov/mdhr for information on being an equal employment opportunity employer.

If you have questions and would like to speak with someone, you may contact the MDHR Contract Compliance unit at 651.539.1100, 711 or 1.800.627.3529 MN Relay or toll–free at 1.800.657.3704. You may also contact us by email at compliance.MDHR@state.mn.us or send us a fax at 651.296.9042.

What happens when a contractor fails to achieve the workforce participation goal set for a project?
Failing to achieve a workforce participation goal on a project is taken into consideration by MDHR in determining the contractor's good faith efforts and when to schedule audits of contractors. The Department evaluates the good faith efforts of all contractors and when substantial deficiencies are identified, the agency enters into conciliation agreements with contractors. Contractors may have their workforce certificate suspended or revoked by the Commissioner for failing to make good faith efforts or for failing to fulfill the terms of their conciliation agreement, but the majority of contractors comply with conciliation agreements within 60 days. Contractors whose workforce certificate has been suspended or revoked are ineligible to be awarded state or metropolitan agency contracts.

I am a contractor. How do I obtain a workforce certificate from MDHR?
Contractors obtain a workforce certificate from MDHR by submitting their affirmative action plan to MDHR and paying the $150 application processing fee.

What do contractors need to do to maintain their workforce certificate?
Contractors maintain their MDHR workforce certificate by being equal employment opportunity employers. MDHR evaluates whether the contractor has made good faith efforts to: 1) implement its affirmative action plan; 2) comply with Minnesota Administrative Rule 5000; 3) comply with anti-discrimination laws; 4) comply with the terms of their public contract; and 5) achieve the workforce participation goals set for the project. If MDHR believes the contractor is not making a good faith effort, the Commissioner may issue a compliance letter to the contractor, execute a conciliation agreement with the contractor or take action to suspend or revoke the contractor's workforce certificate.

How can I learn more about careers in trades?
MDHR's 2017 Minnesota Workforce Goals report offers resources for learning about the trades. Also, job seekers can visit DEED's Workforce Centers online and in person for assistance.

A Note of Thanks

The Department of Human Rights wishes to thank Governor Mark Dayton, his staff, the staff of MDHR and the following individuals for serving on, participating with and presenting to the Statewide Advisory Committee on Adjusting Workforce Participation Goals:

Kimberly Brinkman, Minnesota Trades Women
Jessie Brokaw, Saint Paul Department of Human Rights & Equal Economic Opportunity
Susan Brower & the Minnesota Demographer's Office
Maura Brown, Alliance for Metro Stability
Jackie Buck, Department of Employment & Economic Development
Kim Collins, Minnesota Department of Transportation
Richard Copeland, Thor Construction
Rassoul Dastmozd, Saint Paul College
Eric Davis, Minnesota Department of Transportation
Debra DeBruzzi, Minnesota Trades Women
Mitchell Diers, Northern Mechanical/Plumbing Contractors Association
Andi Egbert, Minnesota Demographer's Office
Debra Fitzpatrick, Center on Women, Gender & Public Policy, Humphrey School of Public Affairs, University of Minnesota
Joanne Hager, Minnesota Trades Women
Craig Hansen, Mille Lacs Band/Great Lakes TERO
Lorrie Janatopoulos, Governor's Workforce Development Board for Women's Economic Security Act
Jessi Kingston, Saint Paul Department of Human Rights & Equal Economic Opportunity
Velma Korbel, Minneapolis Human Rights Commission
Jessica Looman, Department of Labor & Industry
Bill McCarthy, AFL-CIO
Dan McConnell, Minneapolis Building & Construction Trades Council
Harry Melander, Minnesota Building & Construction Trades Council
Don Mullin, Saint Paul Building Trades
Craig Olson, Duluth Building Trades
Zachariah Oluwabankole Babington-Johnson, Thor Construction
Chancellor Steven Rosenstone, Minnesota State Colleges and Universities
Dan Ross, Minnesota Geospatial Information Office
Alan Roy, White Earth Nation
Maria Sarabia, Minnesota Department of Transportation
Christa Seaberg, JE Dunn
Dave Semarad, Associated General Contractors of Minnesota
Al Shannon, Shannon's Mechanical
Sean Skibbie, Minneapolis Department of Human Rights
Lisa Stratton, Gender Justice
Mike Syversrud, Local 633
Gary Thaden, NECA/MMCA
Alex Tittle, Diversity ACT
Kolu Wilson, Department of Employment & Economic Development
Jenny Winkelaar, Minneapolis Building & Construction Trades Council
Tim Worke, Associated General Contractors of Minnesota