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# **Minnesota State Agency Affirmative Action Biennial Report 2013 - 2014**

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**Submitted to the Minnesota Legislature by**

**Minnesota Management & Budget**

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Upon request, this document can be made available in alternate formats to individuals with disabilities by contacting 651-259-3643.

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Dear Governor Dayton and Members of the Legislature:

Over the past few years Minnesota state government has taken important steps to support a culture of inclusion and ensure that its workforce reflects the diversity of the state's population. From creation of the Olmstead Subcabinet (Executive Order 13-01 in 2013), to requiring state agencies to increase employment of individuals with disabilities through Executive order 14-14 in 2014, to establishment of the Diversity and Inclusion Council in 2015 (Executive Order 15-02), we are intent on improving our recruitment, hiring, and retention practices.

On October 8 at the Minnesota Business Partnership meeting, Governor Dayton told business leaders, "I pledged the state of Minnesota would do more to add diversity to our workforce at all levels. I guarantee it will be a top priority from now on." In the past year we have redoubled our efforts in all areas of diversity and inclusion. In 2015 we achieved several critical activities, putting us on a path to effect real change:

- Created the Office of Career and Business Opportunity to help workers and businesses of color find career paths and business opportunities in Minnesota.
- Hired a statewide executive recruiter that assisted in hiring 50 people with diverse backgrounds (49% women, 25% minority, 10% veterans, and 4% identified as persons with a disability) to executive leadership positions.
- Increased state employment of people with disabilities to 5.7%, up from 3.7%.
- Improved the state hiring process with new tools and policies.

While these successes are real, there is much more to do to ensure our government is truly reflective of the rich diversity of the state. We want the state to be a model employer. We are examining additional ways to evaluate our affirmative action and equal employment opportunity program to ensure it is achieving the statutory goals of equal accessibility for all qualified persons. Going forward, we intend to use this document as a tool to help us not only measure where we are, but to develop better strategies to meet our goals of building a talented and diverse workforce in service to the public good.

Sincerely,



Myron Frans  
Commissioner

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## Introduction

The 2015 Minnesota State Agency Affirmative Action Biennial Report describes agency requirements and their efforts in affirmative action and equal employment opportunity, recruitment, retention, and diversity initiatives during the past two years. This report fulfills the requirement in [Minnesota Statute 43A.191 Subdivision 3 \(b\)](#) to submit a report on affirmative action progress of each agency and the state as a whole to the governor and the legislature every two years.

The programs addressed in the report include:

- Affirmative Action, Equal Employment Opportunity, and Complaint Resolution
- Recruitment and Retention
- Diversity
- Americans with Disabilities Act (ADA) and Reasonable Accommodation

These programs are administered by state agency and Minnesota State Colleges and Universities (MnSCU) Affirmative Action officers and designees, ADA coordinators and designees, recruiters, human resource staff, and Minnesota Management & Budget (MMB).

MMB would like to acknowledge and thank the executive branch agencies for their commitment to equal opportunity and diversity through the development and implementation of their affirmative action programs.

### **State agency and MnSCU Affirmative Action programs are operated under the following authority:**

#### Statutes

- [43A.19 Affirmative Action](#)
- [43A.191 Agency Affirmative Action Programs](#)

#### Rules

- [Chapter 3905, State Agencies Affirmative Action](#)

#### Administrative Procedures

- [19.1 Affirmative Action Plan Requirements \(pdf\)](#)

## Minnesota Management & Budget's Role

**Compliance.** MMB ensures state agencies and MnSCU are in compliance with all applicable state and federal laws, rules, and regulations for Affirmative Action, Equal Opportunity, and ADA programs. MMB is responsible for the enterprise-wide technology, policy, and communication oversight related to these programs. In addition, MMB staff provide coordination and dissemination of information, technical assistance, training, development and maintenance of online resources and reporting tools, review and approval of affirmative action plans and ADA reports, interpretation and communication of applicable federal and state laws, and preparation of reports to the Minnesota legislature and the federal government.

**Outreach.** MMB staff participate in job fairs and speak at events to promote the state as a desirable employer. Staff also attend employment law seminars, training sessions, and conferences. Staff promote youth and leadership development programs.

### Leadership.

- MMB is responsible for fulfilling [Executive Order 14-14](#) to increase state employment of individuals with disabilities. MMB sets Affirmative Action goals, provides training, facilitates reporting, and generally assists agencies in meeting requirements of the Executive Order.
- The MMB commissioner chairs the Employment Practices Committee of the Diversity and Inclusion Council, established under [Executive Order 15-02](#). The committee is charged with ensuring diversity, inclusion, and equity in statewide employment practices. As part of their work, the committee is exploring strategies to increase state employment of people with disabilities.
- MMB chairs the Alliance for Cooperation & Collaboration in Employment & State Services (ACCESS) Partnership. The ACCESS Partnership is made up of state Affirmative Action officers, ADA coordinators, and recruiters, who build capacity through collaboration.
- MMB serves as the co-chair for the Minnesota Community Advisors on Recruitment and Retention Solutions (MnCARRS) Partnership. MnCARRS is comprised of approximately 50 community organizations, state agencies, and MnSCU. Partner organizations promote the State of Minnesota as an employer of choice. In return, the state provides notice of job openings so partners can prepare clients to compete through training programs and job coaching, communications about the state's employment processes, and assistance with mock interviews to improve candidate's performance in the hiring process.
- MMB chairs the Statewide Recruiters meeting. This group provides a platform for agency and MnSCU staff to communicate, cooperate, and collaborate on best practices in recruitment, affirmative action, and equal opportunity.

**Systems.** MMB is responsible for the development, implementation, and ongoing maintenance of essential enterprise human resources systems, including payroll, benefits, and human resources required to hire and maintain the state's workforce. In 2013, MMB launched a major initiative to re-engineer the hiring process and plan for a new online job application system in 2015. Affirmative action and equal opportunity were key components of the project. MMB and state agencies collaborated to redesign and improve the recruitment, hiring, and retention process and apply affirmative action and equal opportunity throughout the hiring process. Project work is slated to continue into 2015-16.

**Training.** MMB provides the following Affirmative Action training and resources to state agencies and MnSCU:

- Provide web toolboxes, webinars, classroom training, town halls, one-on-one agency meetings, monthly ACCESS Partnership meetings, bimonthly Statewide Recruiters meetings, and consultation services.
- Affirmative Action resources include, but are not limited to, affirmative action plan checklists, templates, goal and timetable instructions, worksheets with automated calculations, two-factor analysis guide and worksheet, PowerPoint presentations, and guidebooks.
- ADA resources include, but are not limited to, accessibility checklists, ADA annual report summary, auxiliary aids and services, Executive Order 14-14 website, and reasonable accommodation policy, procedures, and forms.
- Supervisory Core Training sessions include the following modules: Affirmative Action and Equal Employment Opportunity, Preventing Sexual Harassment in the Workplace, Integrating ADA and Employment Practices, Discipline and Grievances, and Hiring and Interviewing in a Merit System.

## **Affirmative Action and Equal Employment Opportunity**

**[Minnesota Statute 43A.19 Subdivision 1](#)** states:

“To assure that positions in the executive branch of the civil service are equally accessible to all qualified persons, and to eliminate the underutilization of qualified members of protected groups, the commissioner shall adopt and periodically revise, if necessary, a statewide affirmative action program.”

### **What is Affirmative Action and Equal Employment Opportunity?**

**Affirmative action** is defined as a set of management principles developed to remedy past discrimination and to achieve equal opportunity in employment. It extends to taking positive measures to create a more diverse workforce.

**Equal Employment Opportunity** is a term used by the federal and state government to refer to employment practices that are fair and free from discrimination on the basis of the following protected characteristics: sex (gender), race, disability, familial status, creed, national origin, age, religion, color, marital status, sexual orientation, membership Human Rights Commission, and status with regard to public assistance.

### **State Agency and MnSCU Affirmative Action and Equal Employment Opportunity Activities**

State agency and MnSCU affirmative action and equal employment opportunity activities include the following:

- Maintain a respectful and inclusive workplace by providing training for employees, managers, and supervisors focused on diversity and inclusion in the workplace, unconscious bias, cultural awareness, respectful communication, managing a diverse and

multi-generational workforce, conflict resolution, and preventing discrimination and harassment.

- Communicate to managers and supervisors their role and responsibilities in affirmative action, diversity, inclusion, equal employment opportunity, equity, and ensuring a hostile-free work environment.
- Ensure new supervisors attend Affirmative Action and Equal Employment Opportunity, Preventing Sexual Harassment in the Workplace, Integrating ADA and Employment Practices, Discipline and Grievances, and Hiring and Interviewing in a Merit System training modules through Supervisory Core.
- Analyze and review of the number of women, minorities, and individuals with a disability in the agency workforce and compare that to the availability in the recruitment area. MnSCU also does this for veterans. State agencies and MnSCU then determine a course of action to increase representation of protected groups.
- Review employment interview questions and methods to ensure that all selection criteria are fair, objective, and job-related.
- Conduct pre-review and analysis of lay-off decisions to determine any adverse impact on protected group employees. Monitor retirement rates and provide projections to leadership.
- Provide training to managers and supervisors regarding the benefits of using alternative dispute resolution techniques to resolve workplace disputes and eliminate hostile work environments.
- Disseminate the agency affirmative action plan to all agency employees to ensure awareness of the plan, the contents, and their responsibilities. State agency and MnSCU affirmative action plans are public documents and are posted on agency websites.
- Human Resource staff attend conferences and community meetings that address relevant equal employment opportunity issues such as the Minnesota Human Rights Symposium, Diversity and Inclusion Summit, Forum on Workplace Inclusion Conference, Minnesota Employment Law Conference, Overcoming Racism Conference, Twin Cities Diversity Roundtable Meetings, and the Cultural and Ethnic Communities Leadership Council.
- Participate in the ACCESS Partnership. The ACCESS Partnership supports cross-agency collaboration in an effort to maintain an employment process which ensures diversity and equal opportunity for all employees and applicants and to attract and retain a workforce that is representative of the people of Minnesota.
- Participate in the Statewide Recruiters meeting. This group provides a platform for staff to communicate, cooperate, and collaborate on best practices in recruitment. Topics such as affirmative action, equal opportunity, recruitment, and participation in job fairs are regularly covered.
- Many state agency HR and affirmative action staff members participate in workgroups co- led by MMB to improve the hiring process. The workgroups focus on ways to remove barriers from the hiring process, align diversity hiring best practices with the new hiring process, determine best practices for the State, and improve reporting and analysis of the hiring process. Several workgroups comprised of agency partners worked to develop text that is inclusive and incorporated information about reasonable accommodations in preparation for the new state online job application launch. Additionally, an accessibility workgroup reviewed the accessibility of the system. MMB hired a third-party vendor that provided testing on the accessibility and usability of the application system.

## **Affirmative Action Plans**

State agencies in the executive branch develop an affirmative action plan that guides each agency's efforts to recruit and hire members of three protected groups (women, minorities, and individuals with a disability). Additionally, MnSCU's affirmative action plans include a fourth protected group (veterans). State agencies and MnSCU include program activities which demonstrate a good faith effort to eliminate the underutilization in the workforce of those three protected groups.

State agencies with 25 or fewer employees are required to submit a plan that has five sections including:

- Statement of commitment
- List of persons responsible for directing and implementing the agency's plan
- Non-discrimination and preventing harassment policy
- Internal complaint procedure for processing complaints of alleged discrimination or harassment
- Reasonable accommodation policy and procedure

State agencies and MnSCU locations with more than 25 employees are required to submit a plan that includes the same five sections plus the following:

- Executive summary
- Communication methods for promoting the affirmative action plan
- Evacuation procedures for individuals with disabilities
- Utilization analysis of the agency's workforce with goals and timetables
- Affirmative action program objectives
- Methods for auditing, evaluating, and reporting program success
- Recruitment plan
- Retention plan

# Affirmative Action Plan Results

## 100% Agencies Submitted Affirmative Action Plans

All agencies in the executive branch and MnSCU campuses submitted affirmative action plans in compliance with the requirements as outlined by Minnesota Statute, Rules, and Administrative Procedures. Agencies with 25 or less employees fulfilled all required components of the plan including the statement of commitment, list of persons responsible for directing and implementing the agency's plan, non-discrimination and preventing harassment policy, internal complaint procedure for processing complaints of alleged discrimination or harassment, and reasonable accommodation policy and procedure. In addition, agencies with more than 25 employees, including MnSCU campuses, met the additional requirements for their plans.

## Definitions

For each job group, agencies must determine the availability of women, minorities, and individuals with disabilities in the workforce. Underutilization (or a disparity) exists when fewer women and minorities are employed in job groups than would be expected, given their availability (with the requisite skills to perform the job) in the relevant labor pools. Agencies then evaluate whether each job group meets diversity goals and if not, set goals to achieve diversity in each group by hiring a qualified person from a protected group (this is called an "affirmative hire"). When a qualified, affirmative candidate is not hired, it is called a "missed opportunity". Some missed opportunities are "justified" for example, in a bid or call back from a layoff situation.

## Affirmative Action Progress

MMB compiled hiring data below for 2013 and 2014 to demonstrate the state's progress around affirmative action. In 2015 MMB developed a scorecard to better assess each agencies affirmative action goals and their progress for each goal. See Appendix A containing a scorecard for each cabinet agency that shows the progress of agencies over the last two years. In addition, the new online job application system launched in December 2015 now gathers better data on applicants and new hires. We anticipate the next report will have improved reporting using data from these sources.

According to the calendar year (CY) 2013 hiring data that was submitted by the agencies for job groups in which there were disparities, the percentage of affirmative hires was 26% for unlimited, classified multi-source appointments and 29% for non-competitive, qualifying appointments.

The percentage of non-affirmative, non-justified (missed opportunities) hires in CY 2013 for unlimited, classified multi-source appointments was 0.8%, and 3.9% for non-competitive, qualifying appointments.

- In CY 2013, there were approximately 4,025 competitive appointments in job groups for which there was an underutilization. Of these, 1,102 were affirmative appointments and 3,103 were non-affirmative appointments. Of the non-affirmative competitive appointments, there were 3,002 appointments that were justified and 101 missed opportunities.

- In CY 2013, there were approximately 1,502 non-competitive appointments in job groups in which there was an underutilization. Of these non-competitive appointments, there were 429 affirmative appointments and 1,073 non-affirmative appointments. Of the non-affirmative appointments, 1,014 were justified and 59 were missed opportunities.

According to the CY 2014 hiring data that was submitted by the agencies for job groups in which there were disparities, the percentage of affirmative hires was 24% for unlimited, classified, multi-source appointments and 26% for noncompetitive, qualifying appointments.

The percentage of non-affirmative, non-justified (missed opportunities) hires in CY 2014 for unlimited, classified multi-source appointments was 0.8% and it was 2% for non-competitive, qualifying appointments.

- In CY 2014, there were approximately 3,240 competitive appointments for job groups in which there was an underutilization. Of these, 763 appointments were affirmative and 2,477 were non-affirmative. Of the non-affirmative competitive appointments, 2,446 were justified and 31 were missed opportunities.
- In CY 2014, there were approximately 1,122 non-competitive appointments for job groups in which there was an underutilization and of these 289 were affirmative and 833 were non-affirmative. Of the non-affirmative hires, 798 were justified and 35 were missed opportunities.

The charts below summarizes this data and shows trends over the last few years.

### Hiring data for job groups with underutilization

#### Competitive Hiring (unlimited, classified, multi-source appointments)

Year	Competitive appointments in job groups with underutilization	Affirmative Hires	%	Non-affirmative Hires	%	Justified	%	Missed Opportunity	%
2011	2671	450	16.8%	2221	83.2%	2076	93.5%	124	4.6%
2012	4292	1080	25.2%	3212	74.8%	3072	95.6%	140	3.3%
2013	4205	1102	26.2%	3103	73.8%	3002	96.7%	101	2.4%
2014	3240	763	23.5%	2477	76.5%	2446	98.7%	31	1.0%

## Non-competitive Hiring (qualifying appointments)

Year	Non-competitive appointments in job groups with underutilization	Affirmative Hires	%	Non-affirmative Hires	%	Justified	%	Missed Opportunity	%
2011	1620	401	24.8%	1219	75.2%	1179	96.7%	40	2.5%
2012	1367	422	30.9%	945	69.1%	930	98.4%	15	1.1%
2013	1502	429	28.6%	1073	71.4%	1014	94.5%	59	3.9%
2014	1122	289	25.8%	833	74.2%	798	95.8%	35	3.1%

## Complaint Resolution

All agency and MnSCU affirmative action plans include their non-discrimination and preventing harassment policies and procedures. These policies are an internal procedure that employees and applicants can use to file a complaint when they believe they have been discriminated against on the basis of their protected class.

In the Minnesota Human Rights Act, there are 13 protected classes that are the basis for a complaint in the area of employment. The 13 protected classes are outlined in the [Minnesota Department of Human Rights Jurisdiction Chart](#).

All agency affirmative action plans have an internal complaint procedure for filing internal reports of discrimination on the basis of 13 protected classes. The complaint procedure is developed in accordance with the [Minnesota Administrative Rule 3905.0500, Requirement for Complaint Procedures](#).

## State Agency and MnSCU Complaints

All affirmative action plans that were submitted included an internal complaint policy and procedure. The policy and procedure includes the agency and MnSCU's statement that it will submit the disposition of the complaint to the Commissioner of MMB.

Below is a chart summarizing internal complaints reported to MMB for CY 2013 and 2014

Basis of Complaints Reported	Complaint Total CY 2013	Percent 2013	Complaint Total CY 2014	Percent 2014
Familial Status	0	0%	0	0%
Public Assistance Status	0	0%	0	0%
Marital Status	3	1.54%	0	0%
Membership Human Rights Commission	0	0%	1	0.94%
Creed	2	1.03%	2	1.89%
Sexual Orientation	11	5.64%	2	1.89%
Color	16	8.21%	4	3.77%
National Origin	17	8.72%	4	3.77%
Religion	6	3.08%	5	4.72%
Age	15	7.69%	7	6.60%
Disability	19	9.74%	11	10.38%

Basis of Complaints Reported	Complaint Total CY 2013	Percent 2013	Complaint Total CY 2014	Percent 2014
Race	52	26.67%	19	17.92%
Sex	81	41.54%	54	50.94%
TOTAL	195	100%	106	100%

For comparison, view the [statistics for the number of charges filed with the U.S. Equal Employment Opportunity Commission](#).

## Recruitment and Retention

The purpose of effective recruiting is to attract qualified diverse candidates who are prepared to meet the state agency’s business needs. Achieving a diverse, high-quality workforce by successfully attracting and hiring the desired employees is only the first step. The next objective is to ensure that these valuable employees stay with the state. An essential element of successful retention is for an organization to demonstrate they place a high value on diversity and equal employment opportunity, and treat employees respectfully and equitably. State agencies and MnSCU strive to create an environment which promotes the importance and benefits of a diverse workforce.

State agency and MnSCU recruitment and retention programs must include elements that build diversity, through recruitment, outreach and hiring, and elements that maintain diversity, through the use of career development, rewards and recognition, and a supportive work environment.

### Availability and Underutilization

Agency and MnSCU Affirmative Action officers and designees are particularly interested in the recruitment and selection process for job groups where and underutilization for a protected group has been identified. When there is a vacancy in a job group where there is an underutilization, the Affirmative Action officers and designees work with human resources staff to recruit members of the protected group for which the agency or campus is underutilized.

Underutilization or disparity is determined by analyzing an agency or campus’ workforce and comparing that workforce to the availability of women, minorities, individuals with a disability, or veterans with the requisite skills in the relevant recruitment area. Availability percentages for women, minorities, individuals with disabilities, and veterans are determined using the U.S. Census EEO Data Tool.

The focus of the State of Minnesota’s selection process is on the applicant’s knowledge, skills, and abilities. Focusing on job-related qualifications and selection criteria promotes non-discrimination and equal employment opportunity.

### Recruitment and Retention Tools and Resources Provided to State Agencies and MnSCU

MMB provides a number of tools and resources to assist agencies and MnSCU throughout the entire recruitment, selection, and retention processes including:

- Newly redesigned State of Minnesota careers website that markets the state as a preferred employer and serves as an effective recruiting tool when promoting career opportunities.

- Newly redesigned MMB website that includes comprehensive sections on hiring and selection, recruitment resources, laws and policies, state human resources systems, enterprise learning and development, and more.
- Newly launched Executive Order 14-14 website and reporting dashboard that provides resources and best practices for recruiting and hiring individuals with disabilities. MMB also hosted a panel presentation in conjunction with the launch of the website to review the goals set by Executive Order 14-14 and discuss best practices for recruiting individuals with disabilities. The panel included members from community organizations and state agencies.
- Diversity email list consisting of approximately 500 statewide community organizations and representatives, professional diversity groups, and disability organizations.
- Dissemination of information and coordination for key recruiting events including job fairs, meet the employer sessions, speed networking, employer presentations, and more.
- Robust online recruitment directory which provides agencies and MnSCU with contact information and descriptions for various youth employment programs, colleges and universities, diversity organizations, community organizations, and recruitment websites.
- Provide consultation services to state agency staff regarding diversity recruitment sources for difficult to fill positions.
- Workforce planning resources including a full-time staff member dedicated to supporting state agency and MnSCU workforce planning needs and a new website with tools, best practices, and step-by-step guides on workforce planning, succession planning, knowledge transfer, and more.
- Enterprise Learning and Development team that provides training opportunities for agency and MnSCU staff to sharpen skills in current roles, develop potential for advancement, and elevate leadership effectiveness.
- A master contract for Graystone Group Advertising which provides agencies and MnSCU with media consultation for hard-to-fill job vacancies, targeted marketing sources for reaching diverse job seekers, enhancements to improved job vacancy viewership, and branding support for job advertisements.

### **State Agency and MnSCU Recruitment Activities**

State agency and MnSCU recruitment activities include the following:

- Affirmative Action officers and recruiters meet with hiring managers to discuss inclusive recruitment strategies and ways to increase applicant pool diversity.
- Develop and maintain relationships and conduct outreach activities with community organizations, minority councils, disability councils, professional associations, and educational institutes focused on women, minorities, individuals with disabilities, and veterans. Actively recruit members of those communities for state employment.
- Participate in career days at high schools, trade schools, colleges, and universities to promote state employment and attract diverse applicants.
- Participate in education programs which target inner city youth and protected group members in an effort to create interest in STEM (scientific, technology, electronic, and mathematical) careers which are traditionally underrepresented by women and minorities.
- Offer paid and unpaid internships, as well as job shadowing experiences for students in a variety of fields.

- Hire bilingual employees to better serve the states diverse communities of color which include, but are not limited to Hispanic, Somali, and Hmong.
- Interview and survey new employees and obtain feedback to help identify factors that attracted the employee to the state.
- Communicate opportunities for advancement to all staff, including minorities, women, individuals with disabilities, and veterans.
- Recruit individuals with disabilities by building partnerships with state agency and community partners including, but not limited to, the Minnesota Council on Disability, State Services for the Blind, Commission of Deaf, DeafBlind, and Heard of Hearing Minnesotans, Minnesota Governor’s Council on Developmental Disabilities, Courage Center, Minneapolis Rehabilitation Center, University of Minnesota Disability Support Services, Lifetrack Resources, Goodwill-Easter Seals Minnesota, Metropolitan Center for Independent Living, ACCESS Press, and Vocational Rehabilitation Services at the MN Department of Employment and Economic Development.
- Recruit veterans by building partnerships with state agency and community partners including, but not limited to, Veterans Employment Services and Disabled Veterans Outreach Representatives at the MN Department of Employment and Economic Development, Minnesota Army and Air National Guard, U.S. Department of Veteran Affairs, American Legion, Beyond the Yellow Ribbon, Country Services Veteran Officers, Goodwill-Easter Seals Minnesota, Higher Education Veterans Program Campus Coordinators, and MN Department of Military Affairs.
- Participate in the Statewide Recruiters meeting. This group provides a platform for staff to communicate, cooperate, and collaborate on best practices in recruitment.
- Participate in Minnesota Community Advisors on Recruitment and Retention Solutions (MnCARRS) Partnership. This partnership regularly brings together approximately 50 community partners, agency staff, and MnSCU staff in an effort to promote state government employment opportunities to diverse communities throughout the state.

The following is an example of some of the diversity-focused resources state agencies and MnSCU used to post job announcements:

- ACCESS Press
- Affirmative Action Register
- Asian American Press
- Career Opportunities for Students with Disabilities
- Courage Center
- Diverse Jobs in Minneapolis
- Diversity Magazine
- Diversity.com
- DiversityInc.com
- DiversityInPractive.org
- DiversityMinnesota.com
- GI Jobs Magazine
- Helmets to Hardhats
- Hire Veterans
- HireDiversity.com
- Hispanic Outlook Magazine
- Hispanic Tiempo
- Hmong Times
- IMDiversity.com
- Indian Country Today
- INSIGHT Into Diversity
- Insight News
- Military Medical News
- Minneapolis Rehabilitation Center
- Minneapolis Spokesman/Recorder
- MN American Indian Bar Association
- MN Association of Black Lawyers
- MN Cultural Diversity Center
- MN Hispanic Bar Association
- MN State Council on Disabilities
- MN Women Lawyers
- MN Women's Consortium
- MN Women's Press
- National Veterans Foundation
- Rehabilitation Counselors at the State Workforce Centers
- The Circle
- University of Minnesota Disability Support Services
- Veteran Healthcare Jobs
- Veterans Affairs Jobs
- Women in Higher Education
- Workplace Diversity.com

The following is an example of some of the diversity-focused career fairs or events state agencies and MnSCU have attended:

- African American Career, Resource, and Education Expo
- American Indian OIC and Takoda Institute Annual Career Fair
- Beyond the Yellow Ribbon
- Camp Ripley Open House
- Career Fair and Mentoring Day for Students with Disabilities
- Cinco de Mayo
- Comunidades Latinas Unidas En Servicio Career Fair
- Department of Employment and Economic Development Big Tent Career Fair
- Diversity Job and Internship Fair in St. Cloud, MN
- Fond du Lac Tribal Employer Job Fair
- Forum on Workplace Inclusion Career Fair
- Hire Vets First Veterans Career Fair
- HIRED Spring Career Fair
- Hiring our Heroes Job Fair
- Hmong Resource Fair
- Juneteenth Celebration
- Latino-Somali Community
- Martin Luther King Jr. Holiday Diversity Career Fair
- Metropolitan State University Diversity Career Fair
- Military.com Career Expo
- Minneapolis Placement Partnership Annual Career Fair
- MN Association of Counselors of Color student fair
- MN Human Rights Symposium

- Multi-Cultural Career and Resource Expo
- Multicultural Celebration
- Pan African Leadership Graduate and Employment Fair
- Rondo Days
- Science Fusion
- Veteran Networking Job Club

### **Specific Recruitment Programs Used By State Agencies**

State agencies use the following recruitment programs to increase the diversity of their talent pipelines:

- **Executive Pathways Internship Program**  
The Department of Human Services (DHS) developed this program to increase the diversity of the agency's workforce in supervisor and managerial levels. The internships are designed to focus on the professional development of students majoring in the areas of public policy, social work, law and related fields. The goal is for students to have the opportunity to work in a large government management system and be part of decisions that impact the lives of Minnesotans.
- **Graduate Engineer & Land Surveyor Programs**  
MnDOT program designed to recruit and retain civil engineers and land surveyors. The Graduate Engineer and Land Surveyor Programs are two-year rotation programs that allow the participant to gain firsthand knowledge of the various transportation fields and to grow as an engineer or land surveyor.
- **Seeds Program**  
Seeds is a MnDOT program that provides job opportunities for minority and economically disadvantaged students, as well as students with disabilities and focuses on permanent placement upon graduation. The purpose of Seeds is to prepare students for possible full-time, permanent employment at the agency.
- **Summer Seeds Program**  
A collaborative youth education and employment effort between MnDOT Seeds, City of Minneapolis, MN Internship Center, and Emerge Street Works program.
- **Phoenix Program**  
Partnership with area Project Lead The Way schools providing internship opportunities for high school Seniors enrolled in pre-engineering classes. Phoenix serves as a feeder program for the Seeds Program.
- **Minnesota Community Advisors on Recruitment and Retention Solutions (MnCARRS)**  
MnCARRS is comprised of approximately 50 community organizations, state agencies, and MnSCU. Partner organizations serve as recruiters and credible voices within their communities to promote the State of Minnesota as an employer of choice. In return, the state provides advanced notice of job openings so partners can better prepare clients to compete through training programs and job coaching, improved communications about the State's employment processes, and assistance with mock interviews to improve candidate's performance in the hiring process. Additionally, MnCARRS partners participate in partner-

sponsored career fairs, community outreach events, job information sessions, Minnesota Careers website training sessions, and more.

- **Law Enforcement Training Opportunity (LETO)**

To recruit a more diverse workforce of troopers, the Minnesota Department of Public Safety has created a training opportunity focused on law enforcement. LETO is a specialized recruitment effort that provides a pathway for those without a law enforcement background to become a state trooper. Anyone with a two- or four-year degree in any discipline can apply.

- **Pathways to Employment**

This Department of Employment and Economic Development (DEED) initiative is an internship and mentoring programs for individuals with disabilities. DEED has internship opportunities for students and applicants with disabilities in the Workforce Centers for so they may gain employment experience.

- **Department of Natural Resources (DNR) Community Programs**

The future of DNR is linked to Minnesota's youth and its community members, with that in mind, DNR established the following programs:

- *Southeast Asian Outreach Program* focuses on connecting with people of Southeast Asian descent to provide programming and activities related to the great outdoors and communicating applicable DNR rules and regulations.
- *MinnAqua* is a statewide education program designed to teach angling recreation, stewardship, and conservations of aquatic habitat to school children, youth groups, and community organizations.
- *Becoming an Outdoors Women* is a program designed for women which focuses on the teaching of outdoor skills usually associated with hunting, fishing, and other outdoor pursuits.
- *Project Learning Tree (PLT)* is an international award-winning environmental education program focusing on the forest as a window on the world. *PLT* teaches not only about trees, but also about land, air, and water to help students understand our complex environment.
- *Project Water Education for Teachers (WET)* trains classroom and other educators in hands-on, interactive lessons that are focused on water and encourage critical thinking. By providing training, materials, and support to these educators and water festivals for students, *WET* works to improve Minnesotans' understanding of our water resources.
- *Project WILD* is an interdisciplinary conservation and environmental education program emphasizing wildlife. Designed for educators of kindergarten through twelfth grade, *WILD* capitalizes on the natural interest that children and adults have in wildlife by providing hands-on activities.
- *Fishing in the Neighborhood (FiN)* is a program that introduces youth and families to fishing.
- *Archery in the Schools* Program introduces students to archery by providing schools with the best equipment, training, and curriculum available at the lowest possible price.

- **Right Track (St. Paul)**  
The Right Track program fully launched in 2014 with a mission to bring together the City of Saint Paul, Saint Paul Public Schools, state government agencies, local businesses, and community-based organizations to provide employment opportunities and professional skills training for diverse youth. These opportunities help our local youth explore diverse career interests, gain valuable skills, make professional connections, and prepare them for meaningful careers. Since its inception, the State of Minnesota has been featured as a model employer on Right Track's marketing materials and promotional items.
- **STEP-UP Achieve (Minneapolis)**  
STEP-UP Achieve recruits, trains, and places over 800 talented, low-income youth (ages 16-21) each year with top local companies and public agencies. These opportunities help our local youth explore diverse career interests, gain valuable skills, make professional connections, and prepare them for meaningful careers. In 2014, the State of Minnesota was awarded the STEP-UP Employer of the Year Award.

### **State Agency and MnSCU Retention Activities**

Typical state agency and MnSCU retention activities include the following:

- Promote retention of protected group members by providing a mentor, coaching opportunities, and fostering an internal network of support.
- Establish agency supported employee networks and affinity groups which provide a forum for minority employees (in addition to other groups, including protected groups) and prevents employee isolation.
- Conduct exit surveys of employees leaving the agency or MnSCU institution. Conduct face-to-face interviews when requested by the employee. Analyze data for trends or common reasons for leaving, share this information with leadership, and develop opportunities to make positive changes.
- When possible, provide flexible working environments by offering options such as telecommuting, part-time, and alternative work schedules.
- Place emphasis on learning and development by providing training, offering varying job assignments, participation on projects teams, internal mobility, and individual development plans.
- Encourage open dialog by having work groups discuss concerns and make productive suggestions to existing policy and procedures.
- Provide new employee checklist for supervisors to welcome and orient new employees to the work unit.
- Ensure all employees are aware of the Employee Assistance Program (EAP) available to them. The program offers employees professional assistance in assessing their problems and needs to restore and strengthen the health and productivity of employees and the workplace. It also provides supervisors an opportunity to discuss difficult employee situations, get support for intervention, and acquire tools to resolve conflicts in the workplace.
- Assess retention and workplace climate data through employee surveys and other information gathering means. Provide general findings and recommendations for changes in policy and practices to leadership.

- Conduct annual recognition programs and employee appreciation events. Research suggests employees who are recognized for their efforts are less likely to leave the agency.
- Conduct periodic reviews of compensation system(s) to determine if there are apparent disparities based on gender, race, ethnicity, or disability.
- Provide comprehensive reintegration programs for veterans returning to work or for those that are currently deployed. This includes pre-deployment, during deployment, and post-deployment activities and sessions.
- Provide training sessions for managers, supervisors, and employees regarding the reintegration of deployed employees.
- Participate in workforce planning activities including the creation, implementation, and evaluation of workforce and succession plans.

## Diversity Initiatives

[Minnesota Statute 43A.191 Subdivision 3 \(e\)](#) states:

“An agency is encouraged to develop other innovative ways to promote awareness, acceptance, and appreciation for diversity and affirmative action.”

Minnesota communities are becoming more diverse. Building a diverse workforce requires a plan that values and integrates diversity within the agencies and MnSCU. The mark of a successful diversity program is one that becomes ingrained in the culture and business processes so that it is sustained over time. Agency and MnSCU affirmative action plans include strategies for increasing the diversity of their workforce which, in turn, improves retention and productivity.

### Diversity Resources Provided to State Agencies and MnSCU

MMB provides a number of tools and resources to assist agencies and MnSCU in building and fostering a diverse and inclusive work environment including:

- The ACCESS Partnership meets monthly for two hours. The first hour is dedicated to content or competency building and the second hour is dedicated to diversity workforce business. Best practices and success stories are shared at these meeting.
- During 2013 and 2014, the ACCESS Partnership hosted content experts on following topics: Affirmative Action Plan Training, Reducing Bias in the Recruitment and Selection Process, Right Track Youth Jobs Program, Disability Culture, Creating a Unified Diversity and Inclusion Plan, Managing Conflict and Self-Care, Americans with Disability Act, Executive Order 14-14, and Workforce Planning.
- The ACCESS Partnership receives information in advance of diversity activities such as Hispanic Heritage Month, Women’s History Month, Black History Month, and Disability Awareness Month, to share with employees.
- MMB disseminates state agency, MnSCU, and community diversity events through the workforce diversity email list. The workforce diversity email list is comprised of all state employees involved in affirmative action, ADA, tecruitment, and diversity and inclusion.
- Leadership and supervisory development sessions which in include the following modules: Diversity and Cultural Inclusion for Leaders, Collaboration and Teamwork, Demographic Trends and Implications for State Leaders, Dynamic Leadership, Effective Communication

and Difficult Conversations, Preventing Sexual Harassment in the Workplace, Integrating ADA and Employment Practices, and Discipline and Grievances.

- Executive Order 14-14 website which includes information for creating an inclusive work culture, disability etiquette, people first language, communicating an agency's commitment to diversity, and more.

### **State Agency and MnSCU Activities to Promote Diversity Awareness**

Typical state agency and MnSCU activities to promote diversity awareness include the following:

- Provide diversity training, forums, programs, and activities to all staff on a regular basis to promote cultural competency and inclusive workplace practices.
- Adding a diversity competency or statement to job descriptions. For example, MnSCU includes the following statement in their job descriptions, "The applicant (the employee) should demonstrate a knowledge of and interest in diverse cultures and populations."
- Support diversity committees and employee resource groups whose focus is to promote the benefits of diversity and enhance the understanding of diverse cultures.
- Solicit feedback and input from employees who participate in diversity classes, seminars, trainings, events, and activities.
- Host "brown bag" lunch sessions which highlight the rich histories, traditions, values, and contributions of the diverse communities that state agencies and MnSCU serve.
- Showcase employee's accomplishments and successes in the area of diversity and multiculturalism.
- Post an annual diversity calendar of various events, holidays, and training opportunities.
- Promote the affirmative action plan and other diversity-related strategic initiatives to gain buy-in and support from all levels within the agency and MnSCU.
- The Department of Human Services (DHS) has developed Guidelines for Culturally Competent Organizations, based on best practices and federal standards for cultural proficiency in health and human services programs. The goal is that Minnesotans will receive needed services and experience similar results regardless of race, ethnicity, or where they live. This work has been integrated into the everyday work of the agency, with an emphasis currently on children and families with disparate outcomes. DHS has developed and will deliver training to supervisors and managers to ensure the integration of a cultural competence perspective into all business activities.
- MMB is actively involved with the State Disability Agency Forum. This group includes members from the Minnesota State Council on Disabilities, Commission on Deaf, DeafBlind, and Hard of Hearing, State Services for the Blind, Vocational Rehabilitation Services at the MN Department of Employment and Economic Development, and other disability partners.
- Outreach, training, and events to improve relationships and collaboration with Minnesota's eleven Tribal Nations. Activities include training for state employees who work with American Indians.
- Approached the build of our new online job application system with accessibility as a top requirement. Built accessibility testing into the 2015 project plan.

State agencies and MnSCU have organized and participated in many programs and events that promote diversity in their workforce. These include, but are not limited to:

- ADA Annual Celebration
- American Indian Evening of Poetry and Music
- American Indian Heritage Month
- American Indian Story Telling and Dance
- Asian Lunar New Year Celebration
- Asian Pacific American Heritage Month
- Black History Month
- Breaking Ice Performance
- Celebrating World Religions
- Cinco de Mayo Celebration
- Commemorative Air Force Red Tail Squadron Event featured the Rise Above Traveling Exhibit
- Community Success Day
- Deaf History Month
- Developmental Disabilities Awareness Month
- Disability Employment Awareness Month
- Equity in Employment
- Global Accessibility Awareness Day
- Hispanic-Latino Heritage Month
- Human Rights Day
- Immersion into the World Of Hearing Loss (Deaf, Deaf World)
- Immigration 101 and Beyond
- International Day of Peace
- Legislative Latino Day at the Capitol
- Lesbian, Gay, Bisexual, and Transgender Pride Month
- Martin Luther King, Jr. Day
- Multicultural Forum
- Overcoming Racism Conference
- Somali Hoop
- Twin Cities Pride Festival
- Understanding Generational Differences
- Veterans Day Celebration
- Why Treaties Matter
- Women of Substance Series
- Women's History Month

## **Americans with Disabilities Act and Reasonable Accommodation**

[Minnesota Statute 43A.191 Subdivision 2 \(b\)](#) states:

“The agency plan must include a plan for the provision of reasonable accommodation in the hiring and promotion of qualified disabled persons.”

### **Definition of an Individual with a Disability**

An individual with a disability is a person who has a physical or mental impairment that substantially limits one or more major life activities, has a record of such impairment, or is regarded as having such an impairment.

### **Definition of a Qualified Employee or Applicant with a Disability**

A qualified employee or applicant with a disability is an individual who, with or without reasonable accommodation, can perform the essential functions of the job in question. Reasonable accommodation may include, but is not limited to:

- Making existing facilities used by employees readily accessible to and usable by persons with disabilities.
- Job restructuring, modifying work schedules, and/or reassignment to a vacant position.
- Acquiring or modifying equipment or devices, adjusting or modifying examinations, training materials, or policies, and providing qualified readers or interpreters.

### **Reasonable Accommodation Policy and Procedure**

Agency and MnSCU affirmative action plans must include a reasonable accommodation policy and procedure in accordance with the provisions of Minnesota Statute 43A.191 and the ADA. The current reasonable accommodation policy, procedure, and applicable forms are provided on the [Minnesota Management & Budget website](#).

All agency and MnSCU affirmative action plans, including plans from agencies with 25 and fewer employees, and agencies and MnSCU with more than 25 employees, have a reasonable accommodation policy and procedure listed that addresses the requirements of the ADA and MN Human Rights Act. It also includes the process in which an applicant or employee can request a reasonable accommodation.

### **Annual ADA Reporting**

State agencies and MnSCU campuses are required to document compliance with Titles I and II of the ADA, and submit a report to the agency head and the state’s ADA coordinator. Agencies and MnSCU are required to submit annually the number of requests that they had for reasonable accommodations, their response to the request, and additional data.

## **2013 ADA Annual Report Summary**

In 2013, of the executive branch cabinet-level state agencies, there were 294 reasonable accommodation requests under Title I and the total cost was approximately \$125,000. The average cost was \$425 per accommodation.

- 93% of all reasonable accommodation requests were made by employees compared with 7% which were made by applicants.
- The top five provided accommodations were assistive technology (31%), job restructuring (9%), interpreter, qualified reader, or other assistant (8%), modification of devices (7%), and modified work schedule (7%).
- The majority of accommodations were made for individuals with disabilities with physical disabilities, such as sitting (19%), walking (17%), standing (12.5%), followed by hearing and visual disabilities (12.5%) and individuals with cognitive disabilities such as concentrating (10.5%).

## **2014 ADA Annual Report Summary**

In 2014, of the executive branch cabinet-level state agencies, there were 480 reasonable accommodation requests under Title I and the total cost was approximately \$91,000. The average cost was \$189 per accommodation.

- 88% of all reasonable accommodation requests were made by employees compared with 12% which were made by applicants.
- The top five provided accommodations were provision of a qualified reader, interpreter, or other assistant (23%), followed by assistive technology (16%), restructuring the job (15%), part-time schedule (9%), and modification to policies (8%).
- The majority of accommodations were made for individuals with hearing disabilities (22%) followed by individuals with physical disabilities, such as sitting (9%), walking (8%), and lifting (8%).

## **ADA Training and Resources Provided to State Agencies and MnSCU**

MMB provides a number of tools and resources to assist agencies and MnSCU related to the ADA including:

- Supervisory Core Training includes modules on the ADA, reasonable accommodation process, applicable laws and policies, and ways to integrating ADA and employment practices.
- Affirmative Action officers and ADA coordinators meet on a monthly basis via the ACCESS Partnership to discuss pertinent affirmative action and ADA issues, and listen to subject matter experts.
- MMB staff is available to assist with ADA questions and provide consultation to agency human resources staff.
- ADA resources on MMB's website including accessibility guides, reasonable accommodation policy and process, accommodation forms, annual ADA reporting templates, archive of past ADA reports, and other information pertaining to Title I and Title II of the ADA.

- Customized training for agency staff and leadership on the ADA, reasonable accommodation process, interactive process, ADA and FLMA intersection, and agency and community resources.

### **State Agency and MnSCU ADA and Disability Awareness Events and Training**

Typical state agency and MnSCU ADA and disability awareness events and training include the following:

- Events such as the Disability Awareness Month programs provided by the ACCESS group and the Minnesota Council on Disability add to the knowledge base and provide additional direction for Affirmative Action officers and designees, ADA coordinators and designees, human resource staff, and other state employees.
- State agencies participated in the Annual ADA Anniversary Celebration in both 2013 and 2014, which was sponsored by ADA Minnesota, the Minnesota State Council on Disability, private companies, and the State of Minnesota. Minnesota Management & Budget was a member of the steering committee.
- State agencies promoted Global Accessibility Awareness Day by providing interactive sessions and resources for staff to learn more about creating an inclusive work culture for individuals with disabilities, ensuring IT and document accessibility, championing digital accessibility for users with a wide range of disabilities.
- MN.IT Services offers accessibility-related training for state agencies on creating accessible documents, developing and coding accessible web pages, video captioning, and more. These sessions are regularly attended or viewed online by agency and MnSCU staff.
- State agencies and MnSCU participate in training and awareness events hosted by the MN State Council on Disabilities, State Services for the Blind, Deaf and Hard of Hearing Services at the MN Department of Human Services, Job Accommodation Network, Institute on Employment and Disability at Cornell University, and MN STAR Program, to name a few.

## **Biennial Report Conclusion**

The success of affirmative action, ADA, recruitment, equity, and diversity and inclusion programs is due to the commitment by all state agencies and MnSCU campuses. Affirmative Action officers, ADA coordinators, ACCESS Partnership, Minnesota Management & Budget, and agency leadership have worked together to ensure positions in the executive branch of the civil service are equally accessible to all qualified persons, the state's non-discriminatory hiring process is upheld, and agencies continue to make positive efforts to increase the diversity of the state's workforce.

## **Appendix A**

See the following tables containing affirmative action information that was used to create scorecards for each cabinet agency.

Table 1 – Statewide affirmative action data

Agency	2013 Females	2014 Females	2015 Females	Female Availability	2013 Minorities	2014 Minorities	2015 Minorities	2013 No Race Specified	2014 No Race Specified	2015 No Race Specified
Department of Administration	39.86%	38.88%	39.29%	48.01%	13.69%	13.93%	15.51%	10.62%	6.07%	6.18%
Department of Agriculture	48.70%	50.49%	49.08%	48.01%	7.35%	5.92%	5.30%	1.90%	13.80%	15.27%
Department of Commerce	48.26%	46.74%	49.00%	48.01%	8.20%	9.06%	8.88%	7.57%	6.24%	10.03%
Department of Corrections	39.04%	39.10%	39.60%	48.01%	6.59%	6.58%	6.90%	2.18%	1.30%	1.50%
Department of Education	79.25%	78.66%	76.19%	48.01%	7.29%	7.72%	8.77%	26.27%	5.90%	6.27%
Department of Employment & Economic Development	67.17%	67.65%	67.65%	48.01%	11.27%	11.76%	11.63%	6.12%	2.67%	3.30%
Department of Health	72.92%	73.53%	74.84%	48.01%	9.12%	9.48%	9.68%	4.69%	2.18%	3.62%
Housing Finance Agency	70.72%	71.62%	71.19%	48.01%	16.67%	15.28%	16.95%	0.00%	0.00%	0.00%
Department of Human Rights	58.06%	56.76%	56.41%	48.01%	38.72%	27.20%	28.20%	19.34%	37.66%	43.59%
Department of Human Services	68.04%	68.64%	68.35%	48.01%	9.70%	11.62%	12.18%	4.90%	5.48%	6.05%
Iron Range Resources and Rehabilitation Board	48.00%	47.17%	46.55%	48.01%	0.00%	0.00%	0.00%	0.00%	0.00%	8.62%
Department of Labor & Industry	47.35%	44.44%	44.47%	48.01%	8.91%	8.72%	8.62%	4.81%	5.44%	5.57%
Department of Military Affairs	23.81%	23.64%	24.78%	48.01%	2.72%	2.44%	2.03%	1.80%	32.75%	36.45%
Minnesota Management & Budget	68.22%	70.73%	71.03%	48.01%	10.17%	11.39%	9.92%	6.13%	2.84%	6.75%
MN.IT	37.71%	37.93%	38.15%	48.01%	12.17%	13.37%	14.57%	2.18%	4.97%	5.41%
Department of Natural Resources	35.87%	37.63%	38.87%	48.01%	2.97%	3.25%	3.05%	5.34%	2.44%	5.61%
Office of Higher Education	68.06%	66.67%	67.74%	48.01%	5.56%	6.35%	4.84%	3.39%	0.00%	53.22%
Pollution Control Agency	46.25%	47.55%	46.39%	48.01%	6.54%	7.02%	6.99%	2.22%	3.11%	4.22%
Department of Public Safety	44.67%	43.37%	42.86%	48.01%	6.87%	7.33%	7.43%	25.93%	4.17%	4.19%
Department of Revenue	59.63%	60.13%	60.44%	48.01%	12.32%	13.56%	13.42%	4.47%	6.17%	6.84%
Department of Transportation	21.22%	21.00%	21.36%	48.01%	7.10%	7.58%	7.80%	4.30%	4.98%	6.58%
Department of Veterans Affairs	69.68%	70.39%	70.96%	48.01%	13.82%	14.84%	15.27%	1.28%	35.27%	32.78%
<b>Statewide Totals</b>	<b>49.68%</b>	<b>50.16%</b>	<b>49.95%</b>	<b>48.01%</b>	<b>8.40%</b>	<b>9.31%</b>	<b>9.27%</b>	<b>6.62%</b>	<b>7.00%</b>	<b>7.87%</b>

Agency	Minority Availability	2013 Individuals with Disabilities	2014 Individuals with Disabilities	2015 Individuals with Disabilities	Individuals with Disabilities Availability	2013 Total Employees	2014 Total Employees	2015 Total Employees	Did the Agency Submit an AA Plan?	Is Agency Compliant with Reporting Structure?
Department of Administration	12.48%	3.30%	4.94%	5.74%	7.00%	No Data	445	453	Yes	Yes
Department of Agriculture	12.48%	1.95%	2.37%	4.28%	7.00%	No Data	507	491	Yes	Yes
Department of Commerce	12.48%	3.79%	6.23%	4.58%	7.00%	No Data	353	349	Yes	Yes
Department of Corrections	12.48%	4.73%	6.66%	6.18%	7.00%	No Data	4266	4275	Yes	Yes
Department of Education	12.48%	5.93%	6.43%	8.77%	7.00%	No Data	389	399	Yes	Yes
Department of Employment & Economic Development	12.48%	7.45%	8.48%	9.02%	7.00%	No Data	1462	1453	Yes	Yes
Department of Health	12.48%	2.82%	4.09%	5.57%	7.00%	No Data	1466	1489	Yes	No
Housing Finance Agency	12.48%	8.56%	4.37%	7.63%	7.00%	No Data	229	236	Yes	Yes
Department of Human Rights	12.48%	9.68%	13.51%	12.82%	7.00%	No Data	37	39	Yes	Yes
Department of Human Services	12.48%	3.88%	4.31%	5.60%	7.00%	No Data	6620	6380	Yes	Yes
Iron Range Resources and Rehabilitation Board	12.48%	0.00%	0.00%	0.00%	7.00%	No Data	No Data	58	Yes	Yes
Department of Labor & Industry	12.48%	6.16%	8.71%	9.51%	7.00%	No Data	459	452	Yes	Yes
Department of Military Affairs	12.48%	1.70%	2.12%	2.62%	7.00%	No Data	330	343	Yes	Yes
Minnesota Management & Budget	12.48%	6.78%	6.10%	5.16%	7.00%	No Data	246	252	Yes	Yes
MN.IT	12.48%	3.86%	4.97%	6.98%	7.00%	No Data	2072	2092	Yes	Yes
Department of Natural Resources	12.48%	2.92%	3.51%	6.15%	7.00%	No Data	2336	3059	Yes	Yes
Office of Higher Education	12.48%	1.39%	6.23%	3.23%	7.00%	60	59	61	Yes	Yes
Pollution Control Agency	12.48%	4.52%	3.34%	3.66%	7.00%	No Data	807	901	Yes	Yes
Department of Public Safety	12.48%	3.35%	4.60%	5.73%	7.00%	No Data	1870	1885	Yes	Yes
Department of Revenue	12.48%	3.47%	4.25%	6.02%	7.00%	No Data	1505	1446	Yes	Yes
Department of Transportation	12.48%	3.00%	3.52%	4.77%	7.00%	No Data	4682	4612	Yes	Yes

Agency	Minority Availability	2013 Individuals with Disabilities	2014 Individuals with Disabilities	2015 Individuals with Disabilities	Individuals with Disabilities Availability	2013 Total Employees	2014 Total Employees	2015 Total Employees	Did the Agency Submit an AA Plan?	Is Agency Compliant with Reporting Structure?
<b>Department of Veterans Affairs</b>	12.48%	1.29%	4.87%	5.31%	7.00%	No Data	1395	1336	Yes	Yes
<b>Statewide Totals</b>	<b>12.48%</b>	<b>3.94%</b>	<b>4.74%</b>	<b>5.91%</b>	<b>7.00%</b>	<b>No Data</b>	<b>33327</b>	<b>33851</b>		

Table 2 – Cabinet Agency Affirmative Action Progress (columns 2-9)

Agency	Female Officials and Administrators	Female Professionals	Female Protected Services Sworn	Female Protected Services NonSworn	Female Office/Clerical	Female Technicians	Female Skilled Craft	Female Service Maintenance
Department of Administration	0 - Improved	0 - Improved	N/A	N/A	0	0	4	38 - N/I
Department of Agriculture	1 - Improved	5 - Improved	N/A	N/A	0 - Improved	0 - Improved	N/A	0 - Improved
Bureau of Mediation Services	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Department of Commerce	0 - Improved	8 - N/I	3	N/A	0	5 - N/I	N/A	N/A
Department of Corrections	2 - N/I	17 - N/I	0	230 - N/I	0	4 - Improved	6 - Improved	28 - Improved
Department of Education	0	0	N/A	N/A	0	0	N/A	N/A
Department of Employment & Economic Development	0	0	N/A	N/A	0	0 - Improved	N/A	0 - Improved
Department of Health	0	0	N/A	N/A	0	0	N/A	0
Housing Finance Agency	0	0	N/A	N/A	0	0	N/A	N/A
Department of Human Rights	0	1	N/A	N/A	0	N/A	N/A	N/A

Agency	Female Officials and Administrators	Female Professionals	Female Protected Services Sworn	Female Protected Services NonSworn	Female Office/Clerical	Female Technicians	Female Skilled Craft	Female Service Maintenance
Department of Human Services	0	0	N/A	0	0	0	3 - Improved	0
Iron Range Resources and Rehabilitation Board	0	3 - N/I	N/A	N/A	0 - Improved	1 - N/I	N/A	2 - Improved
Department of Labor & Industry	2 - N/I	8 - Improved	N/A	N/A	0	0	1	N/A
Minnesota Lottery	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Department of Military Affairs	0 - Improved	12 - Improved	26 - Improved	0	0	1 - Improved	1 - Improved	5 - Improved
Minnesota Management & Budget	0	0	N/A	N/A	0	N/A	N/A	N/A
MN.IT	3 - N/I	102 - N/I	N/A	N/A	0 - Improved	5	N/A	N/A
Department of Natural Resources	1 - Improved	82 - Improved	9 - Improved	No Data	0 - Improved	20 - Improved	0 - N/I	8 - N/I
Office of Higher Education	0	0 - Improved	N/A	N/A	0	N/A	N/A	N/A
Pollution Control Agency	1 - Improved	51 - Improved	N/A	N/A	0	5 - N/I	N/A	N/A
Department of Public Safety	0 - Improved	1 - Improved	17 - Improved	24 - N/I	0 - Improved	16 - N/I	N/A	2 - N/I
Department of Revenue	0	0	N/A	N/A	0	0	N/A	N/A
Department of Transportation	4 - N/I	194 - N/I	N/A	N/A	0	11 - Improved	18 - N/I	41 - N/I
Department of Veterans Affairs	0 - Improved	0 - Improved	N/A	N/A	0 - Improved	0 - Improved	1 - N/I	0 - Improved
Statewide Totals	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A

Table 2 – Cabinet Agency Affirmative Action Progress (columns 10-17)

Agency	Minority Officials and Administrators	Minority Professionals	Minority Protected Services Sworn	Minority Protected Services NonSworn	Minority Office/Clerical	Minority Technicians	Minority Skilled Craft	Minority Service Maintenance
Department of Administration	2	4 - N/I	N/A	N/A	0 - Improved	1	6 - N/I	6 - N/I
Department of Agriculture	0	6 - N/I	N/A	N/A	0	2 - N/I	N/A	12 - N/I
Bureau of Mediation Services	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Department of Commerce	1 - Improved	4 - Improved	0 - Improved	N/A	0	0	N/A	N/A
Department of Corrections	3 - N/I	18 - Improved	4	10	4 - N/I	9 - Improved	26 - N/I	6 - Improved
Department of Education	0 - Improved	5 - Improved	N/A	N/A	1 - Improved	1 - N/I	N/A	N/A
Department of Employment & Economic Development	2 - N/I	0	N/A	N/A	0	0	N/A	0
Department of Health	0 - Improved	10 - N/I	N/A	N/A	0	0 - Improved	N/A	0
Housing Finance Agency	2 - N/I	0	N/A	N/A	0	2 - N/I	N/A	N/A
Department of Human Rights	0 - Same	0 - Same	N/A	N/A	0	N/A	N/A	N/A
Department of Human Services	6 - Improved	6 - Improved	N/A	48-N/I	0 - Improved	0 - Improved	6 - N/I	14 - N/I
Iron Range Resources and Rehabilitation Board	0	1 - Improved	N/A	N/A	5	0	N/A	0 - Improved
Department of Labor & Industry	1 - Improved	0	N/A	N/A	3 - Not Improved	0	3 - Not Improved	N/A
Minnesota Lottery	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Department of Military Affairs	0	3	0	2 - N/I	0 - Improved	2 - N/I	2	7 - N/I

Agency	Minority Officials and Administrators	Minority Professionals	Minority Protected Services Sworn	Minority Protected Services NonSworn	Minority Office/Clerical	Minority Technicians	Minority Skilled Craft	Minority Service Maintenance
Minnesota Management & Budget	6 - N/I	0 - Improved	N/A	N/A	0	N/A	N/A	N/A
MN.IT	0	0 - Improved	N/A	N/A	0	0 - Improved	N/A	N/A
Department of Natural Resources	1 - Improved	34 - Improved	10	N/A	0 - Improved	5 - Improved	0	45 - N/I
Office of Higher Education	0	0	N/A	N/A	0 - Improved	N/A	N/A	N/A
Pollution Control Agency	0 - Improved	37	N/A	N/A	0 - Improved	0 - Improved	N/A	N/A
Department of Public Safety	1	5 - N/I	12 - Improved	0 - Improved	4 - N/I	8 - N/I	N/A	1
Department of Revenue	0 - Improved	1 - Improved	N/A	N/A	0 - Improved	0 - Improved	N/A	N/A
Department of Transportation	0 - Improved	0 - Improved	N/A	N/A	0 - Improved	0 - Improved	0 - Improved	23 - Improved
Department of Veterans Affairs	0 - Same	2 - N/I	N/A	N/A	2 - N/I	0 - Improved	1 - N/I	4 - N/I
Statewide Totals	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A

Table 2 – Cabinet Agency Affirmative Action Progress (columns 18-25)

Agency	Individuals with Disabilities Officials and Administrators	Individuals with Disabilities Professionals	Individuals with Disabilities Protected Services Sworn	Individuals with Disabilities Protected Services NonSworn	Individuals with Disabilities Office/Clerical	Individuals with Disabilities Technicians	Individuals with Disabilities Skilled Craft	Individuals with Disabilities Service Maintenance
Department of Administration	2	0 - Improved	N/A	N/A	1 - Improved	0 - Improved	2 - Improved	4 - Improved
Department of Agriculture	1	17 - N/I	N/A	N/A	0 - Improved	3 - N/I	N/A	3 - N/I
Bureau of Mediation Services	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A

Agency	Individuals with Disabilities Officials and Administrators	Individuals with Disabilities Professionals	Individuals with Disabilities Protected Services Sworn	Individuals with Disabilities Protected Services NonSworn	Individuals with Disabilities Office/Clerical	Individuals with Disabilities Technicians	Individuals with Disabilities Skilled Craft	Individuals with Disabilities Service Maintenance
Department of Commerce	2 - N/I	1 - N/I	0	N/A	0	0	N/A	N/A
Department of Corrections	0 - Improved	13 - Improved	0	50	5	6 - Improved	3	6 - Improved
Department of Education	1 - Improved	5 - Improved	N/A	N/A	0	0	N/A	N/A
Department of Employment & Economic Development	0	0	N/A	N/A	0	1 - N/I	N/A	0
Department of Health	0 - Improved	18 - Improved	N/A	N/A	0	1	N/A	0
Housing Finance Agency	0	0	N/A	N/A	0	0	N/A	N/A
Department of Human Rights	0	0	N/A	N/A	0	N/A	N/A	N/A
Department of Human Services	0 - Improved	23 - Improved	N/A	3-N/I	5 - Improved	106 - Improved	1 - Improved	7 - Improved
Iron Range Resources and Rehabilitation Board	0 - Improved	1 - Improved	N/A	N/A	0	0	N/A	0
Department of Labor & Industry	0 - Improved	0 - Improved	N/A	N/A	0 - Improved	0 - Improved	0 - Improved	N/A
Minnesota Lottery	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Department of Military Affairs	0	1 - Improved	0	2 - N/I	0 - Improved	1 - Improved	1 - Improved	2 - Improved
Minnesota Management & Budget	0	4 - N/I	N/A	N/A	0	N/A	N/A	N/A
MN.IT	0 - Improved	14 - Improved	N/A	N/A	0	1 - Improved	N/A	N/A
Department of Natural Resources	0 - Improved	6 - Improved	9 - Improved	No Data	0 - Improved	3 - N/I	1 - Improved	30 - Improved
Office of Higher Education	1 - Improved	0 - Improved	N/A	N/A	1 - N/I	N/A	N/A	N/A

Agency	Individuals with Disabilities Officials and Administrators	Individuals with Disabilities Professionals	Individuals with Disabilities Protected Services Sworn	Individuals with Disabilities Protected Services NonSworn	Individuals with Disabilities Office/Clerical	Individuals with Disabilities Technicians	Individuals with Disabilities Skilled Craft	Individuals with Disabilities Service Maintenance
Pollution Control Agency	1 - Improved	28 - N/I	N/A	N/A	1 - N/I	0 - Improved	N/A	N/A
Department of Public Safety	0	4	8 - Improved	0 - Improved	0 - Improved	6 - Improved	N/A	0
Department of Revenue	0 - Improved	14 - Improved	N/A	N/A	2 - Improved	1 - Improved	N/A	N/A
Department of Transportation	5 - N/I	0	N/A	N/A	0	0	13 - N/I	88 - N/I
Department of Veterans Affairs	0 - Improved	0 - Improved	N/A	N/A	0 - Improved	33 - Improved	0 - Improved	9 - Improved
Statewide Totals	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A