



STATE OF MINNESOTA

Workforce Report 2014



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***The mission of MMB** is to manage state government's financial, workforce and information resources to support efficient resources to support efficient and effective services for Minnesotans.*

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1. Introduction

This report summarizes characteristics of the Executive Branch of Minnesota's state government workforce for the Minnesota Fiscal Year 2014 (occurring between July 1, 2013 and June 30, 2014). For the purposes of this report, the Executive Branch includes all state agencies with the exception of the Minnesota State Colleges and Universities (MnSCU) system and retirement agencies. By definition, the Executive Branch also excludes the Judicial and Legislative Branches of state government.

This report gives policymakers, state government managers and supervisors, and the general public an understanding of the composition, distribution, strengths, and challenges of the state of Minnesota Executive Branch workforce — which serve the citizens of Minnesota. A deeper understanding of the state government workforce, as it compares to the general workforce in Minnesota, will inform state government's strategy in attracting, retaining and developing a diverse and talented workforce; this understanding will also improve planning efforts for succession and knowledge transfer to sustain high levels of service in the coming decades.

By the end of fiscal year 2014, Minnesota was witnessing budget surpluses. The statewide job recovery of 2013 continued through 2014. As an employer, state government employment increased in 2014 while retirements declined slightly. With a sustained recovery in jobs, the State faces competition for the "best and brightest" workers. Retaining experienced and skilled workers while attracting new workers will remain a priority. Technology changes, shifting demographics of clients, and the technical complexity of policy initiatives ensure the need for a talented State workforce.

Long-range demographic changes provide the background for this report. The forefront of the Baby Boomer generation (of which the state workforce has a very high share) continues to advance upon retirement age, raising many concerns about maintaining institutional knowledge, planning for transition, and retaining talent. Indeed, State retirements have increased in recent years. As is the case throughout Minnesota's employment landscape, the workforce that public sector Boomers will leave behind will be more racially and ethnically diverse; the higher diversity underscores the need for continued attention to employee engagement and inclusion.

2. Key Findings

- The Executive Branch represented 89 percent of state government positions during FY 2014. In total positions, the Executive Branch workforce comprised 34,639 jobs across 78 agencies.
- The size of the FY 2014 Executive Branch workforce is larger than in FY 2013 by 529 positions or 1.6 percent. This is in line with overall employment growth in the state as a whole.
- In FY 2014, more than 4,000 classified positions were filled in the Executive Branch. As has been the case the past 10 years, over 70 percent of new hires filled classified positions.
- Of the employees working in the Executive Branch, 19 percent work at the Minnesota Department of Human Services, the State's largest agency. The Departments of Transportation and Corrections account for 14 percent and 12 percent of the workforce, respectively. The Executive Branch also includes numerous Boards and Councils, most of which have fewer than 30 employees.
- The state Executive Branch workforce is distributed across the entire state, with employees reporting to workplaces in all of Minnesota's 87 counties. About 60 percent of the state's Executive Branch employees work in the Twin Cities seven-county metro area, while about 40 percent work in the 80 "greater Minnesota" counties.
- About 85 percent of appointments were full-time, 13 percent part-time, and the remainder intermittent.
- Nine percent of employees indicated they were a racial or ethnic minority and 84 percent indicated they were White. Seven percent did not specify their race. In FY 2014, 15 percent of new hires were self-identified minorities- an increase of 8 percent since 2010.
- Across the entire Executive Branch workforce, a 50-50 female-to-male ratio exists.
- Veterans represent approximately 8 percent of the Executive Branch workforce.
- Individuals with disabilities represent approximately 5 percent of the entire Executive Branch workforce.
- The median age of the Executive Branch workforce is 48 years. Forty-five percent of the entire workforce is 50 years or older.
- In FY 2014, the State of Minnesota paid its Executive Branch workforce \$2.5 billion in total compensation. Salaries accounted for 75 percent of the \$2.5 billion, employers contributions to insurance 15 percent, while employer contributions to retirement accounts and FICA (Social Security and Medicare) taxes each represented 5 percent.
- The State employs a lower percentage of minority and disabled persons than exists in the overall Minnesota workforce. It employs a higher percentage of women and veterans than exist in the overall Minnesota workforce.
- The State witnessed a slight increase in the number of classified new hires from FY 2013 of 64 positions.
- There were 9,059 job vacancies in FY 2014 with almost half of these in General Administration and Health and Human Service and career fields.
- Retirements decreased slightly by 55 from FY 2013 as the Baby Boom Generation continued its exit from State employment.

- Despite the aging of the State workforce, the 25 to 35 year old cohort of state workers has increased in size over the last decade.

3. Executive Branch At-A-Glance

This section contains information about key characteristics of the Executive Branch during FY 2014 and changes since FY 2013. These data are discussed in more detail later in the report.

Table 1: Select Executive Branch Characteristics, FY 2013-2014

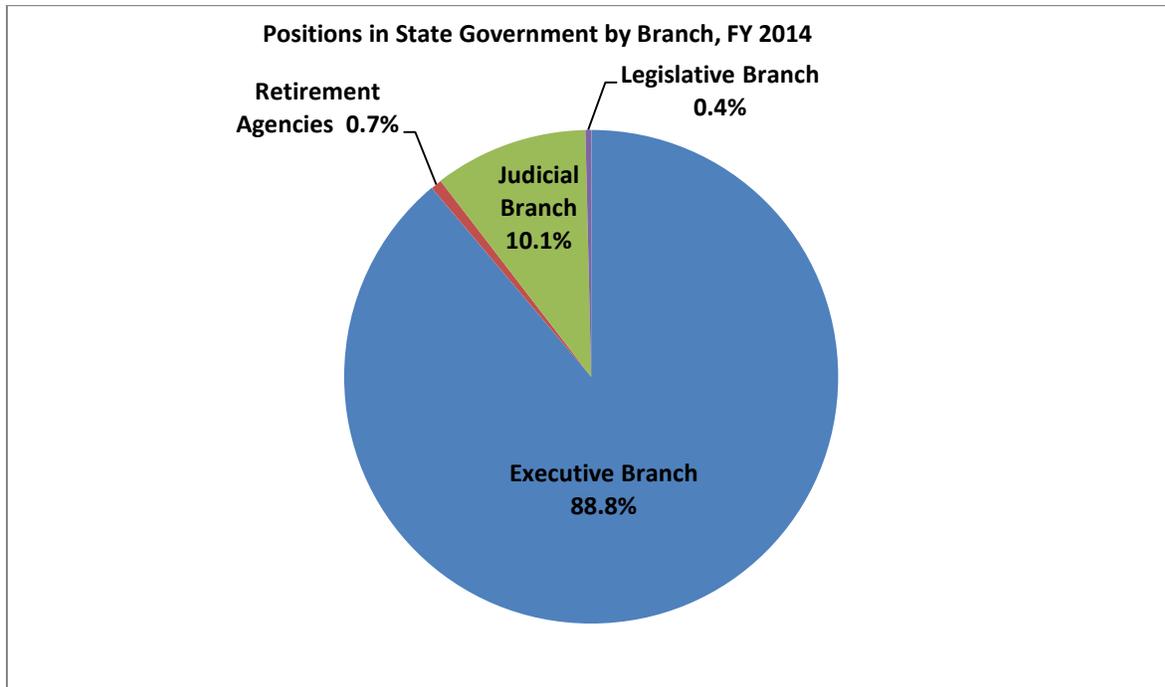
	FY 2013	FY 2014	Change from FY 2013
Total workforce appointment count	34,110	34,639	529
Median age	48	48	0
Average age	46	46	0
Males	50.2%	49.7%	-0.5%
Females	49.8%	50.3%	0.5%
Racial/Ethnic Minorities*	8.4%	9.1%	0.7%
% of employees who are White*	84.5%	83.9%	-0.6%
% of employees who did not specify race	7.1%	7.1%	0.0%
% of employees with a disability*	3.7%	4.7%	1.0%
% of employees who are veterans*	8.6%	8.3%	-0.3%
Average annual salary for full-time equivalent	\$55,399	\$55,560	0.3%
Represented by a bargaining unit	88.7%	88.7%	0.0%
Permanent or unlimited status	90.7%	91.0%	0.3%
Average length of service	12.6 years	12.5 years	-0.1 year
Full-time employees	84.8%	85.3%	0.5%
New hires (classified)	4,028	4,092	64
Retirements	1,046	991	-55
Average age at retirement (years)	61.8	62.1	0.3 year
Number of employees age 60 or older	4,426	4,660	174
% of employees age 60 or older	13.0%	13.5%	0.5%
Number of employees age 50 or older	15,358	15,542	184
% of employees age 50 or older	45.0%	44.9%	-0.1%

*Gender, ethnicity, disability, and veteran status are data voluntarily provided by state employees. Employees may choose not to provide this information. Currently federal and state reporting requirements only allow individuals to select one race or ethnicity.

4. About the Executive Branch

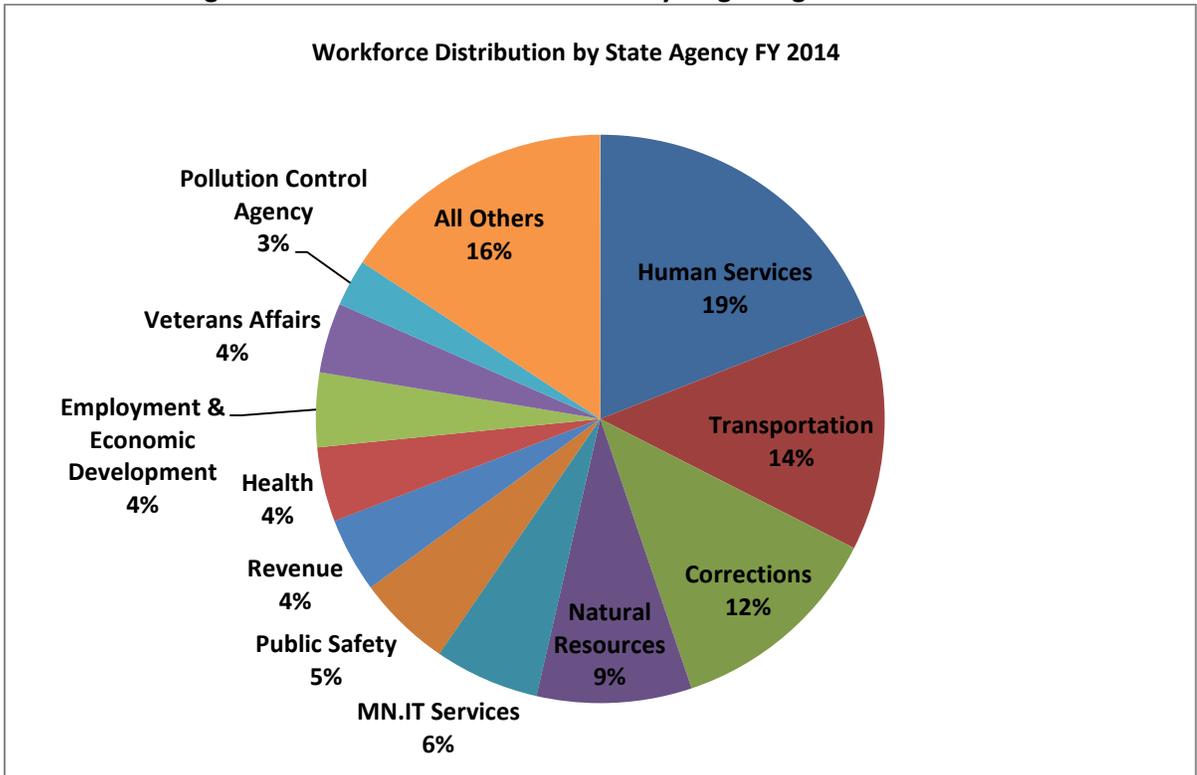
This section contains information about the Executive Branch as a share of the entire state government workforce, the number and change in Executive Branch appointments during Fiscal Year 2014, and the distribution of the Executive Branch workforce—both among state agencies and geographic dispersion around the state, and bargaining unit representation.

Figure 1: Executive Branch as a Share of Minnesota State Government Workforce



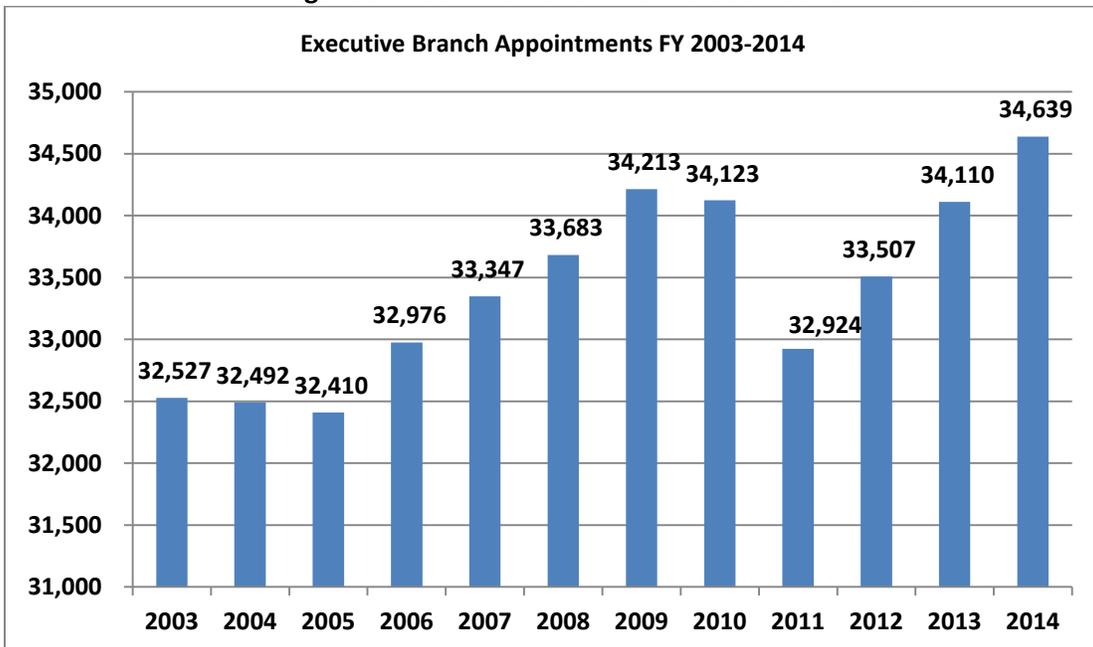
- The Executive Branch (including constitutional offices) accounted for 89% of state government-filled positions during FY 2014. The remaining 11% included positions in the Judicial Branch, the Legislative Branch, and the State Retirement Systems; all position data exclude the entire MnSCU system. In total, the Executive Branch workforce comprised 34,639 positions.
- Nearly one in five employees (19%) of the state Executive Branch workforce works at the Minnesota Department of Human Services, the state's largest agency. Transportation and Corrections, the next largest departments, account for 14 and 12 percent respectively. The eleven largest agencies account for 84 percent of the entire Executive Branch workforce. See Figure 2.
- The Executive Branch also includes numerous boards and committees, most of which have less than 30 employees, including two with only one employee.
- See the Appendix for a complete list of agencies by position counts, and FY 2013 to FY 2014 change in employees by agency.

Figure 2: Executive Branch Workforce by Largest Agencies



- Over the past 12 years, the Executive Branch state workforce has fluctuated between about 32,400 and 34,600 employees. The size of the FY 2014 workforce is larger than any previous recent year and is 1.6 percent larger than FY 2013.

Figure 3: Executive Branch Workforce Size over Time



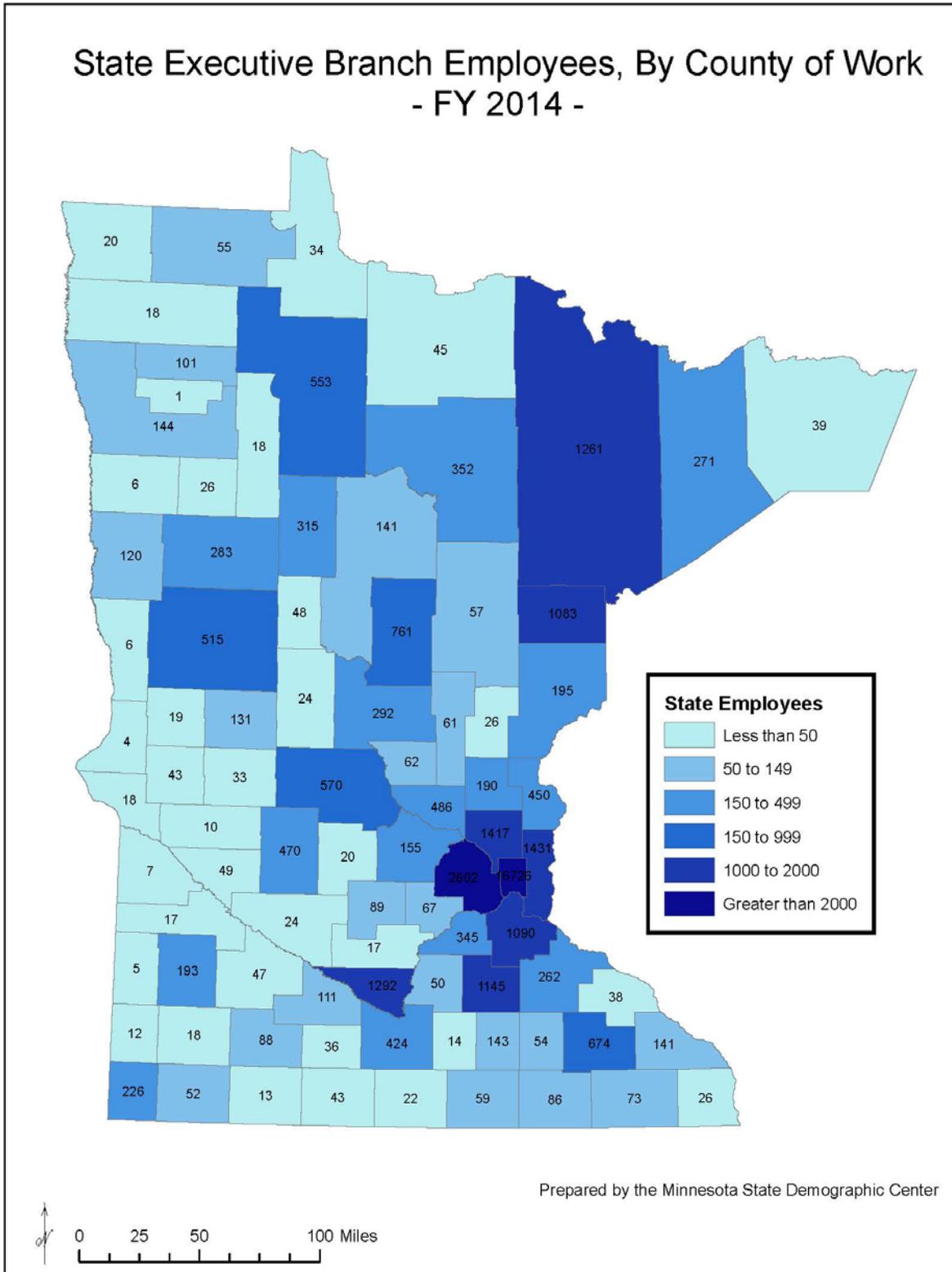
- Between FY 2013 and FY 2014, the Executive Branch gained over 500 positions. Recent employment gains are likely to be due in part to new initiatives such as consolidation of information technology functions under MN.IT Services and the creation of MNsure. The FY 2002-03 and FY 2010-11 periods were particularly dramatic, experiencing a loss of nearly 1,200 employees within a single year. The FY 2010-2011 decline was due largely to accelerated numbers of retirements due to early retirement incentives, combined with other attrition and hiring restrictions in place at that time. Some recent employment increases may be due in part to filling some of the functions left vacant by early retirements.

Table 2: Appointments by Largest State Agencies (FY 2014) and Change from FY 2013

Agency	2014 Appointments	2013 Appointments	Change
Human Services Dept.	6,598	6,246	352
Transportation Dept.	4,664	4,823	-159
Corrections Dept.	4,253	4,188	65
Natural Resources Dept.	3,050	3,024	26
MN.IT Services	2,063	2,049	14
Public Safety Dept.	1,859	1,858	1
Revenue Dept.	1,470	1,628	-158
Health Department	1,468	1,393	75
Employ & Econ Development Dept.	1,465	1,478	-13
Veterans Affairs Dept.	1,378	1,337	41
Pollution Control Agency	921	860	61
Agriculture Dept.	504	486	18
Labor & Industry Dept.	465	467	-2
Administration Dept.	447	433	14
Education Department	385	374	11
Commerce Dept.	348	341	7
Minnesota Zoological Garden	345	366	-21
Military Affairs Dept.	330	322	8
Attorney General	313	303	10
MN State Academies	296	344	-48
MN Management & Budget	251	247	4
Housing Finance Agency	230	219	11
All other agencies	1,536	1,324	212
Total Appointments	34,639	34,110	529

- The gain in 529 appointments between FY 2013 and 2014 is spread across a number of agencies with some agencies growing and others shrinking. Growth at the Department of Human Services is due in part to activities relating to the Affordable Care Act. Similarly, increases in employment at MNsure augmented employment in the “all other agencies” category.

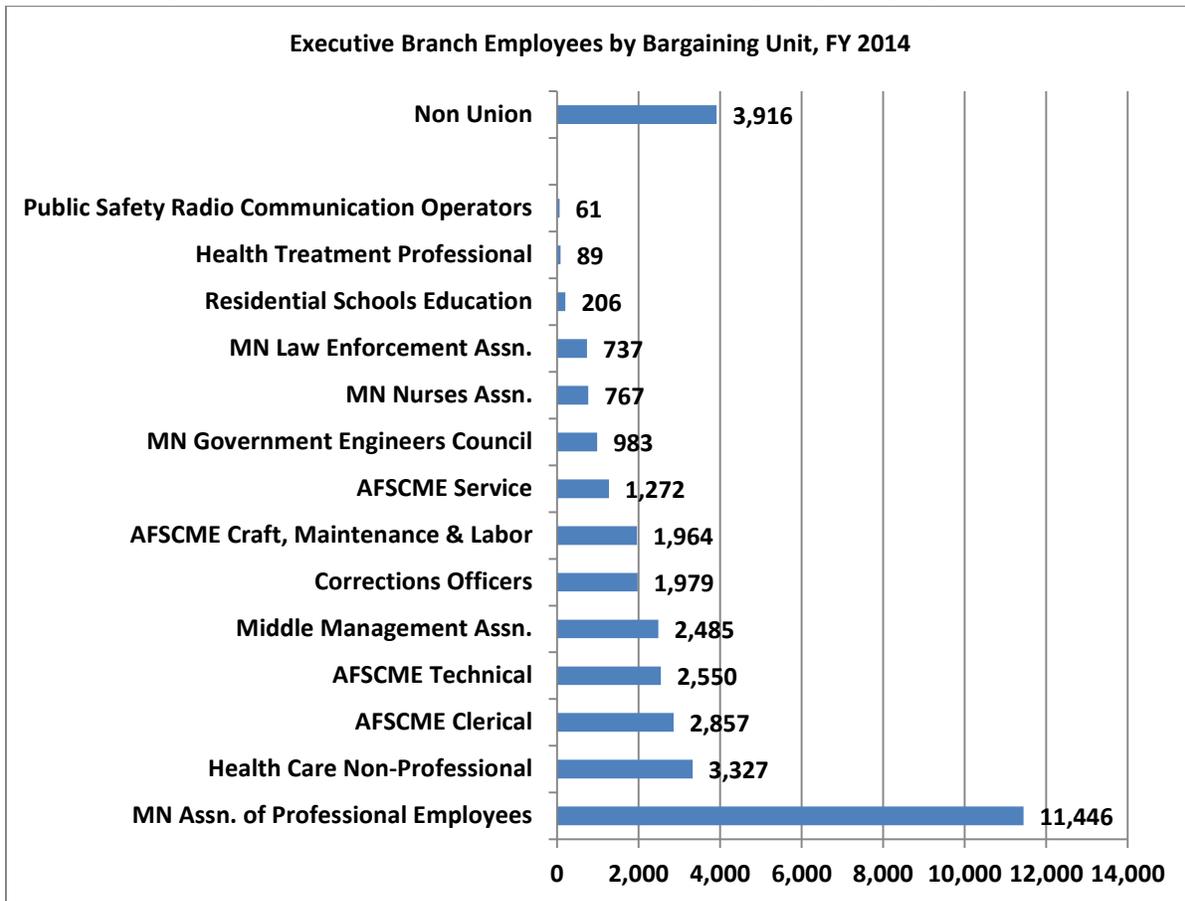
Figure 4: Statewide Executive Branch Workforce Distribution By County of Employment



- The State Executive Branch workforce is distributed across the entire state, with employees reporting to workplaces¹ in all of Minnesota’s 87 counties. In addition, a small share of employees (36 total, or 0.1 percent) work in out-of-state locations.
- As home to the State Capitol and most agencies, Ramsey County hosts the largest number of employees (43% of the total, representing more than 16,000 workers).
- About 60% of the state’s Executive Branch employees work in the Twin Cities seven-county metro area, while about 40% work in the 80 “greater Minnesota” counties.
- The Department of Transportation’s District Offices, the Department of Human Services’ Regional Treatment Centers, the Veteran’s Homes and state correctional facilities are major employment hubs for Executive Branch workers outside of the seven-county metro area.

¹ Because some employees work from home, the map may not reflect actual work location, which is private data.

Figure 5: Statewide Executive Branch Workforce by Bargaining Agreements

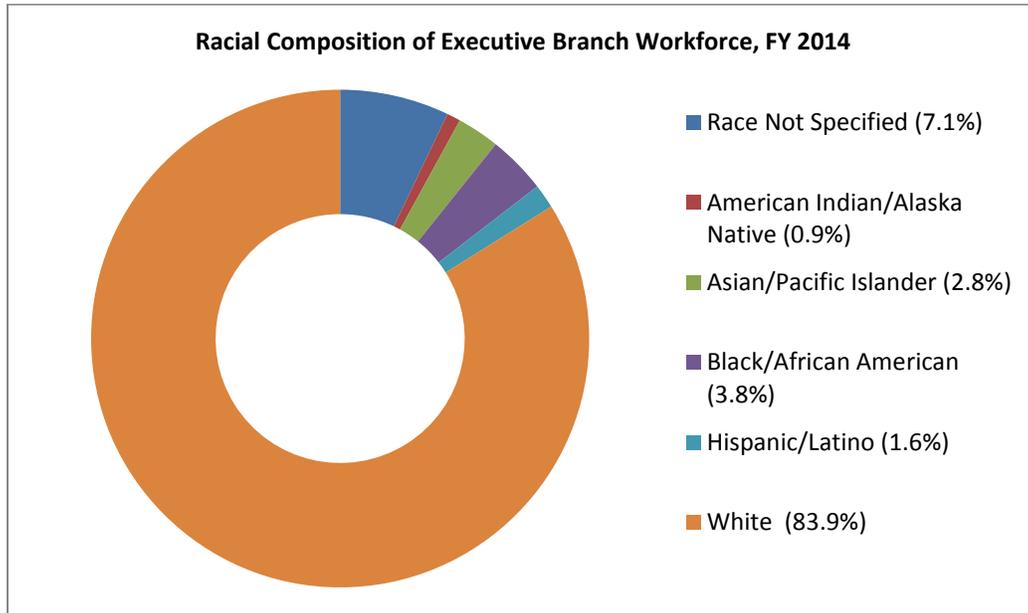


- Unions represent the majority (88.7%) of Executive Branch workforce employees. The largest union is the American Federation of State, County, and Municipal Employees (AFSCME), which includes over 14,000 employees or 41 percent of total employment.
- The second largest union is the Minnesota Association of Professional Employees (MAPE), accounting for 33 percent of the total Executive Branch workforce and representing 11,000 employees, which perform a wide array of specialized, professional services from accounting to demography to zoology.
- Other unions include the Middle Management Association (MMA), Minnesota Government Engineers Council (MGEC), Minnesota Law Enforcement Association (MLEA), Minnesota Nurses Association (MNA), State Residential Schools Educators Association (SRSEA) and Health Treatment Professionals.
- About 11.3% of executive branch employees are not represented by unions. These employees are mostly covered by the managerial and commissioner plans.

5. Demographics of the State Executive Branch Workforce

This section contains information about the characteristics of workers in the state Executive Branch—their self-identified race/ethnicity, gender, age and disability and veteran’s status.

Figure 6: Detailed Racial Composition of the Executive Branch Workforce



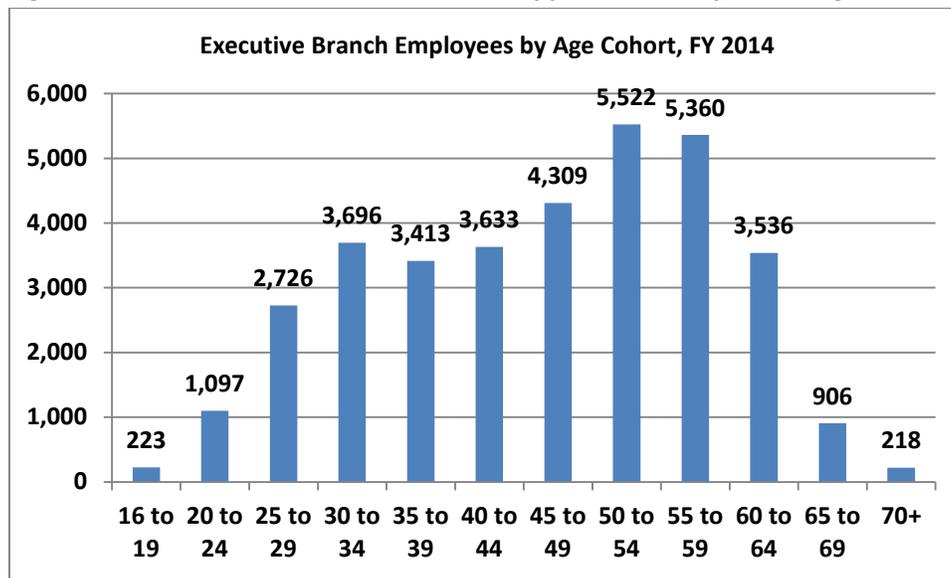
- Among employees who voluntarily disclosed their racial background in the Executive Branch, 84 percent of those employees are Whites, and 9 percent are racial/ethnic minorities. However, significant racial variation exists by agency.
- MNsure is the most racially diverse among these larger agencies with over 24 percent of its staff being racial or ethnic minorities. The Departments of Veterans Affairs and Administration rank second and third, respectively, as the next most diverse agencies. See Table 3.
- In aggregate, the remaining smaller agencies (those with fewer than 200 appointments) are less diverse than the State of Minnesota in aggregate, with 7 percent of employees being minorities.
- Across the entire Executive Branch, 17,434 women and 17,201 men are employed, for a rough 50-50 female-to-male ratio. However, significant gender variation exists by agency. See Table 3.
- Six agencies—Department of Education, Minnesota State Academies, Departments of Health, Department of Veterans Affairs, Housing Finance Agency and Minnesota Management and Budget—employ a workforce that is 70 percent or more female. Among the Departments of Military Affairs and Transportation, this percentage is reversed, with more than 70 percent of employees being male.
- Among those smaller agencies with fewer than 200 appointments, employees are also considerably more likely to be women than men—representing 62 percent and 38 percent, respectively. See Table 3.

Table 3: Demographic Composition of the Largest Executive Branch Agencies

	Racial/Ethnic Minorities	White	Race Not Specified	Female/Male Ratio	Persons with Disabilities	Veterans
Human Services Dept.	11.6%	82.9%	5.4%	68.7%/31.3%	4.3%	5.5%
Transportation Dept.	7.8%	87.5%	4.6%	21.9%/78.1%	3.6%	11.4%
Corrections Dept.	6.6%	92.1%	1.2%	39.1%/60.9%	6.6%	14.2%
Natural Resources Dept.	2.9%	92.8%	4.3%	39.6%/60.4%	3.0%	6.0%
Mn.IT Services	13.5%	81.5%	5.0%	38.0%/62.0%	4.9%	9.2%
Public Safety Dept.	7.3%	88.6%	4.1%	43.2%/56.8%	4.6%	12.1%
Revenue Dept.	13.1%	80.6%	6.3%	59.6%/40.4%	4.2%	4.4%
Health Dept.	9.4%	88.2%	2.4%	73.6%/26.4%	4.2%	3.1%
Employment & Economic Development Dept.	11.7%	85.6%	2.7%	67.5%/32.5%	8.6%	7.6%
Veteran's Affairs Dept.	15.1%	49.8%	35.1%	70.5%/29.5%	4.7%	9.3%
Pollution Control Agency	6.4%	90.7%	2.9%	46.0%/54.0%	3.7%	4.1%
Agriculture Dept.	6.0%	80.6%	13.5%	50.2%/49.8%	2.4%	6.9%
Labor and Industry Dept.	9.0%	86.2%	4.7%	45.0%/55.0%	8.6%	9.5%
Administration Dept.	14.5%	79.4%	6.0%	38.9%/61.1%	4.7%	9.4%
Education Dept.	7.8%	86.5%	5.7%	79.7%/20.3%	6.2%	3.1%
Commerce Dept.	8.6%	85.1%	6.3%	46.4%/53.6%	6.3%	7.5%
MN Zoological Garden	3.8%	93.9%	2.3%	61.7%/38.3%	1.7%	4.1%
Military Affairs Dept.	2.4%	64.8%	32.7%	23.6%/76.4%	2.1%	30.6%
Attorney General	7.7%	91.7%	0.6%	61.7%/38.3%	3.2%	4.2%
MN State Academies	0.0%	71.3%	28.7%	76.4%/23.6%	20.6%	1.0%
MN Management & Budget	11.6%	85.3%	3.2%	70.5%/29.5%	6.0%	4.4%
Housing Finance Agency	10.0%	54.3%	35.7%	71.7%/28.3%	5.7%	4.3%
Lottery	7.1%	62.5%	30.4%	51.8%/48.2%	6.0%	7.1%
MNsure	24.3%	70.3%	5.4%	60.8%/39.2%	1.4%	2.0%
All Other Agencies	7.3%	65.7%	27.0%	61.5%/38.5%	3.0%	4.3%
Total Executive Branch	9.1%	83.9%	7.1%	50.3%/49.7%	4.7%	8.3%

- Individuals with disabilities represent nearly 5 percent of the entire Executive Branch workforce. Among agencies with 200 or more employees, the Minnesota State Academies (for the deaf and blind) stand out as leaders in the employment of individuals with disabilities, at 21 percent.
- Employees with disabilities represented over 5 percent of the workforce in 8 other agencies.
- Across the Executive Branch, about 8 percent of employees indicated they are veterans. Four of the largest agencies employ 10 percent or more veterans. Veterans represent 5.5 percent of Minnesota's statewide workforce.
- The Department of Military Affairs, perhaps not surprisingly, leads all agencies in its employment of those with military service, with about 31 percent of its civilian workers having served.
- See the Appendix for a complete list of agencies by racial, gender, disability and veteran service composition.

Figure 7: Distribution of Executive Branch Appointments by 5 Year Age Cohorts²



- Distributing the Executive Branch workforce² into five-year age cohorts (except for the youngest and oldest) reveals that most workers fall in the 50- to 54-year-old cohort, followed by those age 55 to 59. Altogether, almost 11,000 workers are currently in their fifties, representing about one-third of the Executive Branch workforce. See the Appendix for agency-specific data.
- Workers in their 40's make up 23 percent of the State workforce while workers in their 30s make up 21 percent of the workforce. See Figure 8.
- The median age of the state workforce stands at 48 years of age- meaning that half the workforce is above this age and half are below age 48.
- Forty-five percent of the entire workforce is 50 years or older, which raises considerations for impending retirements, workforce planning, and knowledge transfer.
- Age trends vary by agency. Among agencies with 200 or more workers, the Departments of Labor and Industry and Education have the oldest workforces with an average of 51 and 50 years. See Table 4.
- The Minnesota Zoo is the youngest major state agency with an average age of 39 and 8 years of service.
- Retirements from State Government are trending upwards over the last 12 years though there was a slight drop from FY 2013. In FY 2014, there were 991 total retirements- down 55 from FY 2013.

² The above graph shows all employees, including temporary workers, regardless of whether they worked full- or part-time.

Figure 8: Distribution of Executive Branch Appointments by Age Cohorts

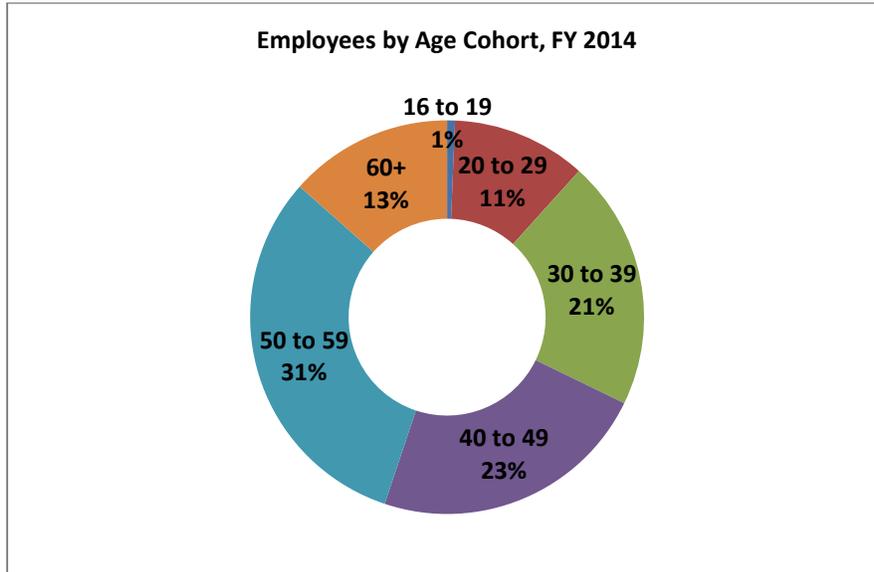


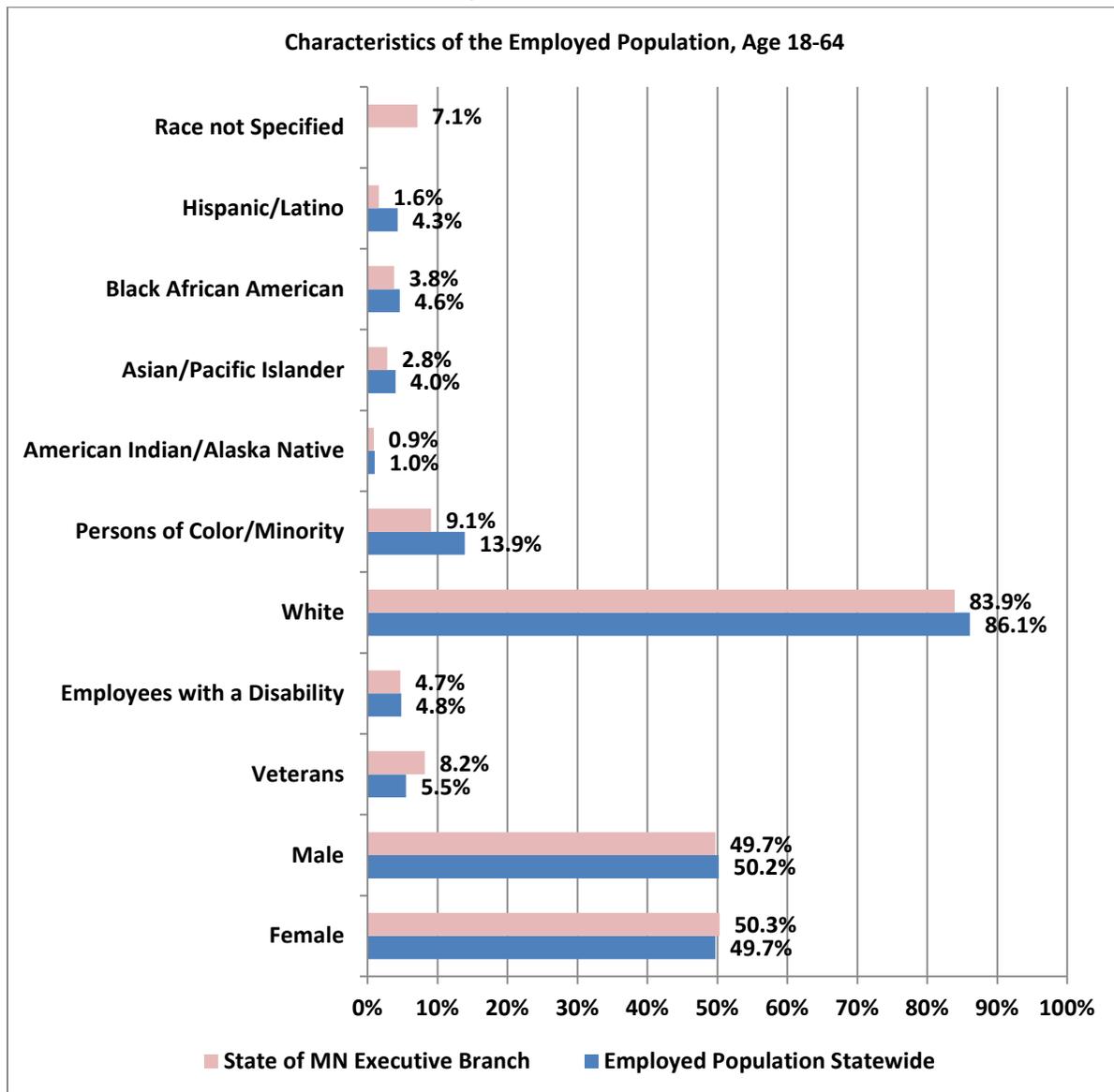
Table 4: Employee Age and Service Demographics by Largest Agencies (FY 2014)

Agency	Average Age	Average Years of Service	Number of Retirements FY 2014
Labor and Industry Dept.	51	14	10
Education Dept.	50	13	20
Employment & Economic Development Dept.	49	14	55
MN.IT Services	49	14	62
Administration Dept.	49	13	18
MN State Academies	48	13	4
Housing Finance Agency	48	11	4
Transportation Dept.	47	14	157
Agriculture Dept.	47	12	14
Health Dept.	47	12	37
MN Management & Budget	47	12	9
Natural Resources Dept.	46	14	77
Commerce Dept.	46	13	19
Lottery	46	12	4
Veteran's Affairs Dept.	46	9	22
Pollution Control Agency	45	14	17
Public Safety Dept.	45	13	58
Attorney General	45	11	15
Human Services Dept.	45	11	200
Military Affairs Dept.	44	12	12
Corrections Dept.	44	11	101
Revenue Dept.	43	11	40
MNsure	40	3	0
MN Zoological Garden	39	8	5
Total State Agencies	46	12	991

6. Executive Branch Workforce Characteristics Relative to Minnesota's Workforce

This section contrasts the major characteristics of the Executive Branch workforce with Minnesota's workforce as a whole, to examine how the state's workforce differs in significant ways.

Figure 9: Characteristics of the Those Employed, Age 18-64, Executive Branch FY 2014 vs. Employed Population Statewide³



³Notes: The 18-64 population is used for an appropriate comparison to the state workforce. Characteristics of the entire Executive Branch workforce including workers below age 18 and above age 64, are included elsewhere in this report. All race groups shown here are non-Hispanic, except for the Hispanic category. Source: Integrated Public Use Microdata Series, 2008-13 American Community Survey, for Employed Population Statewide. Only the civilian, non-institutionalized population was examined. Three years of data have been used to minimize errors resulting from survey sampling.

- The Executive Branch exceeds the state workforce as a whole in terms of the percentage of employees who are women (50.3 percent) or veterans (8.2 percent). At 0.9 percent, the percent of employees who are American Indian or Alaska Native is comparable to levels throughout the state (1.0 percent). Similarly, the percentage of Executive Branch employees who are disabled stands at 4.7 percent compared to 4.8 percent in the state as a whole.
- However, the State lags when compared with the overall percentage of other racial and ethnic minorities in the Minnesota workforce. It is important to note that 7.1 percent of employees have not disclosed their race or ethnicity. This may be explained in part because current federal and state reporting requirements only allow individuals to select one racial/ethnic category. Currently, those categories do not reflect the categories chosen by the Census.
- Hispanic/Latino employees are most likely to be underrepresented in Executive Branch employment relative to their share in the overall state workforce.

7. Compensation

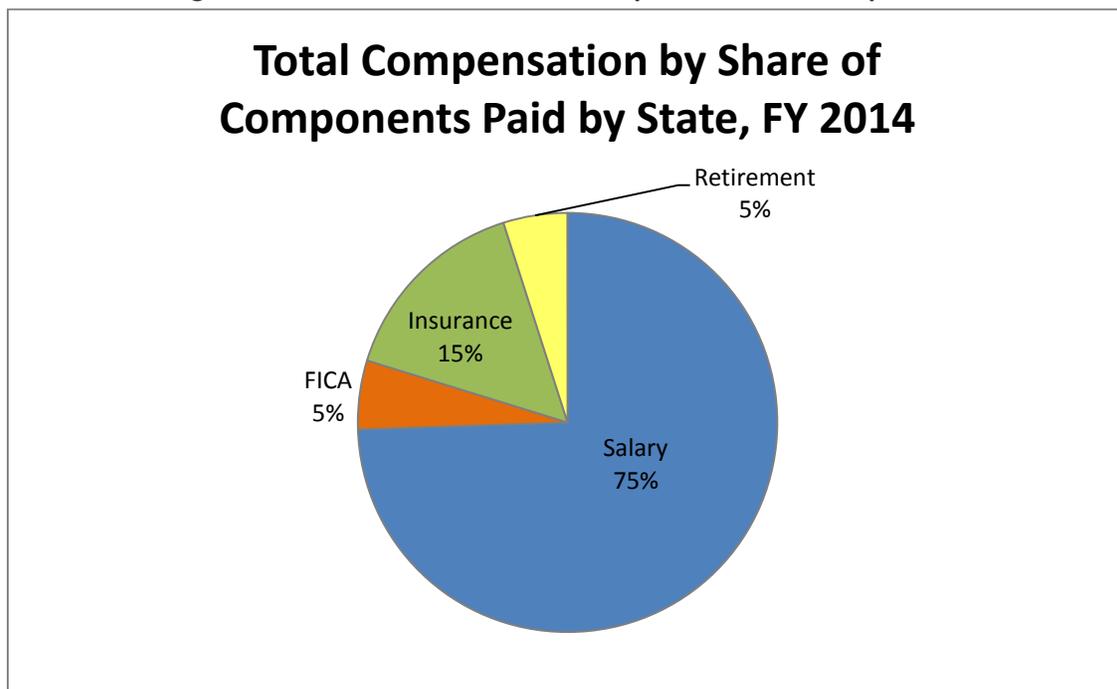
This section contains information about trends in total compensation for the Executive Branch including base salary and benefits.

Table 5: Executive Branch Total Compensation (in million \$) and Components

	2010	2011	2012	2013	2014
Employees' Salaries	\$1,767	\$1,754	\$1,625	\$1,793	\$1,849
Employer's Contribution to Insurance	\$347	\$348	\$314	\$368	\$390
Employer's Contribution to Retirement	\$107	\$120	\$116	\$119	\$119
Employer's Contribution to FICA Taxes	\$126	\$125	\$116	\$128	\$132
Total Compensation Costs	\$2,347	\$2,347	\$2,171	\$2,408	\$2,490

- In FY 2014, the State of Minnesota paid its Executive Branch workforce \$2.490 billion in total compensation. This represents a 3.4 percent increase over FY 2013. The largest share of the total compensation package, at 75 percent, was devoted to employee salaries. Employer contributions to insurance accounted for 15 percent, while employer contributions to retirement accounts and FICA (Social Security and Medicare) taxes each represented 5 percent of total compensation.

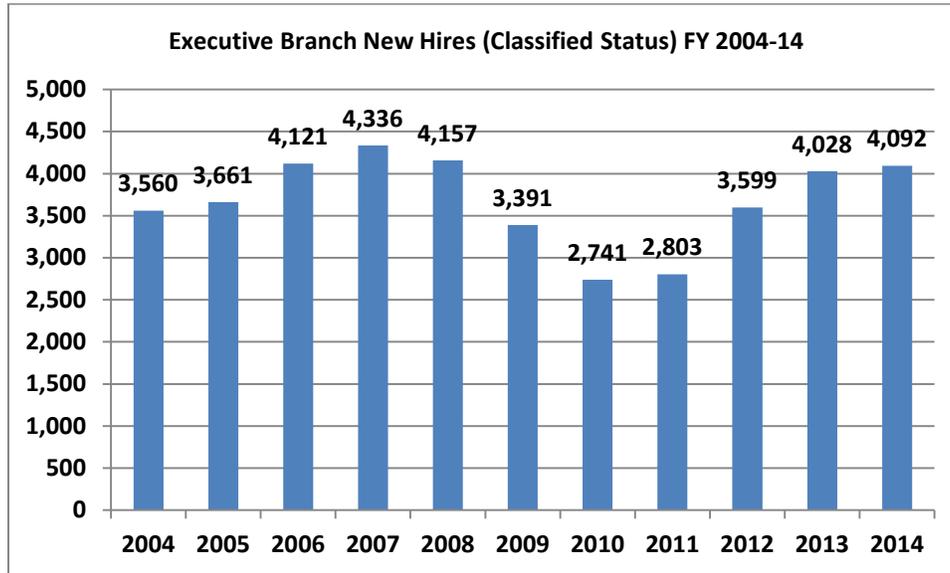
Figure 10: Executive Branch Total Compensation and Components



8. Recruitment and Hiring

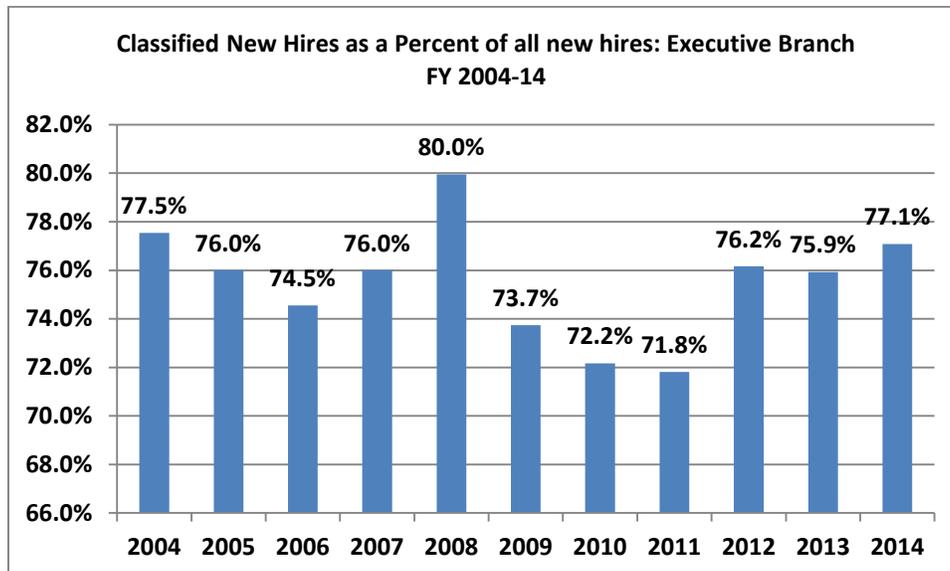
This section contains information about newly hired employees during Fiscal Year 2014, hiring trends over the past decade, the hiring status for new hires, and a comparison of the characteristics of new hires versus the entire Executive Branch workforce.

Figure 11: Executive Branch New Hires (Classified Status) by Fiscal Year



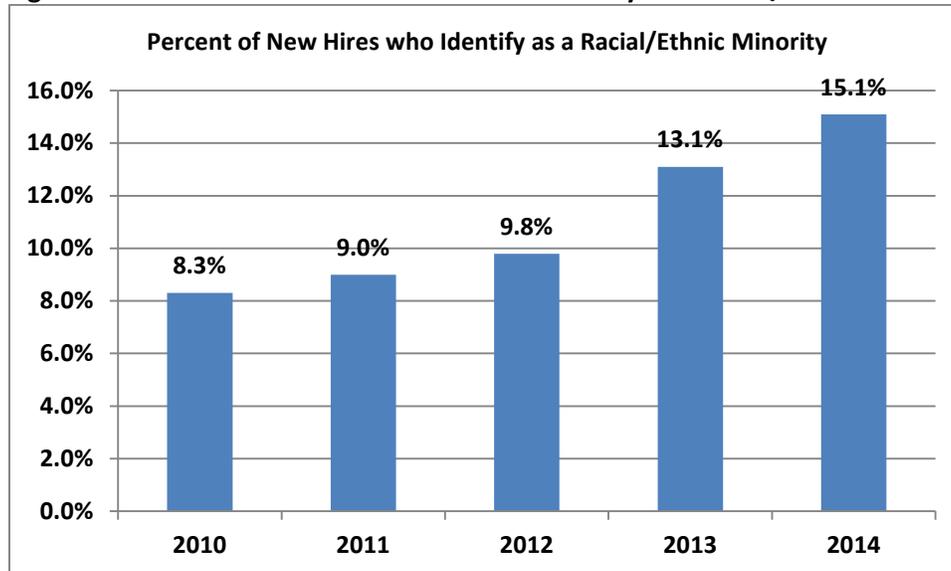
- In FY 2014, about 4,100 classified positions were filled in the Executive Branch. FY 2014 saw 64 more employees hired than in FY 2013.

Figure 12: Classified New Hires as a Percent of Total Hires: Executive Branch 2004-14



- In each of the past 10 years, over 70 percent of all new hires in the Executive Branch were hired to classified positions. In FY 2014, 77 percent of new hires were in classified positions.

Figure 13: Executive Branch New Hires who Identify as a Racial/Ethnic Minority



- The percent of new hires (unlimited status) who identify as being a racial/ethnic minority has steadily increased in recent years. In fiscal year 2014, over 15 percent of new hires in unlimited positions were considered racial/ethnic minorities compared to 8.3 percent in 2010. It should be noted that employees are not required to divulge this information and about 12 percent of new hires did not report this information in 2014.

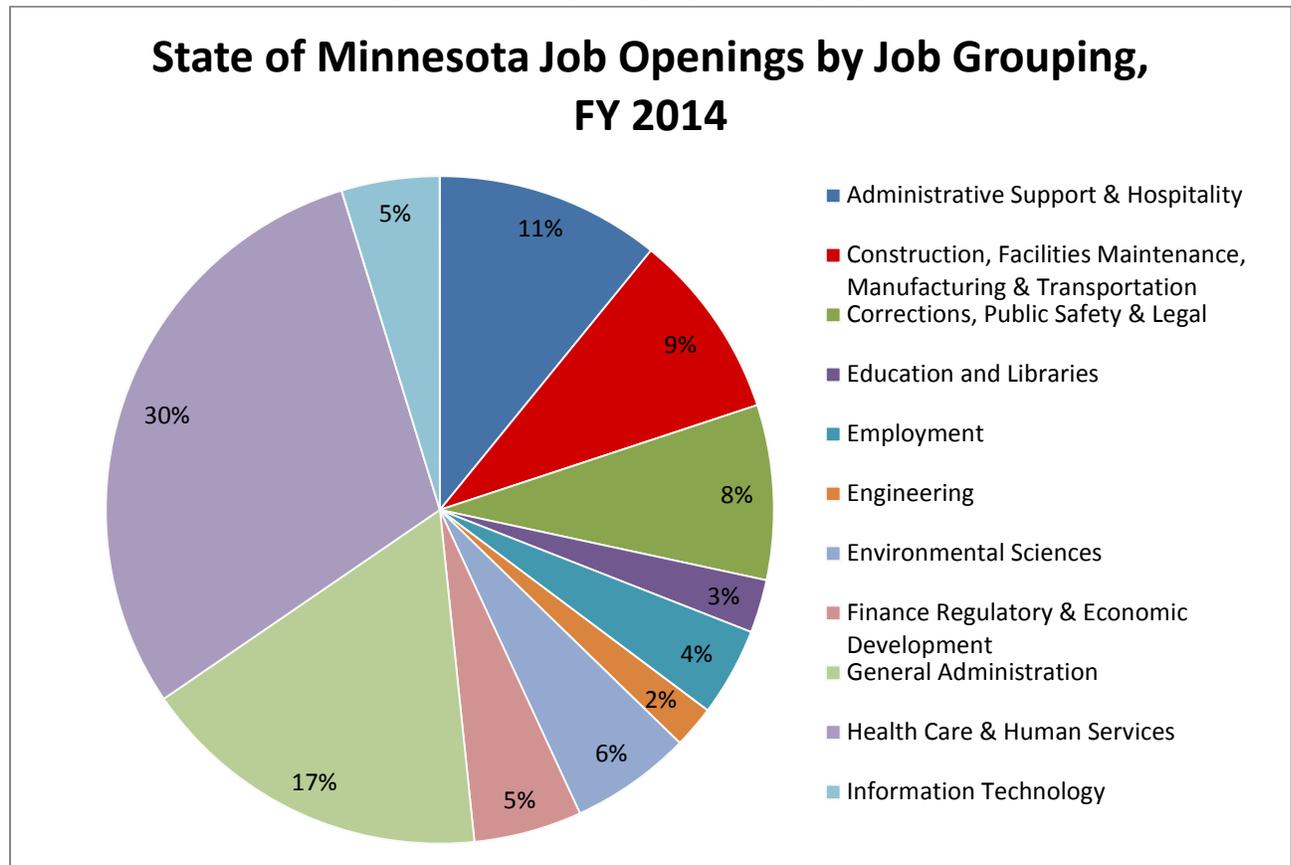
Table 6: Characteristics of Executive Branch New Hires (Unlimited Status) vs. Total Workforce

FY 2014	New Hires		Total Workforce	
	Number	Percent	Number	Percent
Employees	2,764	100.0%	34,639	100.0%
AGE				
Median age	36	N/A	48	N/A
Employees 60+	124	4.5%	4,660	13.5%
RACE				
Race Not Specified	330	11.9%	2,457	7.1%
Race Specified	2,434	88.1%	32,182	92.9%
White	2,020	73.1%	29,062	83.9%
Racial/Ethnic Minority	414	15.1%	3,120	9.1%
American Indian/Alaska Native	32	1.2%	308	0.9%
Asian/Pacific Islander	108	3.9%	956	2.8%
Black/African American	222	8.0%	1,313	3.8%
Hispanic/Latino	52	1.9%	543	1.6%
GENDER				
Female	1,701	61.5%	17,434	50.3%
Male	1,063	38.5%	17,201	49.7%
DISABILITY STATUS				
With Disability	66	2.4%	1,640	4.7%
No Disability	2,698	97.6%	32,999	95.3%
VETERAN STATUS				
Veteran Status Not Specified	0	0.0%	4,805	13.9%
Veteran Status Specified	2,764	100.0%	29,834	86.1%
Veteran	200	7.2%	2,862	8.3%
Not a Veteran	2,564	92.8%	26,972	77.9%

- The median age of new hires was 36 years, compared to 48 years among the total workforce.
- The percentage of new hires who identified as racial or ethnic minorities is greater than the percentage of minorities in the overall state workforce by 6 percent.
- The gender balance of new hires was higher for women.
- Seven percent of new hires during FY 2014 were veterans, a rate lower than the general workforce of 8.3 percent.

- There were 9,059 job openings at the State of Minnesota in FY 2014.
- Job openings spanned a wide variety of occupations with Health and Human Services jobs accounting for 30 percent of total openings. General Administration jobs accounted for 17 percent of total openings. General Administration jobs cover a range of professional job categories including planners, researchers, management analysts and program administrators. Administrative Support (clerical specialists) and Hospitality jobs accounted for 11 percent of total job openings. See Figure 14.

Figure 14: Job Openings by Job Grouping (FY 2014)



- Table 8 lists the top 25 occupational fields that had the highest numbers of job openings in FY 2014. Health and human service jobs have the highest representation with human services technicians, nurses, counselors and therapists making up a large number of openings.
- Job openings in General Administration that often require professionals with highly specialized knowledge or skill areas make up another large number of openings. State program administrators, management analysts and planners often require knowledge and experience around a specific program or policy area.
- Other professional jobs can be found in such areas as information technology, accounting and engineering.

- Many of the traditional “blue collar” job openings are found in transportation-related fields though there are high numbers of jobs in general maintenance of facilities and machinery.
- There are relatively high numbers of jobs that are specific to state employment including revenue tax specialists, correctional officers and state patrol troopers.
- Traditional office jobs include a wide variety of office and administrative specialists and customer service representatives.

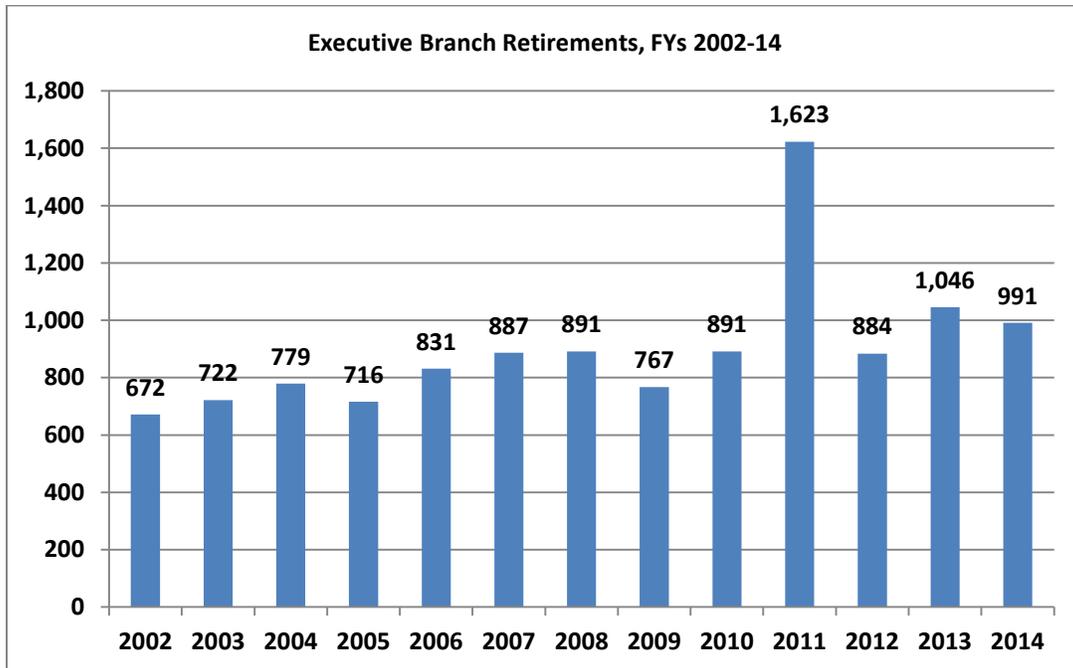
Table 7: Top 25 Occupations with Job Openings in FY 2014

Occupation	Job Category	Number of Openings
Human Services Technician	Health Care & Human Services	671
Office and Administrative Specialists	Adm. Support & Hospitality	596
State Program Administrators	General Administration	582
Information Technology Specialists	Information Technology	389
Registered Nurses	Health Care & Human Services	315
Licensed Practical Nurses	Health Care & Human Services	262
Security Counselors	Health Care & Human Services	236
Trainee- Correctional Officers	Corrections, Public Safety & Legal	223
MN Health Insurance Program Representative	Health Care & Human Services	220
General Maintenance Workers	Construction, Facilities Maintenance, Manufacturing & Transportation	166
Management Analysts	General Administration	159
Planners	General Administration	156
Customer Service Specialists	Adm. Support & Hospitality	155
Natural Resources Specialists	Environmental Sciences	150
Clinical Program Therapists	Health Care & Human Services	131
Engineers	Engineering	112
Transportation Generalists	Construction, Facilities Maintenance, Manufacturing & Transportation	100
Accounting Officers	Finance, Regulatory and Economic Development	92
Behavior Modification Assistants	Health Care & Human Services	90
Account Clerks	Finance, Regulatory and Economic Development	83
Food Service Workers	Administrative Support & Hospitality	77
Research Analysts	General Administration	73
Behavior Analysts	Health Care & Human Services	70
Revenue Tax Specialists	Finance, Regulatory and Economic Development	66
Correctional Officers	Corrections, Public Safety & Legal	65

9. Retirements, the Labor Market and Future Considerations

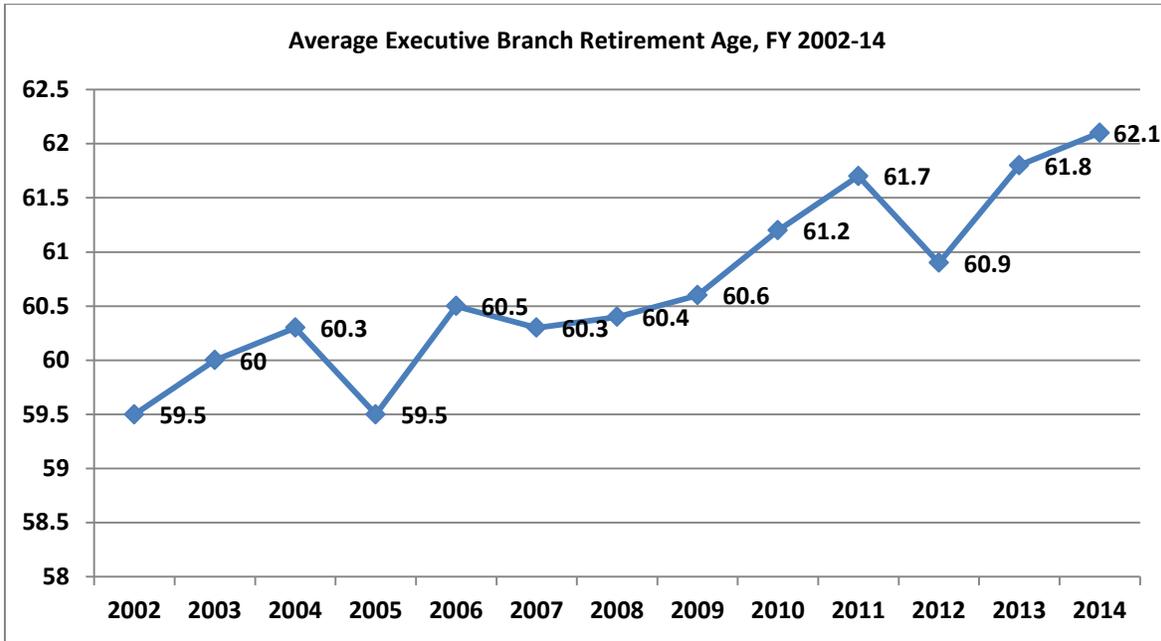
Summary: This section contains information about current and impending retirements.

Figure 15: Annual Retirements Trend



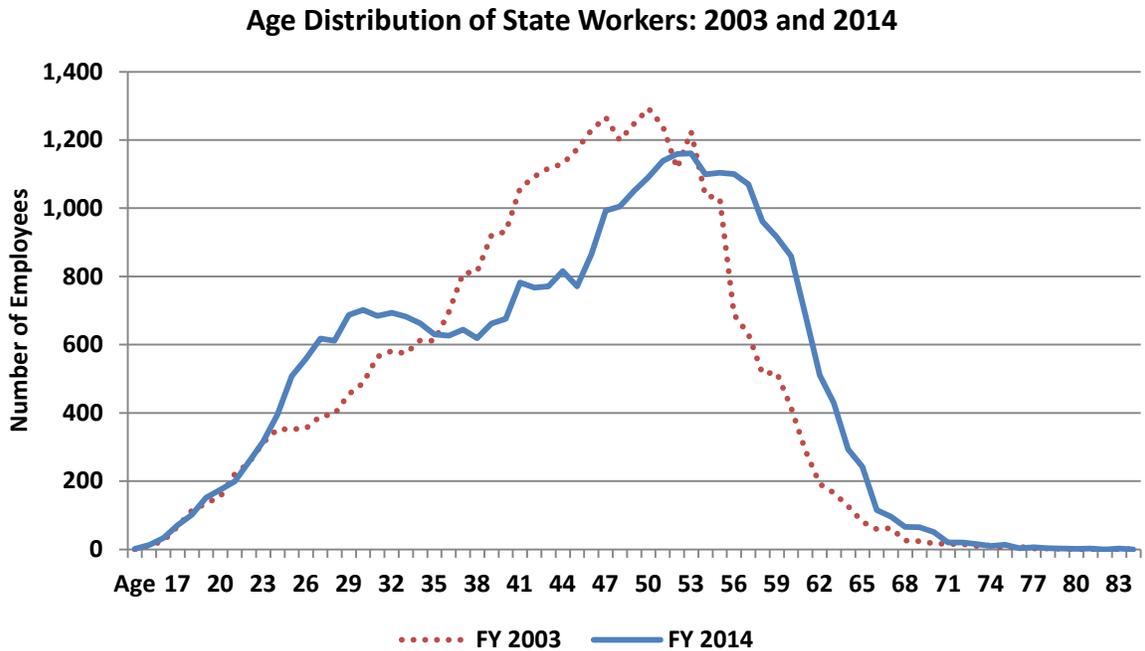
- About 1,000 employees retired from their public service with the State’s Executive Branch in FY 2014, 55 less than 2013 but still historically high. The spike in retirements during FY 2011 was largely due to an early retirement incentive passed by the legislature, which had to be in place by the end of FY 2011. That year aside, the 2014 retirement level represents 2.9 percent of the workforce.
- The average age at retirement during FY 2014 was 62.1 years- the highest retirement age in over 10 years.

Figure 16: Average Retirement Age Trend, FYs 2002-2013



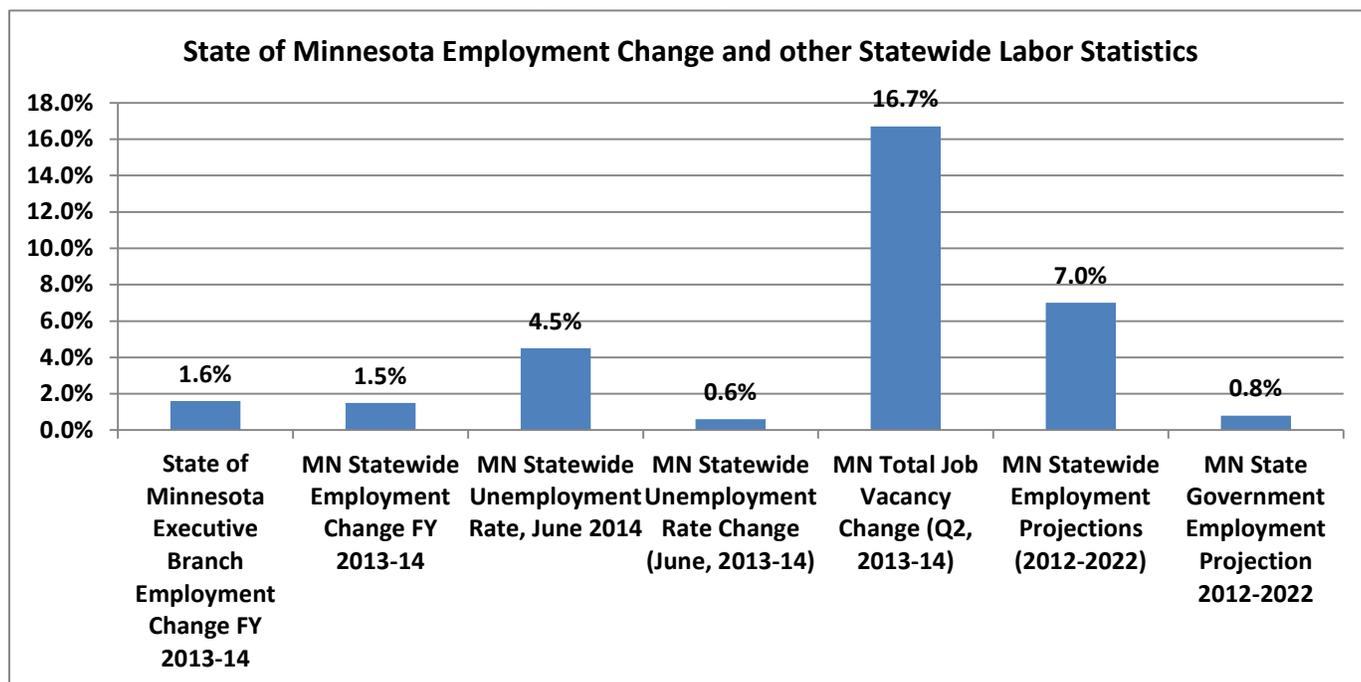
- There are 4,660 employees over 60 years old- an increase of 174 employees from 2013.
- With the median age of the workforce being 48 years, 13.5% of the workforce 60 years or older, and with an additional one-third of all employees between 50 and 59 years old, the Executive Branch is poised to experience a retirement wave throughout the coming decade, as the Baby Boomers exit the workforce.

Figure 17: Distribution of Executive Branch Employees by Age Cohorts (2003 and 2014)



- Figure 17 shows the age distribution of state workers between 2003 and 2014. The median age has shifted from 46 in 2003 to 48 in 2014. In both cases, the “Baby Boom Generation” makes up the largest part of the state workforce. However, the 2014 curve shows a new trend- a larger group of workers between 25 and 35 who currently make up 20 percent of the workforce. The challenge ahead will be to retain members of this age group to ensure the transfer of knowledge from one generation of workers to the next.
- These retirement effects are being experienced differently across various agencies. In 26 agencies, the average age of employees was 50 or older, portending many retirements in the coming two decades. See the Appendix for a full list of agency-specific retirement counts.
- Between FY 2013 and 2014, the State of Minnesota Executive Branch added 529 jobs for a growth rate of 1.6 percent. The entire state economy grew at the same rate between FY 2013 and 2014 for a gain of 42,000 jobs.
- As an employer, the State faces a tighter labor market. The unemployment rate had fallen from 5.1 to 4.6 percent over the course of FY 2014. By the end of FY 2014, the state economy had added back all of the jobs lost in the most recent recession plus 40,000 more. Job Vacancies increased by 17 percent. See Figure 18. See Section 10 for implications and analysis.

**Figure 18: State of Minnesota Executive Branch Employment Change (FY2013-14)
vs. Other Statewide Trends**



10. Implications and Discussion

This report has sketched a portrait of the Executive Branch of the state workforce, identifying major features and characteristics of the more than 34,000 public servants who performed the state's work during fiscal year 2014. It has also identified some key challenges related to human resources and workforce development in the years to come. Specifically, emerging issues include an aging workforce, numerous impending retirements, and a need to focus on talent acquisition, retention, and development to replace state workers who are leaving state employment. Another emerging issue is related to state demographics and the need for the state workforce to mirror changing demographics of the whole state and the general labor force in terms of racial and ethnic diversity and employees with disabilities.

As noted in Section 9, the Minnesota economy generated over 42,000 jobs over Fiscal Year 2014- a job growth rate that erased the losses of the 2007-2008 recession and created additional opportunity for the state's labor force. Increasing job growth and decreasing unemployment rates point to a tightening labor market for employers. Barring another recession in the near future, one can expect demand for workers to increase across the economy. The Department of Employment and Economic Development (DEED) projects seven percent job growth between 2012 and 2022 though State employment (including MnSCU) is projected to grow only 0.8 percent.

In an improved labor market, vacancies for skilled workers could be harder to fill. Of the 9,000 job vacancies that were open with the State in 2014, many were in fields that often require some education beyond high school (e.g. health care, information technology, engineering, etc.) As of Second Quarter, 2014 DEED was listing occupational categories such as computer and math, engineering, and healthcare practitioners and technical as being high demand fields in terms of having higher vacancy rates than the greater economy. In the cases of computer and healthcare jobs, projected growth rates are set to exceed that of the state rate of 7 percent. As an employer, the State will be in direct competition with other public and private entities to attract the most skilled workers in these and other fields.

Moreover, Minnesota does not consist of a single labor market but several regional labor markets across the state. Forty percent of state employment exists outside of the Twin Cities Metro Region. In many cases, population aging is enhanced in Greater Minnesota and flight of younger workers to urban centers has the potential to create regional skill shortages. According to DEED, unemployment rates in West Central and Southwest Minnesota were under 4 percent as of July, 2014. Therefore, agencies will need to look regionally in planning for their workforce needs. Ongoing efforts to attract, develop, and engage state employees will need to continue system-wide.

11. Appendix: Complete Agency-Specific Information –Hires, Retirement & Age

Executive Branch Agency	Appointments	Retirements	New Hires	Net Change in Appointments, FY 2012-13	Average age of Employees	Average Years of Service
Accountancy Board	5	0	1	-1	40	6
Administration Dept	447	18	38	14	49	13
Administrative Hearings	68	4	2	2	53	19
Agriculture Dept	504	14	36	18	47	12
Amateur Sports Comm	3	0	0	0	R	R
Animal Health Board	36	0	1	-4	49	13
Architecture, Engineering Bd	8	1	2	-1	41	6
Arts Board	18	0	2	2	49	6
Asian-Pacific Council	3	0	2	-1	R	R
Attorney General	313	15	47	10	45	11
Barber Examiners Board	3	0	0	0	R	R
Bd of Podiatric Medicine	1	0	0	0	R	R
Black Minnesotans Council	4	0	4	1	42	0
Board Behavioral Health & Therapy	5	0	0	1	51	9
Bureau of Mediation Services	15	0	0	2	56	16
Campaign Fin & Public Discl Bd	10	0	0	2	47	10
Capitol Area Architect	3	0	0	0	R	R
Chicano/Latino Affairs Council	5	0	1	0	41	5
Chiropractors Board	5	0	0	-1	55	17
Commerce Dept	348	19	32	7	46	13
Corrections Dept	4,253	101	160	65	44	11
Cosmetologist Exam Board	16	0	5	3	42	6
Dentistry Board	19	0	4	1	50	13
Dietetics & Nutrition Practice	2	0	0	0	R	R
Disability Council	8	0	1	1	52	10
Education Department	385	20	34	11	50	13
Emergency Medical Services Bd	9	1	0	-3	52	14
Employ & Econ Development Dept	1,465	55	80	-13	49	14
Explore Minnesota Tourism	58	4	4	-3	50	14
Gambling Control Board	33	2	1	0	50	22
Governor's Office	57	0	0	3	34	4
Health Department	1,468	37	134	75	47	12
Higher Ed Facilities Authority	2	0	0	0	R	R
Housing Finance Agency	230	4	16	11	48	11
Human Rights Dept	36	1	5	2	45	11
Human Services Dept	6,598	200	1,064	352	45	11
Indian Affairs Council	6	0	1	1	40	5
Investment Board	20	3	1	-3	48	14
Iron Range Resources & Rehab	53	0	4	3	47	16
Labor & Industry Dept	465	10	15	-2	51	14
Lottery	168	4	6	-4	46	12
Marriage & Family Therapy	3	0	1	1	R	R
Medical Practice Board	20	3	1	-2	53	19
Military Affairs Dept	330	12	34	8	44	12
MN.IT Services	2,063	62	89	14	49	14
Mn Management & Budget	251	9	28	4	47	12
Mn State Academies	296	4	27	-48	48	13
MN Zoological Garden	345	5	17	-21	39	8
MNsure	148	0	28	148	40	3
Natural Resources Dept	3,050	77	149	26	46	14
Nursing Board	34	0	1	0	49	9
Nursing Home Admin Board	7	0	1	-3	43	9
Office of Higher Education	63	1	4	-2	41	13
Ombud Mental Health & Dev Dis	17	2	0	-2	50	12
Ombudsperson for Families	5	0	1	1	57	9
Optometry Board	1	0	0	0	R	R
Peace Officers Board (POST)	10	0	1	1	59	19
Perpich Ctr for Arts Education	114	2	41	38	48	6
Pharmacy Board	18	0	3	3	51	10
Physical Therapy Board	2	0	0	-1	R	R
Pollution Control Agency	921	17	67	61	45	14
Private Detective Board	2	0	0	1	R	R
Psychology Board	11	0	2	1	36	2
Public Facilities Authority	7	0	0	0	55	23
Public Safety Dept	1,859	58	106	1	45	13
Public Utilities Comm	54	1	0	-1	52	15
Racing Commission	24	0	3	1	46	7
Revenue Dept	1,470	40	36	-158	43	11
Secretary of State	82	0	13	20	45	10
Sentencing Guidelines Comm	4	0	0	-2	46	14
Social Work Board	11	1	2	1	53	10
State Auditor	98	2	6	-3	41	13
Tax Court	8	0	0	2	49	7
Transportation Dept	4,664	157	119	-159	47	14
Veterans Affairs Dept	1,378	22	268	41	46	9
Veterinary Medicine Board	2	0	0	-1	R	R
Water & Soil Resources Board	99	2	12	9	46	11
Workers Comp Court of Appeals	13	1	0	-1	57	22

Executive Branch Agency	Appointments	Retirements	New Hires	Net Change in Appointments, FY 2012-13	Average age of Employees	Average Years of Service
Total Executive Branch	34,639	991	2,764	529	46	12

Appendix: Complete Agency-Specific Information –Gender, Race/Ethnicity & Veteran Status
 (“R”= Redacted for Data Privacy Reasons)

Executive Branch Agency	Employee Race not Specified	Racial/Ethnic Minorities	White Employees	Female Employees	Male Employees	Employee Gender not Specified	Employees with a Disability	Employees who are Veterans	Employees with veteran Status not specified
Accountancy Board		R	4	4	R				2
Administration Dept	27	65	355	174	273		21	42	42
Administrative Hearings	6	5	57	47	21		7	4	2
Agriculture Dept	68	30	406	253	251		12	35	51
Amateur Sports Comm			3	R	R				
Animal Health Board	6	R	29	18	18			R	13
Architecture, Engineering Bd	1	R	6	6	R				2
Arts Board	2	R	15	12	6		R	R	2
Asian-Pacific Council		R		R					
Attorney General	2	24	287	201	112		10	13	47
Barber Examiners Board	2		R	R	R			R	
Bd of Podiatric Medicine			R	R				R	
Black Minnesotans Council		R		R	R				
Board Behavioral Hlth&Therapy	1		R	R					2
Bureau of Mediation Services	3	R	11	7	8		R	R	4
Campaign Fin & Public Discl Bd	2		8	R	7		R		2
Capitol Area Architect			R	R	R				
Chicano/Latino Affairs Council		5		R	R				
Chiropractors Board			5	3	R		R	R	R
Commerce Dept	22	30	296	161	186	1	22	26	37
Corrections Dept	53	282	3,918	1,662	2,591		281	606	433
Cosmetologist Exam Board	11		5	13	R		R	R	11
Dentistry Board	7	R	R	16	R				3
Dietetics & Nutrition Practice			R	R					
Disability Council	4	R	R	6	R		4		5
Education Department	22	30	333	302	83		24	12	69
Emergency Medical Services Bd	3	R	R	R	R			R	1
Employ & Econ Development Dept	40	171	1,254	989	476		126	112	189
Explore Minnesota Tourism	1	R	55	42	16			R	15
Gambling Control Board	4	R	28	19	14		R	R	5
Governors Office	50		7	41	16			R	27
Health Department	35	138	1,295	1,079	388	1	61	46	158
Higher Ed Facilities Authority		R	R	R					
Housing Finance Agency	82	23	125	165	65		13	10	39
Human Rights Dept	14	10	12	20	16		R	R	1
Human Services Dept	358	768	5,472	4,530	2,068		284	360	884
Indian Affairs Council		6		R	R				
Investment Board	7	R	12	11	9		R		7
Iron Range Resources & Rehab	6		47	25	28			R	8
Labor & Industry Dept	22	42	401	209	255	1	40	44	60
Lottery	51	12	105	87	81		10	12	35
Marriage & Family Therapy			R	R					
Medical Practice Board	1	4	15	15	R		R	5	3
Military Affairs Dept	108	8	214	78	252		7	101	57
MN.IT Services	103	279	1,681	783	1,280		102	189	306
Mn Management & Budget	8	29	214	177	74		15	11	39
Mn State Academies	85		211	226	70		61	R	131
MNSure	8	36	104	90	58		R	R	19
MN Zoological Garden	8	13	324	213	132		6	14	111
Natural Resources Dept	131	89	2,830	1,209	1,841		93	184	360
Nursing Board	8	R	24	34			R	R	16
Nursing Home Admin Board	3		4	R	R				3
Office of Higher Education	30	4	29	42	21		R	R	37
Ombud Mental Health & Dev Dis	7		10	14	3			R	7
Ombudsperson for Families	1	R	R	5					
Optometry Board			R	R					
Peace Officers Board (POST)	1	R	8	R	R				1
Perpich Ctr for Arts Education	19	13	82	61	53		R	6	17
Pharmacy Board	7	R	10	14	4		R	R	7
Physical Therapy Board	1		R	R					1
Pollution Control Agency	27	59	835	424	497		34	38	97
Private Detective Board	1		R	R	R				
Psychology Board	9	R	R	7	4			R	8
Public Facilities Authority			7	5	R				1
Public Safety Dept	76	136	1,647	804	1,055		85	225	217
Public Utilities Comm	16	R	R	26	28		R	R	19
Racing Commission	16		8	19	5				17
Revenue Dept	92	193	1,185	876	593	1	62	64	172
Secretary of State	19	6	57	47	35			R	18
Sentencing Guidelines Comm	1	R	R	4					

Executive Branch Agency	Employee Race not Specified	Racial/Ethnic Minorities	White Employees	Female Employees	Male Employees	Employee Gender not Specified	Employees with a Disability	Employees who are Veterans	Employees with veteran Status not specified
Social Work Board	3	R	R	R	R			R	2
State Auditor	43	R	53	50	48		R	R	44
Tax Court	1		7	6	R		R		3
Transportation Dept	215	366	4,083	1,020	3,644		167	532	548
Veterans Affairs Dept	484	208	686	972	406		65	128	375
Veterinary Medicine Board	2			R					1
Water & Soil Resources Board	10	R	88	33	66		R	4	4
Workers Comp Court of Appeals	1	R	R	8	5			R	1
Total Executive Branch	2,457	3,120	29,062	17,434	17,201	4	1,640	2,862	4,805

12. Definitions and Technical Notes

Appointment: Appointment counts are the number of filled positions. An employee with multiple concurrent jobs (e.g., two part-time jobs at the same time) will be counted once for each job or position regardless if both positions are in the same agency or job class. Because one employee can hold more than one appointment, appointment counts are usually larger than the number of actual employees.

Average: The most representative score in a distribution. The total divided by the number of cases: for example, the average age of the group is determined by adding all ages together and dividing by the number of individuals.

Calendar year: January 1 through December 31 of a given year.

Contingent workforce: Temporary, emergency, and provisional employees hired for a limited time-period within the span of a fiscal year.

Executive Branch: Agencies of state government established by Minnesota Statute 43A that have statewide jurisdiction and are not within the Legislative or Judicial branches of government.

Fiscal Year: State government runs on a fiscal year calendar that runs July 1 of one year through June 30 of the following year. Fiscal year 2014 runs from July 1, 2013 through June 30, 2014 and is the time period used for this report.

FTE: Full Time Equivalent, or FTE, is a calculation of how much work was compensated last fiscal year. This is represented in 2,088 hour increments or what a regular full-time employee would have worked in one fiscal year. Average Annual Salary per FTE represents the total salary compensation (dollars) divided by the calculated FTE total.

Median: The point at which half of cases in a distribution fall below and half fall above in a given range. For example, the median age of State workers was 48 years (half were younger and half were older).

Unlimited status: Employees hired on an unlimited status means an appointment for which there is no specified maximum duration.

Technical Notes:

Percentages are calculated only from data where a response was given for a particular topic throughout the report. For calculating percentages Individuals who did not indicate race, gender, county of workplace, et cetera have been excluded; therefore, the true percentage, while unknown, may vary slightly from the given percentage, depending upon the size of the unknown group.

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