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Governor of the State of Minnesota

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Commissioner Rebecca Lucero, Department of Human Rights

Commissioner Jennifer Ho, Minnesota Housing Finance Agency

Commissioner Katrina Kessler, Minnesota Pollution Control Agency

Commissioner Steve Grove, Department of Employment and Economic Development

Enclosed you will find the recommendations of the Governor’s Community Council on Inclusion and Equity, authorized by Executive Order 21-13.

The Governor’s Community Council on Inclusion and Equity advised and collaborated with the One Minnesota Council in achieving its goals to design, create, and implement effective, inclusive, and equitable practices for state government to address disparities and inequities in our communities. The Governor’s Community Council, in collaboration with the One Minnesota Council and state agencies, has worked diligently to prepare this plan, which provides an overview of the recommendations for effective, inclusive, and equitable state government.

The enclosed plan details guiding values, goals, and recommendations across the following six key priority areas:

- **Human resources policies and practices** that proactively and consistently promote a diverse, equitable, inclusive, and accessible workplace that values and uplifts employees of color;
- **Training and leadership development** in every state agency infused with anti-racism principles and practice that position the State of Minnesota as a place of racial justice;
- **Policy reviews and equity assessments** that enable state agencies, partners, and communities to collaboratively incorporate equity assessments to ensure that diversity, equity, and inclusion values are embedded throughout state policies and practices;
- **Procurement and grant-making policies and practices** that prioritize equity, transparency, and accessibility as part of each agency's unique grantmaking and procurement responsibilities;
- **Equitable community engagement**, which will seek to make state government a leader in community engagement by cultivating a community of practice within the enterprise that engages all communities through an equitable and inclusive lens; and
- **Transparent accountability** to build credibility and trust with both the state workforce and the public and to develop confidence in the state's work to address systemic racism.

By submitting this long-range plan to the One Minnesota Council, the Governor's Community Council fulfills its mission in part, as defined by Executive Order 21-13. We look forward to continuing to advise, support, and collaborate with the One Minnesota Council in its work to achieve its goals.

Sincerely,

The Governor's Community Council on Inclusion and Equity



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# Long-range plan to address diversity, equity, and inclusion in state government practices

Governor's Community Council on Inclusion and Equity  
November 1, 2022

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**For more information or to request alternative formats:**

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# Executive summary

The Governor's Community Council recommends that the One Minnesota Council pursue the following goals to address systemic racism and achieve more equitable outcomes for Minnesota's communities.

## Human resources and leadership development

- Ensure diverse perspectives are included in the development of human resources policies, procedures, practices, and communication in order to foster inclusive practices across the enterprise.
- Ensure all job postings contain inclusive language, reflect the state's values on recruiting and retaining a diverse workforce, and eliminate barriers to employment.
- Ensure all state agencies have the staffing capacity needed to advance diversity, equity, inclusion, and accessibility.
- Commit all Minnesota state agencies and leadership to becoming anti-racist.
- Equip leadership with the knowledge, skills, ideologies, and lens to dismantle structural racism in their agencies.
- Secure funding and provide anti-racism training for all state agency employees.

## Policies and practices

- Develop an equity impact statement for the State of Minnesota that each agency is responsible for implementing.
- Develop anti-racist and equitable frameworks within each state agency that support the policy review process to promote inclusive programs and services for all Minnesotans.
- Ensure equitable and transparent competitive grantmaking processes and awards.
- Examine and assess agency procurement processes and awards.
- Expand and improve grants administration oversight.
- Expand and improve procurement technical outreach and assistance.
- Create a framework for agency compliance and enforcement of grantmaking and procurement processes.

## Community engagement and accountability

- Consider input and information beyond qualitative data when identifying the needs of diverse cultural communities.
- Ensure that ways for communities to provide input are accessible.
- Ensure more transparent communications internally and externally.
- Promote agency initiatives effectively.

This long-range plan includes recommended strategies for achievement of these goals, and the Governor's Community Council looks forward to continued collaboration with the One Minnesota Council as it works to implement the recommendations.

# Introduction

## Executive Orders 19-01 and 21-13

Governor Tim Walz signed his administration’s first Executive Order in January 2019, Executive Order 19-01, which established the One Minnesota Council on Inclusion and Equity (One Minnesota Council or OMC) to set goals and work collaboratively to address diversity, inclusion, and equity in state government practices—including recruiting, retaining, and promoting employees; state government contracting; and civic engagement. The order stated that the OMC would develop a long-range plan to achieve its goals, which the Office of Inclusion envisions will span five years.

In March 2021, Executive Order 21-13 amended Executive Order 19-01 and established the Governor’s Community Council on Inclusion and Equity (Governor’s Community Council or GCC). The GCC was created to advise and collaborate with the OMC in its efforts to design, create, and implement effective, inclusive, and equitable practices for the State of Minnesota to address disparities, inequities, and systemic racism in Minnesota communities.

## GCC membership

The 14 GCC members (listed in Appendix A) were appointed in August 2021 by the governor, who sought representation from communities most impacted by the disparities, inequities, and systemic racism in Minnesota.

For the appointment process, interested community members submitted applications via the Secretary of State’s website in April 2021. The deputy chief inclusion officer then coordinated a multi-stage application review and selection process. State employees from across several state agencies participated in the review—including the advisor to the lieutenant governor and Lieutenant Governor Peggy Flanagan herself—to narrow down the list from over a hundred applicants. The chief inclusion officer also discussed potential applicants with members of the OMC.

In his announcement of the appointments, Governor Walz said the appointees have all “demonstrated a firm commitment to serve our communities and fight for a fairer future,” and he applauded the appointees for “committing themselves to public service and dedicating their talents and efforts towards fostering a Minnesota where people of all races and all walks of life can succeed.”<sup>1</sup>

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<sup>1</sup> Office of Governor Tim Walz and Lt. Governor Peggy Flanagan, “Walz, Flanagan Announce Appointments to Community Council on Inclusion and Equity,” August 11, 2021, <http://mn.gov/governor/news/index.jsp?id=1055-493593>.



# Equity framework

The Office of Inclusion developed a framework to guide equity work across State government, including the work of the GCC:

**Figure 1: Equity framework**



As the framework demonstrates, there are five domains for changing the culture of an organization:

- **Strategy:** What the organization intends to do, including its mission, vision, values, goals, priorities, and plans.
- **Structure:** How work and people fit together within an organization, including tasks, roles, and work systems.
- **Systems:** Ongoing operating policies, processes, and procedures.
- **Accountability:** Incentives and disincentives to meet expectations, including what is measured.
- **Behavior:** Expected day-to-day behaviors and interactions.

Throughout the development of this long-range plan, GCC members were asked to reflect on the equity framework as a tool to identify both the levers of change for more equitable outcomes and which areas within state government may need to shift. The ways in which the framework domains intersect are also levers for change, GCC members acknowledged, such as where processes influence or interrupt people's behavior.

When we build our strategy, structure, systems, behavior, and accountability with equity in mind it leads to a culture of racial justice. This culture will work to continually combat systemic racism, structural racism, and institutional racism because we will be working from an equity-first lens.

# Definitions

Below are the definitions the Office of Inclusion uses for terms that appear throughout this plan.

**Diversity:** Having a variety of racial, sexual, gender, class, religion, ethnic, ability, and other social identities represented in a space, community, or institution.

**Equity:** In its simplest terms, means meeting communities where they are and allocating resources and opportunities as needed to create equivalent outcomes for all community members.

**Inclusion:** Is the act of creating environments in which any individual or group can be and feel welcomed, respected, supported, and valued to fully participate. An inclusive and welcoming climate embraces the differences that diversity generates.

**Racial justice:** The systemic fair treatment of people of all races, resulting in equitable opportunities and outcomes for all.

**Anti-racism:** The active process of identifying and eliminating racism by changing systems, organizational structures, policies and practices, and attitudes, so that power is redistributed and shared equitably<sup>2</sup> or “the process of actively and consistently confronting racism.”<sup>3</sup>

## Plan development process

The GCC developed a team charter and met monthly from September 2021 to October 2022 in virtual meetings that were open to the public. Additionally, the GCC met jointly with the OMC on four occasions during the same time period.

Diversity, Equity, and Inclusion Liaisons (DEILs) from state agencies were invited to participate in the development of this plan, attending both GCC and OMC meetings. DEILs are champions of diversity, equity, and inclusion efforts within their agencies, working with Enterprise Employee Resources (EER) and the OMC to reduce inequities and ensure equitable, respectful, and quality services for all communities. The list of DEILs who participated in the development of this long-range plan appears in Appendix B.

GCC members reviewed the findings from an Agency Equity Inventory (see Appendix C), as well as a summary of agencies’ equity change plans, as a means of understanding state agencies’ recent, current, and planned efforts related to racial equity. The GCC then collaborated with DEILs and OMC members to identify areas where state government could have the greatest impact to address systemic racism. From those conversations, the following issue areas were identified:

- Human resources policies and practices
- Training and leadership development

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<sup>2</sup> “Anti-Racism: What is ‘anti-racism’ and why does it matter?”, Alberta Civil Liberties Research Centre, accessed October 28, 2022, <https://www.aclrc.com/antiracism>.

<sup>3</sup> Paul Kivel, *Uprooting Racism*, (Gabriola Island, British Columbia: New Society Publishers, 2002), p. 230.

- Policy reviews and equity assessments
- Procurement and grantmaking policies and practices
- Equitable community engagement
- Transparent accountability

GCC members and interested DEILs formed small groups for each of these areas, first completing an environmental scan and then developing the vision statements, goals, and recommendations that appear in the next section of this document. All GCC members and participating DEILs had the opportunity to provide feedback on the content for each of these six issue areas.

Working on the plan over the course of several months, GCC members and DEILs received input and feedback from the OMC and the Governor’s Office, which was used to further refine and improve the document.

## **Goals and recommendations to address diversity, equity, and inclusion in state government practices**

The GCC presents here its recommendations for consideration and action by the OMC.

The GCC acknowledges that the OMC will need to consider the fit and feasibility of each of the recommendations when implementing the plan, especially since the state agencies involved vary greatly in size, budget, and legislative scope. What is most important is for the OMC to take clear and decisive action to make progress toward these goals. The GCC looks forward to collaborating further with the OMC as it strives to do that work.

### **Human resources policies and practices**

#### **Issue statement**

In 2020, the Minnesota House of Representatives declared via resolution that racism is a public health crisis in Minnesota. Disparities exist between races in our state in areas such as income, employment, housing, and education. As one of the largest employers, it is imperative that state government begin to address systemic racism in its human resources policies and procedures by developing and maintaining a diverse, culturally competent, and responsive workforce that is trusted by the communities we serve.

## Vision

To create human resources policies and practices for state government that proactively and consistently promote a diverse, equitable, inclusive, and accessible workplace that values and uplifts employees of color.

## Goals and recommendations

**Ensure that diverse perspectives are included in the development of human resources policies, procedures, practices, and communication in order to foster inclusive practices across the enterprise.**

### Recommendations:

- To create a team that includes employees from diverse backgrounds, lived experiences, and professional expertise. The team will review and provide feedback utilizing an equity lens and provide cultural context references and diverse insights to Minnesota Management and Budget (MMB) on existing and new EER policies, practices, and recruitment.

**Ensure all job postings contain inclusive language, reflect the State’s values on recruiting and retaining a diverse workforce, and eliminate barriers to employment.**

### Recommendations:

- The team described in the recommendation above should work with MMB to update and revise current guides and job posting requirements:
  - Update and revise the technical guide on “Developing Minimum and Preferred Qualification Screening Questions.”<sup>4</sup>
    1. Update guidance on the screening questions.
    2. Remove education, experience, cultural, and economic barriers and biases.
  - Update and revise the document on “Enterprise Guidance on Fostering Diversity, Equity, Inclusion, and Cultural Competence in the Selection Process.”<sup>5</sup>
    1. This may include providing additional examples of minimum job qualifications that reflect the primary job responsibilities, limiting the use of licensures in preferred qualifications unless required by the position, etc.
    2. Update statewide equity, diversity, inclusion, and accessibility and EEOC value statements for all job postings.
      - Include standard guidance on telework language that provides candidates with the necessary information to understand it is aligned with the United States

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<sup>4</sup> Minnesota Management and Budget, “Developing Minimum and Preferred Qualification Screening Questions: A Technical Guide,” August 30, 2019, <https://mn.gov/mmb-stat/hr-toolbox/developing-questions/2019%20%28Technical%20Guide%29.pdf>.

<sup>5</sup> Minnesota Management and Budget, “Enterprise Guidance on Fostering Diversity, Equity, Inclusion, and Cultural Competence in the Selection process,” accessed October 28, 2022, <https://mn.gov/mmb-stat/hr-toolbox/006-recruit-and-retain/cultural-competency/dei-processes-in-selection-guidance-doc.pdf>.

(U.S.) labor industry's definition of remote worker ("part-time remote worker," etc.).

- Include standard guidance that notifies applicants of the requirement to meet ALL minimum qualifications requirements.
- Require an equity/cultural competency that aligns with the position's level, duties, and responsibilities in minimum qualifications for all state job postings.

## **Ensure all state agencies have the staffing capacity needed to advance diversity, equity, accessibility, and inclusion.**

### **Recommendations:**

- Develop requirements for all state agencies with at least 500 employees to employ a 1.0 Full Time Equivalent (FTE) diversity, equity, accessibility, and inclusion (DEAI) professional whose primary responsibility includes supporting and leading agencies' advancement of DEAI. These positions would focus on agency-specific work, which would not overlap with the organizational DEAI work that is being done by the Office of Inclusion.
  - This position within an agency should report directly to a member of senior management who is outside of the agency's internal human resources department.
- For larger agencies (1,000+ employees), there should be a ratio of one DEAI professional per 500 employees (e.g., an agency with 1,500 employees would need three DEAI professionals).
- An additional 1.0 FTE within the Office of Inclusion should be hired to support small agencies (less than 500 employees). This position within the Office of Inclusion would provide guidance, professional development, and other supports and resources to small agencies.

## **Training and leadership development**

### **Issue statement**

We acknowledge that racism is a chronic problem in Minnesota. Disparities can be seen in every measurable area. If we want to decrease the disparities gap, we need to dismantle racism. This work starts with leaders of state government and with prioritizing this work across the enterprise with each state agency.

Leaders lack knowledge and experience in confronting racism and can't change systems, policies, and practices until they gain what they lack. Some agencies lack the language to even talk about this topic. They must prioritize the work of dismantling racism.

Leaders can't lead where they haven't gone, so they must start (or continue) their own journey toward being anti-racist and gain enough skills and expertise to lead their agencies on this journey. If they cannot articulate how racism operates and strategize ways to dismantle racism, we will not make progress.

## Vision

To transform Minnesota into a place of racial justice where every state agency infuses anti-racism principles and practice through training and leadership development.

## Goals and recommendations

### **Commit all Minnesota state agencies and leadership to become anti-racist.**

#### **Recommendations:**

- Create an enterprise-wide anti-racism strategy with 2-, 5-, 10-, and 30-year goals to move toward becoming anti-racist agencies.

### **Equip leadership with the knowledge, skills, concepts, and lens to dismantle structural racism in their agencies.**

#### **Recommendations:**

- Make in-depth anti-racism training available and promote for all legislators when they begin their term, along with their new employee orientation.
- Provide in-depth, required anti-racism training for the cabinet, including commissioners, deputy commissioners, and assistant commissioners.
- All leadership programs hosted by the state will provide learning and development sessions on anti-racism and equity.

### **Secure funding and provide anti-racism training for all state employees.**

#### **Recommendations:**

- Offer the training through the Office of Inclusion.
- All agencies that opt in will receive funding and follow-up support for the actions and activities they will take.
- Offer the training regularly for all staff. Include newly hired state employees first.

## Policy reviews and equity assessments

### Issue statement

Historically, State of Minnesota policies have not equitably supported all Minnesotans. Assessment of inequities across our state indicate that equitable policy development and implementation will improve access and opportunities for underserved communities. In order to advance and maintain the anti-racist work being

championed by state leadership, the state enterprise must review policies through an equity framework and be expected to assess whether or not outcomes are equitable and inclusive for ALL Minnesotans.

## Vision

The State of Minnesota envisions a strategic policy review process that enables state agencies, partners, and communities to collaboratively incorporate equity assessments to ensure that diversity, equity, and inclusion values are embedded throughout policies and practices.

## Goals and recommendations

**Develop an equity impact statement for the State of Minnesota that each agency is responsible for implementing.**

### Recommendations:

- This statement should make clear the enterprise-wide commitment to equity.
- Each state agency’s senior leadership embeds the equity impact statement in their strategic planning effort, human resources policies, and other areas where equity could be a driving force.

**Develop anti-racist and equitable frameworks within each state agency that support the policy review process to promote inclusive programs and services for all Minnesotans.**

### Recommendations:

- Develop and implement an equity framework for policy reviews that is specific to each agency.
- The Office of Inclusion will lead this work and assist agencies in this process, giving examples of how this has been done already in some state agencies (e.g., the Department of Natural Resources and the Department of Transportation) so that agencies benefit from each other’s work.
- Establish performance metrics to assess progress and increase transparency.
- Strongly encourage the legislature to adopt this same goal.

## Procurement and grantmaking policies and practices

### Issue statement

The Walz-Flanagan Administration is committed to ensuring equitable access to state grantmaking and procurement opportunities. While the general procurement and grantmaking policies are outlined by Minnesota statutes, each state agency develops and executes its own procedures and practices for procurement and grantmaking.



In 2007, in response to a program evaluation by the Office of the Legislative Auditor regarding state grant-making earlier the same year, the Minnesota State Legislature established the Office of Grants Management within the Department of Administration and tasked the Department with creating grant management policies and procedures for all state agencies.

Since then, agency grantmaking policies and best practices have been document and circulated across the state enterprise; however, as the implementation of these policies is decentralized, the responsibility to implement and adhere to these policies rests at the agency level. The absence of central oversight has resulted in each agency developing its own standards and processes for navigating grantmaking.

On the procurement front, the Office of Equity in Procurement (OEP), also within the Department of Administration, has been working since its inception under Governor Dayton in 2015 to eliminate barriers for targeted groups looking to contract with the state, including businesses owned by minorities, women, veterans, economically disadvantaged groups, and people with physical disabilities. The OEP does extensive public-facing work, including assistance with small-business certification, training on navigating the state contract database, and community outreach.

## Vision

Grantmaking and procurement within State government are critical tools to ensuring the equitable delivery of government services and economic development. Government grants and contracting play a key role in determining what kinds of organizations receive funding and which businesses grow within our state. In order to support the administration's work toward achieving the One Minnesota goals, state agency procurement and grantmaking policies and practices must prioritize equity, transparency, and accessibility as part of each agency's unique grantmaking and procurement responsibilities.

## Goals and recommendations

### Grantmaking—Ensure equitable and transparent competitive grantmaking processes and awards.

#### Recommendations:

- The Office of Grants Management (OGM) continues to develop, promote, and implement inclusive grantmaking strategies for Executive Branch agencies. OGM coordinates and establishes the best practices, definitions, and expectations to ensure all agencies implement similar policies.
  - Communicate and promote grant opportunities as well as the required elements of Requests for Proposals (RFPs).
  - Prominently display enterprise grantmaking practices and policies online.
  - Simplify grant applications and incorporate plain language.
  - Ensure instructions and materials to assist the grant applicant community are accessible and translated.
- Continue to build relationships and conduct outreach with potential applicants.
  - Provide, record, and post trainings and webinars for electronic access.
  - Implement formal opportunities for feedback.
  - Allocate funds legislatively for a navigator/ombudsperson for grant applicants.

- Develop agency grant processes that recognize differing levels of organizational capacity by lowering barriers to application.
  - Where applicable, sub-grant to organizations that can focus on equitable allocation.
  - Extend the application period to allow more time for application development.
  - Require agency adherence to the initially stated duration of the contract.
  - Keep organizational applicant information on file for future grant applications from year to year.
- Inform and communicate funding decisions to all applicants.
  - Communicate deadlines for each step in the application and award process.
  - Communicate awards and provide feedback regarding applications and reviews.

### **Procurement—Examine and assess agency procurement processes and awards.**

#### **Recommendations:**

- Secure appropriation to conduct a study on vendor disparities in state government procurement.
  - The study would examine whether there is evidence of discrimination that affects targeted businesses in the marketplace.
  - The study would also assess and recommend measures to address any such discrimination.
- Provide further recommendations to ensure equitable and transparent procurement processes and awards.
  - Increase statutory the Vendor Preference benchmark from **6 percent to 12 percent**.
  - Increase statutory enterprise threshold from **\$25,000 to \$100,000** for Equity Select.

### **Grantmaking—Expand and improve grants administration oversight.**

#### **Recommendations:**

- Secure legislative appropriation for the OGM to full implementation of these areas.
  - Enable the OGM to drive innovation, develop alternative strategies, and foster collaboration across sectors to improve grant administration and outreach.
  - Establish a baseline understanding of the impact of current state agency practices and state-funded grants throughout Minnesota’s communities, including an enterprise resource to assist state agencies with effectively implementing state-funded grants that focus on specific communities.
  - Provide dedicated staff for tribal consultation, outreach, and training to encourage and assist community groups in applying for state-funded grants.
  - Establish a benchmark goal for yearly grantmaking specific to smaller-scale Black, Indigenous, and People of Color (BIPOC) organizations across all agencies.

### **Procurement—Expand and improve procurement technical outreach and assistance.**

#### **Recommendations:**

- Secure legislative appropriation for the Procurement Technical Assistance Center (PTAC), which provides technical and marketing assistance to all Minnesota businesses interested in selling their products and services to government agencies.

- This proposal includes the 35 percent state funding match required by the U.S. Department of Defense, which funds 65 percent of the program through a cooperative agreement.
- The state portion will cover staffing in both the Twin Cities Metro Area and Greater Minnesota.
- Update statute to streamline the certification process.
  - Authorize the state to recognize certification from national certification bodies.
  - Serves to reduce the administrative burden for businesses.

## **Grantmaking—Create a framework for agency compliance and enforcement.**

### **Recommendations:**

- Establish an Office of Equity in Grantmaking consistent with appropriation requested, as described above under “Grantmaking—Expand and improve grants administration oversight.”
  - Support the role of the OGM in leading the Diversity, Equity, and Inclusion in Grant Administration Community of Practice leadership team.
- Support state enterprise learning through brainstorming and dialogue to shape a shared wisdom, build capacity, and support best practices on how to improve equity, diversity, and inclusion in the competitive grant process.
- Create a public-facing dashboard specific to each grantmaking agency to detail annual allocations and to monitor the achievement of goals.
- Administratively establish a subcabinet of key agencies to report to the OGM.
  - Ideally, the Office of Equity in Grantmaking would occupy an interagency role, where the top grantmaking agencies would be represented in a “subcabinet” that would report directly to the Office of Equity in Grantmaking.
  - This model would be reminiscent of the relationship between the Olmstead Implementation Office and the participating agencies that make up the Olmstead Subcabinet.

## **Procurement—Create a framework for agency compliance and enforcement.**

### **Recommendation:**

- Secure legislative appropriation for additional funding to the Office of Equity in Procurement through the legislature to ensure that agency procurement processes are in compliance with stated policies on an enterprise-wide scale.

# **Equitable community engagement**

## **Issue statement**

In Minnesota, state government exists to serve and make this state the best possible place to call home for all. While equitable community engagement should be at the heart of all government practices, there is no “one size fits all” method.

State government has traditionally used data and data collection to better understand the wants and needs of all communities. While it can play an important role, data is seldom collected or consistently applied across

agencies. The data also has several limitations, such as not communicating the differences in cultural etiquette and traditional customs practiced among different communities and ethnic sub-groups.

## Vision

The State of Minnesota will be a leader in community engagement by cultivating a community of practice within state government that will engage all communities through an equitable and inclusive lens. This practice will prioritize giving voice to communities, in both formal and informal power structures, and empowering those who have been historically marginalized.

## Goals and recommendations

### Consider input and information beyond quantitative data when identifying the needs of diverse cultural communities.

#### Recommendations:

- Meaningful community engagement starts at the leadership level.
  - Commissioners and their offices set the example of how to build relationships in relevant communities.
- Cultivate meaningful relationships within communities, formally and informally.
  - Relationships play an important role in understanding and building a bridge to raise communities' ideas and concerns.
- Focus on communicating what the agency represents and intends to do, then ask for collaboration.
  - Ask communities: How can we better serve you? What are your ideas and recommendations? What is the impact you foresee?
- Implement feedback.
  - Much of state government community and public engagement appears to be limited to hearing concerns and silencing critique. Don't succumb to the status quo.
- Commit to employing diverse people from diverse communities across the enterprise.
  - The state cannot say it cares about equity until all practices reflect real diversity.
  - Building relationships, especially in communities who are distrusting of government, requires someone with relevant knowledge, understanding, and the lived experiences to work on the ground and among the community. If a team is missing that perspective, it will be necessary to hire these people.
- Commit to skill training and development.
- Consider candidates' social and emotional capacity to seek and maintain important community relationships in development of position descriptions and interview questions.
- Disconnect is a two-way street, and just as people inside an agency do not always know the best cultural etiquette and traditional customs to build and maintain relationships within a community, people from outside who join an agency do not always understand the goals and ideas of the state enterprise.
  - Re-evaluate language, systems knowledge, and institutional practices and adapt as necessary so that inward and outward communication is transparent.

- Collaborate across the enterprise with intersectional ideological practices and understanding of communities.

## **Improve and uniformly apply data systems to collect and share disaggregated data in ways that are easily accessible and understood for the public to review.**

### **Recommendations:**

- Upgrade or update data systems so agencies can break down ethnic groups into specific sub-categories (i.e., disaggregating “Asian-American and Pacific Islanders” into recent Karen immigrants versus established Japanese Americans), as each community has different needs.
- Continue to understand the cultural etiquette and customs of each group to maintain trust and ongoing, two-way communication to sustain community relationships.
- Have materials and websites available in multiple languages.
  - Website pages are key. Many materials are published in multiple languages (spoken and signed), but if we want to address trust issues, data should be translated appropriately on websites as well—especially with live data tools.
    - For example, the instructions and data on the Minnesota Pollution Control Agency’s “What’s in My Neighborhood” map and searchable website are displayed in English only.<sup>6</sup>

## **Ensure that the ways for the community to provide input are accessible.**

### **Recommendations:**

- Make data, webpage instructions, feedback, and data goals easily accessible by screen readers and available in different languages, without jargon and acronyms.
  - Feedback includes what we heard from the community, what we are going to do, what we did, and the results—including data.
- Meet communities where they are most comfortable and available.
  - This may mean restaurants, school events, sporting events, churches, or other locations.

# **Transparent accountability**

## **Issue statement**

Trusting the government is not automatic, particularly for BIPOC communities—and especially during these polarizing political times. However, community trust is needed to implement effective DEI strategies enterprise-

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<sup>6</sup> Minnesota Pollution Control Agency, “What’s in My Neighborhood,” accessed October 28, 2022, <https://www.pca.state.mn.us/about-mpca/whats-in-my-neighborhood>. While this example is not intended to be representative of all state websites and materials, it is one that the small group members who worked on this issue area are familiar with due to their role at the agency.

wide. While Minnesota state agencies share in a commitment to address systemic racism, the strategies and practices are not always communicated effectively to members of the public.

## Vision

The vision for transparent accountability is to first build credibility and trust internally—with state employees—then by extension the public, and to develop an understanding of and confidence in the work that the state is doing to address systemic racism.

Thus, the vision is specifically for a state employee audience: State employees are aware of and can clearly communicate why it is important to end systemic racism (connected to the training and leadership development issue area) and how their individual work contributes to ending it in state government.

## Goals and recommendations

### Ensure more transparent communications internally and externally.

Given that there are rules, regulations, and policies that dictate what information and data can and cannot be shared, it is important that state employees understand these nuances and overcommunicate to the public where possible.

#### Recommendations:

- Explain the “why” behind what information state government can and cannot share. Employees and constituents can understand reasons like privacy concerns, etc., so it needs to be overcommunicated. Ensuring that employees clearly understand is a way to inform the public.
  - This is a critical component when data cannot be shared with employees and constituents.
  - Share aggregate data that can help demonstrate trends and actions being taken.
  - Add the “what,” “so what,” and “now what” for the general public, e.g., why is it important? Why should they care? What’s in it for them? For employees, it equips them to be confident in their messaging.
- Share the process and timelines of when something may happen and what information will be shared at points in the process. Clearly set expectations so employees and constituents don’t “fill in the blanks” with their own assumptions.
- As described in the previous section on procurement and grantmaking policies and practices, “demystify” the RFP process for small businesses, Disadvantaged Business Enterprises, Minority-Owned Businesses, etc., such as through the work of the OGM.
  - Input from the GCC has been that RFP processes aren’t well understood, and that keeps many community members out of the process. The OGM could continue to work to make the RFP process easier to understand, and that will help drive inclusivity.

- Revisit the RFP process regularly as part of the ongoing work of the OGM to make sure the process remains relevant. Gather input and insight from both those who post the RFP and those who complete/submit applications. Ensure the most vital information is captured.

### **Promote agency initiatives effectively.**

#### **Recommendations:**

- Share state-sponsored, partnerships, and/or federally recognized DEI initiatives (such as Justice40),<sup>7</sup> with goals and success metrics. Employees and the public should understand what the state is trying to accomplish, and how well initiatives are doing against goals.
- Spend time celebrating and marketing to the community, even when an initiative is not successful. Evaluating what worked, did not work, and what was learned along the way can show forward momentum in diversity and equity initiatives. Target community groups that would be interested in these initiatives.
- A quick win in this area would be to share state hiring goals with disaggregated data related to Affirmative Action (AA) Plans.

## **Conclusion and next steps**

Implementation of this long-range plan will require several foundational next steps, for which the OMC, DEILs, and the Office of Inclusion each have a role to play. Management Analysis and Development (MAD) consultants have served as facilitators in this process thus far and may also be engaged for consultation on plan implementation.<sup>8</sup>

The chief inclusion officer, on behalf of the governor and lieutenant governor, will continue to serve as chair of the OMC and to staff the GCC. The chief inclusion officer's focus will be on the development and implementation of state enterprise strategies to achieve the long-range plan goals of hiring and retaining diverse employees, diversifying state contracting and grantmaking, and conducting equitable public engagement and policy analysis. The chief inclusion officer will also be working closely with the deputy chief of staff for public engagement in the Governor's Office and the future chief equity officer to align goals in moving this plan forward.

OMC members and the Office of Inclusion have discussed that it will be most efficient to cross-check plan recommendations against cabinet agencies' existing equity change plans, implemented in each agency by an equity change team. This will require analyzing the equity change plans to identify areas of alignment or gaps.

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<sup>7</sup> U.S. Department of Transportation, "Justice40 Initiative," accessed October 27, 2022, <https://www.transportation.gov/equity-Justice40>.

<sup>8</sup> MAD is a management consulting practice housed within state government that provides various consultation services to public sector organizations. The Office of Inclusion has retained MAD for consultation support, meeting design and facilitation, and coordinating the long-range planning.

Further, the OMC will need to decide, in consultation with DEILs, which recommendations to prioritize in the near term (versus the long term) and then create a detailed action plan for implementing these recommendations. OMC members have stated that the most important factor for implementation success is to establish specific roles, deadlines, and deliverables via an action plan. Roles will need to specify not only the individual (or individuals) responsible for leading each action step, but also expectations for the role of OMC members versus DEILs in implementation.

Lastly, both the GCC and the Office of Inclusion could play a role in setting up plan monitoring. The Office of Inclusion can advise the OMC on performance measures to track progress on the recommendations, as required by both Executive Orders. The OMC may continue to meet periodically with the GCC to share updates and assess quick wins. While Executive Orders 19-01 and 21-13 demonstrate that the OMC is ultimately accountable to the governor and lieutenant governor, the GCC members are greatly invested in the success of this plan and remain committed to tracking progress toward implementation, such as by playing a monitoring role for the OMC and DEILs.



# Appendix A: Members of the Governor's Community Council on Inclusion and Equity

- Bernadette Burnham, President, Minnesota AFL-CIO
- Desralynn Cole, Race and Equity Program Manager, City of Minneapolis\*
- Dr. Rebecca Evan, Assistant Professor, College of Management, Metropolitan State University
- Ravyn Gibbs, Professional Staffer, U.S. Senate
- Elda Macias, Senior Director of Customer Insights and Experience Design, Securian Financial
- Georgia Miller-Kamara, Education Support Professional, and Child Protection Social Worker, St. Louis Park Public School District
- Maryam Nur, Executive Director, Lead the Way Minnesota\*
- Emmanuel Oppong, Community Engagement Director, St. Cloud Office of the Mayor and Adjunct Professor, St. Cloud University
- Pleasant Radford, Health Equity Officer, UCare
- Natalie Copeland, Executive Director, Unite Cloud and Anti-Racism Trainer, St. Cloud University
- Kenneth Rodgers, Disability Programs Coordinator, Minnesota Department of Transportation (MnDOT)
- Dr. Antony Stately, Chief Executive Officer, Native American Community Clinic
- Myat Thanda Tun, DEI Program Manager, Fairview Health Services
- Rachel Zhang, Chief Operating Officer, Rochester Community Initiative

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\* These GCC members left the council prior to the conclusion of their appointment period.

# Appendix B: Diversity, Equity, and Inclusion Liaisons

The following Diversity, Equity, and Inclusion Liaisons (DEILs) were involved in the development of this plan:

- Bridgett Anderson, Minnesota Board of Dentistry
- Katona Barnes, Minnesota Department of Education
- Nico Bauer, Governor's Office\*
- Seema Desai, MnDOT
- Aisha Ellis, Minnesota Department of Natural Resources (DNR)
- Yumi Finney, Minnesota Management and Budget (MMB) (now at DNR)
- Debra Gramza, MMB
- Carolyn Kammeyer, Minnesota Pollution Control Agency
- Sheryl Kochevar, Iron Range Resources and Rehabilitation (IRRR)
- Gina Kundan, MnDOT
- Mai Youa Lee, Minnesota Department of Corrections
- Sarah Herder Lewis, Minnesota Information Technology Services (MNIT)
- Jennifer Lor, Governor's Office\*
- Michelle Manivel, Governor's Office\*
- Dr. Karen McKinney, Minnesota Department of Human Services
- Brittany Rice, Minnesota Housing Finance Agency
- Major Corey Robinson, Minnesota National Guard
- Barbara Sanders, IRRR
- Matt Olinger, Minnesota Zoo
- Seth Strong, Minnesota Department of Commerce and Minnesota State Lottery
- Valerie Williams, Minnesota Zoo
- Yer Winder, Minnesota Department of Revenue
- Sabrenia Young, Minnesota Department of Agriculture

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\* Although Governor's Office staff who worked on the plan are not DEI Liaisons, they contributed their perspectives as state employees (like the DEI Liaisons) to the small groups that worked on plan sections.

# Appendix C: Agency Equity Inventory

## Request to agencies

*In fall 2021, the Office of Inclusion sent the following request to state agencies to complete a questionnaire on their agency's racial equity efforts. The information captured in this appendix has not been updated since fall 2021, although agencies have continued their equity work since submitting this information.*

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[Executive Order 21-13](#) established the Governor's Community Council on Inclusion and Equity (GCC). The GCC works in partnership with the One Minnesota Council on Inclusion and Equity (OMC) in achieving its goals to design, create, and implement effective, inclusive, and equitable practices for the state to address disparities, inequities, and systemic racism in our communities.

One intended outcome of this work is to ensure alignment across the equity work in this administration. It is critical that the GCC understand the depth and breadth of equity work that already exists across the enterprise. Therefore, the Office of Inclusion is asking that you fill out the following questionnaire as it relates to the work of your agency or workgroup.

### Summary of Racial Equity Work at Agencies

1. What infrastructure does your agency have in place to support racial equity initiatives? (Full-time employees, employee resource groups, Diversity Council, Equity Team, other structural support)
2. What are the top 3-5 legislative initiatives your agency has developed to advance racial equity (Both those that have passed the legislature and those that have not)?
3. What are the top 3-5 programs or services you offer that successfully advance racial equity? (Does not need to be a comprehensive list)
4. Give examples of organizational policies that you have adopted to advance racial equity.
5. Outline key existing partnerships that your agency utilizes to advance racial equity.
6. Describe the nature of the community engagement your agency conducts related to racial equity. (Is it ongoing or situational, who conducts the engagement, what challenges do you have, etc.?)
7. What else should the GCC know about racial equity work at your agency?
8. What are some of the barriers you are facing in your support of racial equity work at your agency?
9. Do you have professional development programs at your agency? Or any training services?

### Other information

- Office of Inclusion Equity Vision
- Summary of Office of Inclusion Initiatives
- Summary of One Minnesota subcommittee work
- Summary of the DEI Liaisons' work
- Equity Decision-Making Framework
- Equity Change Plan summary

- Retention goal/data
- Communicating with an Equity Lens tool

## Summary of agency responses

*MAD consultants analyzed the agencies' questionnaires and compiled a summary of their responses in a PowerPoint deck, representing an inventory of racial equity efforts across state agencies. The following outline provides the text from this PowerPoint deck.*

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### Overview

- Responses from 23 agencies
- Responses fell into nine categories:
  - Community engagement
  - Infrastructure
  - Legislative initiatives
  - Most successful programs that advance racial equity
  - Organizational policies
  - Partnerships
  - Professional development or training programs
  - What else should the GCC know?
  - Barriers

### Outline of findings

- Some notes on language: Quantity
  - “Most:” The theme that appeared most frequently among agency responses
  - “Some:” Themes that only appeared a handful of times among agency responses (typically three or four times)
  - Anything else: Themes that appeared just once or twice among agency responses
- A note on tribal and Indigenous communities
  - Tribal-State Relations Training: Although some people may identify as Indigenous, American Indian, or Native American as a racial identity, tribal membership is a political identity.
  - Indigenous colleagues at the state of Minnesota: Coordinating, consulting, and including tribes and Indigenous communities is not a “DEI” issue. Tribal-state relationships are “sovereign-to-sovereign.”

- Organizational policy on tribal relationships: Executive Order 19-24
  - Affirms the Government-to-Government Relationships between the State of Minnesota and Minnesota Tribal Nations: Providing for Consultation, Coordination, and Cooperation.<sup>9</sup>
    - “By June 30, 2019, all agencies will, in consultation with Minnesota Tribal Nations, have implemented tribal consultation policies to guide their work and interaction with Minnesota Tribal Nations...”
    - “Prior to September 1 of each year, every agency will consult with each Minnesota Tribal Nation to identify priority issues in order to allow agencies to proactively engage Minnesota Tribal Nations in the agencies’ development of legislative and fiscal proposals.”
    - “Each agency will develop and maintain ongoing consultation with the Minnesota Tribal Nations related to each area where the agency’s work intersects with Minnesota Tribal Nations.”
    - “Each agency must designate a Tribal Liaison to assume responsibility for implementation of the tribal consultation policy and to serve as the principal point of contact for Minnesota Tribal Nations.”
    - “The Tribal Liaison must be able to directly and regularly meet and communicate with the Agency’s Commissioner and Deputy and Assistant Commissioners in order to appropriately conduct government-to-government conversations.”
    - “The State has instituted Tribal-State Relations Training (‘TSRT’) which will be the foundation and basis of all other tribal relations training sources. All agencies must direct certain staff to complete [this] training.”
    - “In addition to all Commissioners, Deputy Commissioners, and Assistant Commissioners, all agency employees whose work is likely to impact Minnesota Tribal Nations will attend TSRT training.”

## Themes and findings from inventory analysis

### 1a. Community engagement

Prompt from inventory questionnaire: “Describe the nature of the community engagement your agency conducts related to racial equity.”

- Most frequently, agencies cited activities relevant to the sectors in which the agency works, such as:
  - Minnesota Department of Revenue (MDOR): Relationship-building formally underway with organizations led by Black, Indigenous, and people of color (BIPOC) to increase racial equity in tax administration and policy formation

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<sup>9</sup> Office of the Governor, “Executive Order 19-24: Affirming the Government-to-Government Relationship between the State of Minnesota and Minnesota Tribal Nations: Providing for Consultation, Coordination, and Cooperation,” accessed November 9, 2021, [https://mn.gov/governor/assets/2019\\_04\\_04\\_EO\\_19-24\\_tcm1055-378654.pdf](https://mn.gov/governor/assets/2019_04_04_EO_19-24_tcm1055-378654.pdf).

- Commerce: Financial Capability Conversations and Roundtables—“COMM’s Financial Institutions Division are working with community-based organizations from immigrant and communities of color to learn about the unique challenges associated with banking and lending”
- Other agency activities include:
  - Undertaking internal equity efforts—such as related to hiring, training, procurement, etc.—to better serve racially diverse communities as part of their agency’s community engagement or services/programs
  - Providing programs, services, or materials in languages other than English

### **1b. Community engagement: Tribes and Indigenous communities**

- Agencies most often mentioned examples of community engagement in the sector/field in which the agency works, e.g.:
  - Office of Higher Education (OHE): In 2020, OHE started hosting public engagement calls on equity covering various topics, including the American Indian experience in higher education.
  - Department of Public Safety (DPS): Office of Justice Programs “continues to grow training and capacity-building activities with an emphasis on tribal communities to ensure that all children and families have access to resources that can help them recover from victimization”
- Other examples: Direct engagement with tribes (sovereign-to-sovereign consultation), tribal liaisons serving as a bridge between state agency and tribes

### **2a. Infrastructure**

Prompt from inventory questionnaire: “What infrastructure does your agency have in place to support racial equity initiatives?”

- Many agencies have equity change teams (some go by different names).
- Some agencies also have:
  - Employee resource groups (ERGs) or affinity groups
  - DEI groups explicitly at the leadership/executive level
  - One or more full-time equivalents (FTEs) dedicated to DEI work
- Larger agencies (Minnesota Department of Human Services [DHS], Minnesota Department of Health [MDH], and Minnesota Department of Transportation [MnDOT], e.g.) seem to have a DEI infrastructure that goes above and beyond other agencies.
- The Minnesota Department of Administration (Admin.)’s Office of Equity in Procurement team has six FTEs; helps ensure greater equity in state contracting and construction.

### **2b. Infrastructure: Tribes and Indigenous communities**

- Specific offices, positions, or teams referenced by agencies include:
  - Agency Tribal Liaisons

- ERGs for Indigenous employees (e.g., the Black Indigenous Women of Color [BIWOC] ERG, referenced by OHE)
- The Minnesota Department of Education (MDE)'s Indigenous Education Action Team
  - Led by the Director of MDE's Office of American Indian Education; includes MDE education professionals, tribal nation leaders, and other key stakeholders
- MnDOT's Office of Tribal Affairs: Eight FTEs who facilitate government-to-government relations between MnDOT and tribal governments in Minnesota
- The Minnesota Department of Veteran Affairs (MDVA) Tribal Veterans Service Officers: Prepare and monitor federal and state veterans' benefit claims and deliver ongoing education and information
- MDH's Health Equity Advisory and Leadership (HEAL) Council: Represents the voices of many communities most severely impacted by health inequities across the state, including American Indians

### 3a. Legislative initiatives

Prompt from inventory questionnaire: "What are the top 3-5 legislative initiatives your agency has developed to advance racial equity (both those that have passed the legislature and those that have not)?"

- Agencies have passed or attempted to pass legislation that directly supports BIPOC communities and greater racial equity, such as:
  - MDE Historic Teachers of Color and Indigenous Teachers legislation: \$19 million in first biennium and \$15 million ongoing to support and expand:
    - Recruitment, retention, and mentoring programs specific to Teachers of Color and Indigenous Teachers
    - Hiring bonuses
    - Increasing the number of Black male educators in classrooms through Black Men Teach
    - Increased funding for Minnesota Indian Teacher Training Program (MITTP)
- Agencies also passed or attempted to pass legislation that indirectly supports BIPOC communities and greater racial equity, such as:
  - MDH/DHS Dignity in Pregnancy and Childbirth Act (passed):
    - Requires hospitals with obstetric care and birth centers to make available continuing education on anti-racism and implicit bias for staff who care for pregnant or postpartum patients
    - Requires the commissioner of health to take steps regarding midwife and doula availability, training, and workforce diversity

### 3b. Legislative initiatives: Tribes and Indigenous communities

- MDE: Tribal Relations Training for School Leaders (did not pass, but funded by MDE Federal American Rescue Plan Funds)
- DPS: Missing and Murdered Indigenous Women Task Force report and now newly-created office

- OHE: Redesign and funding increase for the Teacher Candidate Grants to be solely awarded to teacher candidates of color or American Indian Teachers (redesign passed, but funding increase did not)
- MDOR (no information from agency on legislation status):
  - Update to state and Tribal tax agreements
  - Legislation to include Tribal Nations as organizations eligible to receive Taxpayer Assistance Grants

#### **4a. Most successful programs that advance racial equity**

Prompt from inventory questionnaire: “What are the top 3-5 programs or services you offer that successfully advance racial equity? (Does not need to be a comprehensive list)”

- Some agencies provide funding or services directly to target communities/people:
  - The Minnesota Department of Agriculture (MDA): Emerging Farmer Working Group and new office to address racial equity with BIPOC farmers.
  - The Minnesota Housing Finance Agency (MHFA): The Homeownership Capacity Program process was updated to be more equitable, and 85% of program participants are BIPOC.
- Some agencies provide internally-focused programming to increase equitable outcomes:
  - MPCA’s Environmental Justice Program works to integrate racial equity into all MPCA work to ensure that BIPOC communities a) are not disproportionately impacted by pollution, b) benefit from our work to enhance the environment and human health, and c) have opportunities for meaningful engagement.

#### **4b. Most successful programs that advance racial equity: Tribes and Indigenous communities**

- MDE:
  - Tribal Early Childhood program—ensures that Early Childhood and Family Education services are available for parents in tribal communities
  - American Indian Education Aid program —to increase the academic achievement, decrease the dropout rate, and improve the school climate of American Indian students in culturally appropriate ways
- MDH: Community Solutions for Healthy Child Development grant program—will advance and improve child development outcomes related to the well-being of children of color and American Indian children from prenatal to Grade 3 and their families
- MDA: AGRI Urban Agriculture Grants—projects must be in cities with a population over 10,000 or where at least 10% of the population is comprised of people of color or Native American tribal community members.

#### **5a. Organizational policies**

Prompt from inventory questionnaire: “Give examples of organizational policies that you have adopted to advance racial equity.”



- Agencies most frequently cited policies related to recruitment and hiring, e.g.:
  - Minnesota Department of Natural Resources (DNR): Expanding inclusive hiring by further embedding DEI practices throughout the hiring process, including reviewing minimum and preferred qualifications for positions, recruiting, interview structure, etc.
- Some agencies:
  - Use an equity tool/lens (Commerce—currently considering an Equity Lens Framework to adopt for reviewing policies, proposals, and rules for equity)
  - Have policies around DEI training requirements (Iron Range Resources and Rehabilitation Board [IRRRB]): All employees required to complete Intercultural Development Inventory [IDI]
  - Are adding DEI language to position descriptions (OHE will be requiring that an equity measure be added to all position descriptions)
  - Have procurement policies to promote equity in grantmaking and contracting (DEED—uses a community reviewer process to evaluate proposals for programs, which brings the knowledge of community members into the scoring and review process)

## 5b. Organizational policies: Tribes and Indigenous communities

- IRRRB: Policy for all employees to attend TSRT
- MHFA: Organizational goal to retain 75% of employees who are BIPOC, have a disability, or are a veteran
- Minnesota Department of Human Rights (MDHR): Does not require law degrees for its investigators
  - “While many investigators have law degrees, we know that [MDHR] can:
    1. Train people on the law, and that
    2. If law degrees are required, then that will automatically exclude qualified people of color and Indigenous community members who do not have the same access to law schools due to long-standing systemic barriers.”

## 6a. Partnerships

Prompt from inventory questionnaire: “Outline key existing partnership that your agency utilizes to advance racial equity.”

- Some agencies partner with the state’s ethnic councils (e.g., Council for Minnesotans of African Heritage, Council on Asian-Pacific Minnesotans, Council on Latino Affairs, and Minnesota Indian Affairs Council [MIAC]),<sup>10</sup> DHS’ Cultural and Ethnic Communities Leadership Council, and ERGs.
- Many agencies have external partnerships relevant to the sectors in which the agency works, such as:
  - MDOR: Partnerships with nonprofit organizations that work on intersections of equity and wealth-building, such as Voices for Racial Justice, Center for Economic Inclusion, and Coalition on Asian American Leaders

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<sup>10</sup> Office of the Revisor of Statutes, “2021 Minnesota Statutes: 15.0145 Ethnic Councils,” Accessed November 10, 2021, <https://www.revisor.mn.gov/statutes/cite/15.0145>.

- MHFA: Equity in Place Coalition—“[A coalition of] organizations led by people of color and housing advocacy organizations the Twin Cities region that influences planning and investments to ensure that people of color and low-wealth people have a role in shaping the future of the Twin Cities region”
- Some agencies mentioned recruitment or hiring partners:
  - Minnesota Information Technology Services (MNIT): Staff participate in Minnesota High Tech Association’s leadership program, which provides workshops to communities of color in hands-on technical skills. Goal is pipelines of talent with better representation from Minnesota’s communities of color.

## 6b. Partnerships: Tribes and Indigenous communities

- Most common response: Partnering for the purpose of tribal coordination and consultation (required by Executive Order 19-24)
- A few agencies mentioned partnering with MIAC:
  - “MIAC’s mission is to protect the sovereignty of the 11 Minnesota Tribes and to ensure the well-being of American Indian citizens throughout the state of Minnesota. The MIAC provides a liaison office to the eleven sovereign tribal nations and state government.”<sup>11</sup>
- A few agencies mentioned partnerships related to the sector/field in which the agency works:
  - DPS: Participates in the TPT Community Resiliency Council (TPT: The Twin Cities’ public television affiliate). Purpose is to help the consortium of emergency preparedness managers work with communities of color and Indigenous communities
  - MDH: Tribal-focused suicide prevention specialists and others partner with MDVA.
- Other examples of partnerships: Recruitment, data/reporting relationships, cultural sharing or awareness, and community/stakeholder engagement

## 7a. Professional development

Prompt from inventory questionnaire: “What professional development programs do you facilitate at your agency? Or any training services?”

- IDI
- Mandatory DEI training annually or during on-boarding on topics such as anti-racism (DHS, e.g.)
- Racial Equity Training for leadership (COMM)
- Optional programming for staff or leadership, e.g.:
  - Department of Employment and Economic Development (DEED): “Diversity Spotlight: monthly professional development for all staff to learn about diverse lived experience, followed by discussions to reflect on what they learn and how they will incorporate what they have learned into their work”

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<sup>11</sup> Minnesota Indian Affairs Council, “History,” accessed November 10, 2021, <https://mn.gov/indianaffairs/miachistory.html>.

- Mentorship opportunities, e.g.:
  - Minnesota Pollution Control Agency (MPCA): Newer programs that are meant to help racially underrepresented groups further their careers through education and formal mentorship
- Extra DEI training for agency leadership or supervisors, e.g.:
  - MDE: “How to hold courageous conversations”
- Training specific to the agency's sector/field, e.g.:
  - MDA: “A ‘Diversity and Inclusion in Agriculture’ e-learning that will be mandatory for all employees”

## 7b. Professional development: Tribes and Indigenous communities

- IRRRB: Tribal liaison designs and facilitates quarterly cultural-oriented presentations.
- MDH: Offers a training on “Federal Indian Policy and Indian Health Disparities.”

## 8a. What else should the GCC know?

Prompt from inventory questionnaire: “What else should the GCC know about racial equity work at your agency?”

- Agencies most frequently:
  - Reiterated their efforts to recruit BIPOC candidates for jobs or for careers in their agency’s field
  - Described internal initiatives, such as on DEI training, a mentorship program, DEI information in the employee newsletter, and internal policies
  - Emphasized that:
    - Their agency is working to increase its equity activities and/or is constantly innovating and improving its equity work in response to the changing field.
    - This inventory form does not fully capture all the agency’s DEI activities.
- Other activities:
  - Agency is seeking to advance racial equity through its hiring practices, e.g., via its AA plan, AA coordination efforts, or AA hiring goals
  - Racial equity is embedded into the agency’s strategy, mission, or foundational plan documents
  - Agency conducts listening sessions or other forms of employee support in response to current events, such as the murder of George Floyd

## 8b. What else to know: Tribes and Indigenous communities

- MDA: Has an equity statement that includes a tribal land acknowledgement for the agency
- MDHR: Uses a “strategic enforcement model to ensure state-funded contracts are vehicles to create equitable and inclusive career pathways for BIPOC and/or women”

## 9. Barriers

Prompt from inventory questionnaire: “What are some of the barriers you are facing in your support of racial equity work at your agency?”

- Funding and resources
  - Proposals not funded by legislature
  - Lack of FTEs devoted to DEI and general funds to put toward equity work
  - Workload constraints—pandemic-related work has disproportionately impacted staff with DEI responsibilities
- Measuring current efforts can be difficult
  - DEI is decentralized in agency, not coordinated and strategic at agency-level
  - Not doing a good job tracking the DEI work we are doing
  - It can be hard to track racial data and therefore difficult to know if outreach is successful
- Employees do not understand how racial equity and DEI in general applies to the work they do:
  - Lack of interest from employees
  - Polarized political viewpoints brought to workplace
- While time is spent on education and building awareness, the agency hasn’t made the leap to how this knowledge can be applied to individual jobs.
- Human resources (HR):
  - HR policies and practices make it more difficult to diversify workforce.
  - Need better understanding of why people do not stay
  - Need to maintain and improve benefits that promote retention