



**ENTERPRISE**  
HUMAN RESOURCES



**STATE OF MINNESOTA**

# **Workforce Planning Report**

**2015**

**Minnesota Management and Budget's mission** is to manage state government's financial, workforce, and information resources to support effective and efficient services for Minnesotans.

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# Executive Summary

## Report Scope

This report summarizes characteristics of the Executive Branch of Minnesota's state government workforce for fiscal year 2015 (occurring between July 1, 2014 and June 30, 2015). 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.

## Workforce-at-a-Glance

More than 34,000 public servants perform the state's work. The size of the state workforce has generally hovered between 32,000 and 35,000 over the last ten years. State government employment was down slightly over the last year, mostly due to retirements. Key numbers are listed below.

- The Executive Branch represents approximately 89 percent of state government with 34,354 positions in 78 agencies.
- The Executive Branch shed 285 (-0.8 percent) positions since FY 2014 with losses spread across about 30 agencies.
- The Department of Human Services is the biggest agency in the Executive Branch, representing 18 percent of all state employees. The Departments of Transportation and Corrections account for 14 and 13 percent of the workforce respectively. Thirty-five percent of employees work in smaller agencies with less than 5 percent of total employment.
- The Executive Branch workforce is distributed across the entire state, with employees reporting to workplaces in 86 of 87 counties. Sixty-one percent of employees work in the Twin Cities seven-county metropolitan area, while 39 percent work in greater Minnesota counties. Seventeen percent of staff work in metropolitan areas other than the Twin Cities metro area, while 22 percent work in non-metropolitan areas.
- About 89 percent of staff is represented by organized bargaining units. The American Federation of State, County and Municipal Employees (AFSCME) represents 41 percent of staff while the Minnesota Association of Professional Employees (MAPE) represents another 34 percent.
- About 86 percent of appointments are full-time, 13 percent part-time, and the remainder intermittent (on call).

## Executive Branch Demographics – Protected Group Representation

- The state workforce is less racially and ethnically diverse than the overall available Minnesota workforce. About 10 percent of employees indicate they are part of a racial or ethnic minority while 86 percent indicate they are White. Four percent did not specify their race. However, in FY 2015, 17 percent of new hires were self-identified minorities.
- The Executive Branch workforce is roughly 50% male and 50% female.
- Veterans represent approximately 8 percent of the workforce.
- Individuals with disabilities represent approximately 6 percent of the Executive Branch workforce.
- The state employs a higher percentage of women, veterans, and disabled individuals than exist in the overall available Minnesota workforce.

## Executive Branch Hiring, Retirements, and Age Demographics

- The state placed over 3,600 new hires in classified appointments in FY 2015. New hires in classified positions make up over 70 percent of total new hires.
- New hires declined by 485 from FY 2014. In FY 2015, 17 percent of new hires were racial/ethnic minorities while veterans and those with disabled made up 6.8 percent and 3.8 percent respectively.
- Almost half of the state's 8,153 FY15 job vacancies were for jobs in General Administration; Health and Human Service; and Administrative Support and Hospitality career fields.
- The median age of the Executive Branch workforce is 47 years. About 45 percent of the workforce is 50 or more years of age.
- Retirements increased substantially by 282 from FY 2014 as the Baby Boom Generation continues its exit from state employment. The average retirement age of 61 is mostly unchanged from recent years.
- With increased retirement and hiring, the largest generation in state government is now Generation X with 45 percent of total employment compared to 42 percent for the Baby Boom Generation.

### Increasing retirements pose future workforce challenges

Like all employers, the State of Minnesota faces the challenge of an aging workforce. Figures 16 and 17 show a Baby Boom Generation that is actively in the process of leaving state service. Barring a recession in the near term, we could see around 1,000 retirements per year in the coming years – a loss of around 3 percent of state workers every year – not considering staff resignations outside of retirement.

The wave of retirements has focused the enterprise on workforce planning and recruitment best practices to ensure we attract, train, and retain the next generation of workers. Generation X and the Millennial Generations make up 58 percent of the state workforce and their share will only increase. In many cases, some of the highest demand (and highest skill) jobs in state government – nurses, information technology professionals, civil engineers, and accountants, for example – are also needed in the greater economy.

The state will need to be creative to continue attracting the best and brightest in the tightening labor market. During Fiscal Year 2015, Minnesota's economy added around 40,000 jobs for a growth rate of 1.3 percent according to the Minnesota Department of Employment and Economic Development (DEED). Over roughly the same time period, the number of job vacancies (open positions as reported by state employers) increased 16 percent. Recent unemployment rates have hovered near 4 percent.

### Diverse workforce is critical

Improving workforce diversity at all levels of state government is a priority of the administration, and key to meeting the needs of those we serve. To effectively provide services, the State of Minnesota workforce must keep pace with the changing demographics of the entire state. The Minnesota State Demographer projects that our non-White population will shift from 14 percent of total population in 2005 to 25 percent in 2035.

### Conclusions

Data in this report show that the demographics of the Executive Branch workforce exceed the available state workforce as a whole in terms of the percent of employees who are women (50.1 percent), veterans (7.9 percent), or disabled (5.8 percent).

The state’s focus on diversity is having an impact. New hires are significantly more racially/ethnically diverse than the total Executive Branch workforce. The percentage of new hires that identify as racial or ethnic minorities is greater than the percentage of minorities in the overall state workforce by 6 percent. Though we’re seeing progress, there is more to do to ensure that our entire workforce reflects the diversity of the state's population. We also have to continue to be inclusive so we retain our new hires and grow our culture of inclusivity.

Our workforce is aging. Forty-five percent of the entire workforce is 50 years or older, and almost 14 percent is 60 years or older. Agencies must prepare for the challenges that will come as the number of retirements increase.

## The Executive Branch At-A-Glance

*This section contains information about key characteristics of the Executive Branch during FY 2015 and changes since FY 2014. These data are discussed in detail throughout the report.*

**Table 1: Select Executive Branch Characteristics, FY 2014 to 2015**

<b>State Employment Demographic</b>	<b>FY 2015</b>	<b>FY 2014</b>	<b>Change from FY 2014</b>
Total Appointments	34,354	34,639	-285
Median Age	47	48	-1
Average Age	46	46	0
Male Employees	49.9%	49.7%	+0.2%
Female Employees	50.1%	50.3%	-0.2%
Racial/Ethnic Minorities*	9.9%	9.1%	+0.9%
% of employees who are White*	82.2%	83.9%	-1.7%
% of employees not reporting race/ethnicity	4.0%	7.1%	+1.6%
% of employees with a disability	5.8%	4.7%	+1.1%
% of Employees who are veterans	7.9%	8.3%	-0.4%
Avg. annual salary	\$56,427	\$55,560	+\$867
Represented by a bargaining unit	88.7%	88.7%	0.0%
Permanent or unlimited status	91.3%	91.0%	+0.3%
Avg. Length of Service	12.9 years	12.5 years	+0.4
Full-time employees	86.3%	85.3%	+1.0%
New hires (classified)	3,607	4,092	-485
Retirements	1,273	991	+282
Avg. retirement age	61.0	61.2	-0.2
Number of employees age 60 or older	4,745	4,660	+85
% of employees age 60 or older	13.8%	13.5%	+0.3%
Number of employees age 50 or older	15,293	15,542	-249
% of employees age 50 or older	44.5%	44.9%	-0.4%

\*Gender, ethnicity, disability and veteran status are data voluntarily provided by state employees. Employees may choose to not provide this information. FY15 federal and state reporting requirements only allowed individuals to select one race or ethnicity.

## 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 2015, and the distribution of the Executive Branch workforce, both among state agencies and geographic dispersion around the state, and bargaining unit representation.

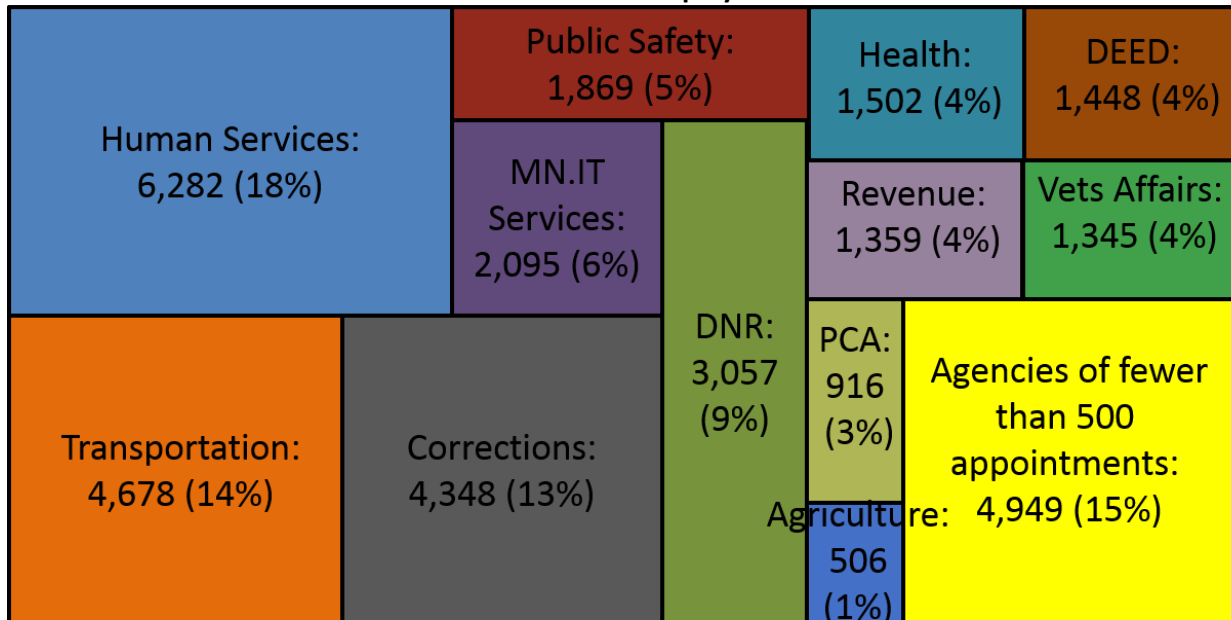
### Workforce Size

The Executive Branch (including constitutional offices) accounts for 89 percent of state government-filled positions during FY 2015. The remaining 11 percent includes positions in the Judicial Branch, the Legislative Branch (to the extent that data are available) and the State Retirement Systems; all position data exclude the MnSCU system. In total, the Executive Branch workforce comprises 34,354 positions.

Nearly one in five employees (18 percent) of the Executive Branch workforce works at the Department of Human Services, the state's largest agency. Transportation and Corrections account for 14 and 13 percent respectively. The six largest agencies account for 65 percent of the entire Executive Branch workforce. Fifteen percent of staff work in agencies with fewer than 500 appointments. See Figure 1.

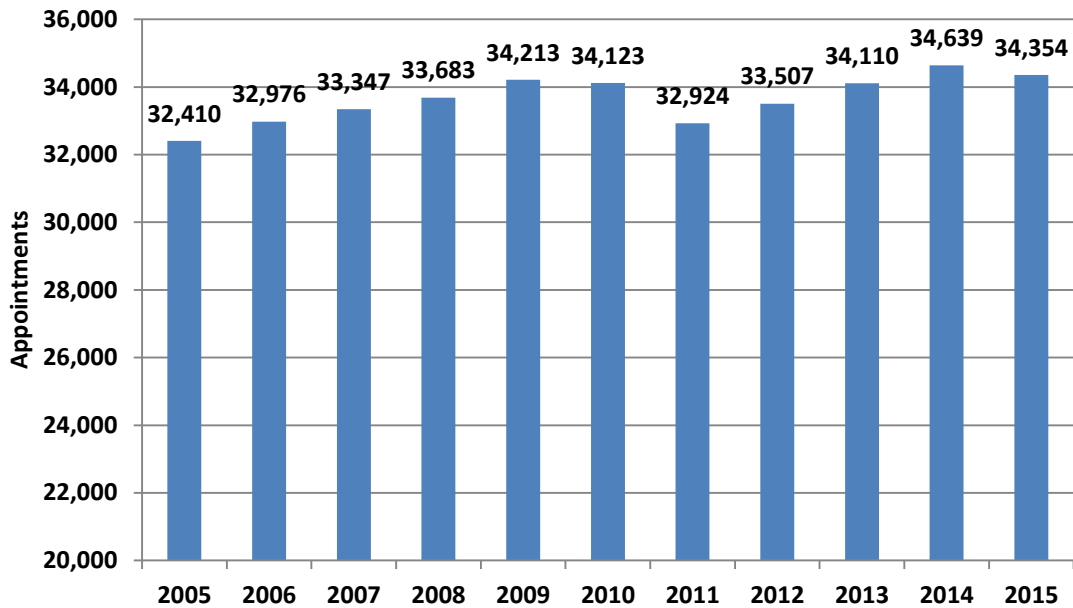
The Executive branch also includes numerous boards and committees, most of which have less than 30 employees, including 3 with only one employee.

**Figure 1 : Executive Branch Workforce by Largest Agencies- Number of Appointments and Percent of Total Executive Branch Employment FY 2015**



The state's workforce has fluctuated between about 32,400 and 34,600 employees since 2005. Employment in 2015 is down from a 2014 peak- declining by 285 appointments or 0.8 percent. See Figure 2.

Figure 2: Executive Branch Workforce Size: FY 2005 to 2015



The recent decline in Executive Branch positions cannot be attributed to a single event. One potential explanation for this decline may be that agencies are seeing a large number of retirements leaving vacancies that are yet to be filled, or have already been filled in early FY16.

The dramatic decline in 2011 and partial recovery in 2012 mirrors this experience. A large number of retirements occurred that year due to early retirement incentives. Other attrition strategies and hiring restrictions in place at that time temporarily held down the size of the workforce. The employment increases seen in 2012 and 2013 then may be due in part to filling some of the functions left vacant by these early retirements. Other new state programs and initiatives, such as the creation of MNsure for example, are also likely to have resulted in net employment gains.

Individual agency workforce size has fluctuated in the past year for various reasons. The consolidation of information technology services, for example, has yielded an increase to the appointments at Mn.IT Services and a decrease to appointments elsewhere. See Table 2 for changes at individual agencies.



**Table 2: Appointments by Largest State Agencies (FY 2015) and change from FY 2014**

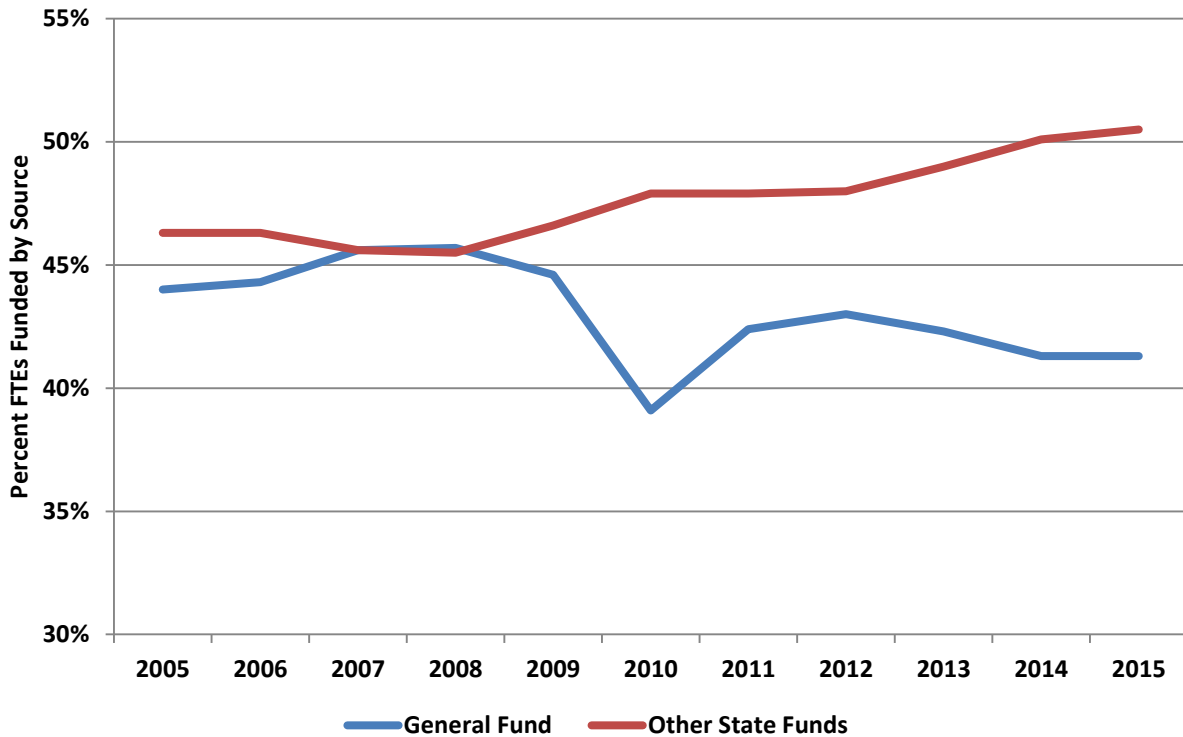
Agency	2015 Appointments	2014 Appointments	Change	Percent Change
Human Services Dept.	6,282	6,598	-316	-5.0%
Transportation Dept.	4,678	4,664	14	0.3%
Corrections Dept.	4,348	4,253	95	2.2%
Natural Resources Dept.	3,057	3,050	7	0.2%
Mn.IT Services	2,095	2,063	32	1.5%
Public Safety Dept.	1,869	1,859	10	0.5%
Health Dept.	1,502	1,468	34	2.3%
Employment & Economic Development Dept.	1,448	1,465	-17	-1.2%
Revenue Dept.	1,359	1,470	-111	-8.2%
Veterans Affairs Dept.	1,345	1,378	-33	-2.5%
Pollution Control Agency	916	921	-5	-0.5%
Agriculture Dept.	506	504	2	0.4%
Administration Dept.	460	447	13	2.8%
Labor & Industry Dept.	425	465	-40	-9.4%
Education Dept.	393	385	8	2.0%
Commerce Dept.	361	348	13	3.6%
Military Affairs Dept.	352	330	22	6.3%
Minnesota Zoological Garden	326	345	-19	-5.8%
Attorney General	323	313	10	3.1%
MN State Academies	289	296	-7	-2.4%
MN Management & Budget	243	251	-8	-3.3%
Housing Finance Agency	235	230	5	2.1%
Lottery	168	163	5	-3.1%
MNsure	148	136	-12	-8.8%
All other agencies	1,542	1,536	6	1.9%
<b>Total Appointments</b>	<b>34,354</b>	<b>34,639</b>	<b>-285</b>	<b>-0.8%</b>

The decline of 285 appointments between FY 2014 and 2015 is spread across a small number of agencies with the Departments of Human Services (-316) and Revenue (-111) losing the most appointments. Losses were partially offset by gains at the Department of Corrections (+95), the Department of Health (+34) and Mn.IT Services (+32). Of 78 agencies, 32 gained employment, 15 were unchanged and 31 lost employment.

Full Time Equivalent (FTE) measures the size of the state's workforce in terms of the number of hours employees are paid for in a given period. FTEs are calculated by dividing the total number of hours paid to state employees in a given year by 2,080 or 40 hours per week multiplied by 52 weeks per year- the total number of working hours for one full time position. In FY 2015, about 41 percent of FTEs were paid through the state's "General Fund" while another 51 percent of FTEs were paid through "other funds." See Figure 3. These other funds include a wide variety of funds including the Trunk Highway Fund, Minnesota State Lottery, State Park user fees, and various other license fees and special revenue funds.

The remaining 8 percent not shown in Figure 3 are funded through federal funding sources. Prior to 2010, the percentage of FTEs funded through general and other sources were roughly equal. Since 2010, the proportion of FTEs funded through the General Fund have declined while those funded through other state funds have increased.

**Figure 3: Executive Branch FTE Funding by Source, FY 2005 to 2015**

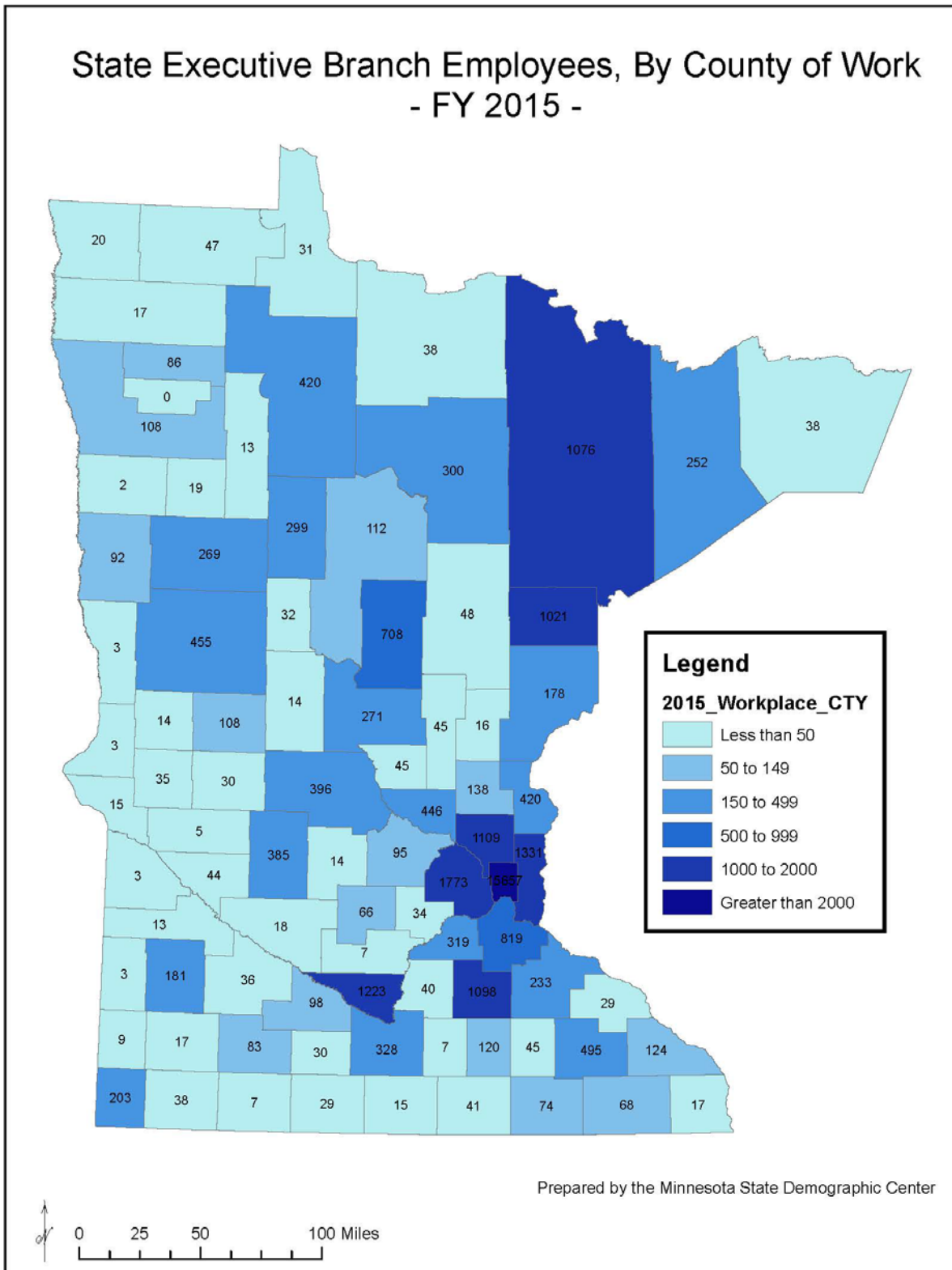


### Geographic Distribution

The state’s Executive Branch workforce is distributed across the entire state with employees reporting to workplaces in 86 out of 87 counties. Red Lake County is the only county without Executive Branch employees. A small number of employees (26 total, or 0.1percent) work in out-of-state locations.

As home to the State Capitol and most agencies, Ramsey County hosts the largest number of employees (46 percent of the total, representing about 15,600 employees). Sixty-one percent of the state’s Executive Branch employees work in the Twin Cities 7-county metropolitan area while 39 percent work throughout greater Minnesota. See Figure 4 for a map of Executive Branch employee work locations.

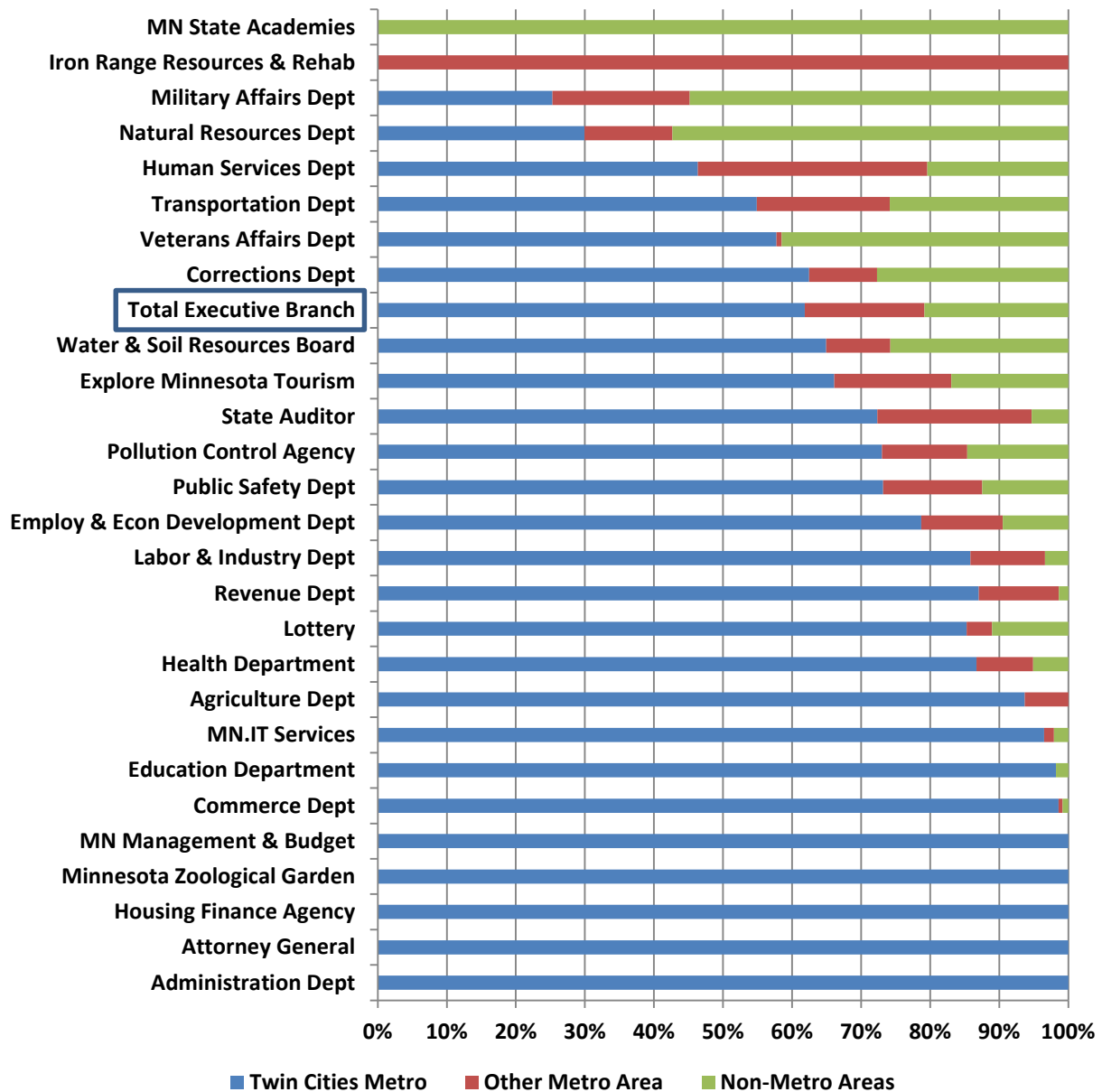
Figure 4: Statewide Executive Branch Workforce Distribution by County of Employment



Because the nature of the work of each state agency is different, agencies differ in the geographic dispersion of jobs in metropolitan and non-metropolitan regions. Figure 5 shows agency employment distribution by Twin Cities Metro (7-County), other metro (e.g. Duluth, St. Cloud, Rochester, Mankato,

Fargo, Grand Forks and La Crosse) and non-metro areas. About 17 percent of state staff work in these other metro areas while 22 percent work in non-metro areas.

**Figure 5: Distribution of Executive Branch jobs by Metro/Non-Metro Regions**



As the Minnesota State Academies for the Deaf and the Blind is located in Faribault, 100 percent of employment at the Minnesota State Academies is non-metropolitan. The Iron Range Resources and Rehabilitation Board is headquartered in Eveleth. These are the only two agencies without any staff in the Twin Cities metro area.

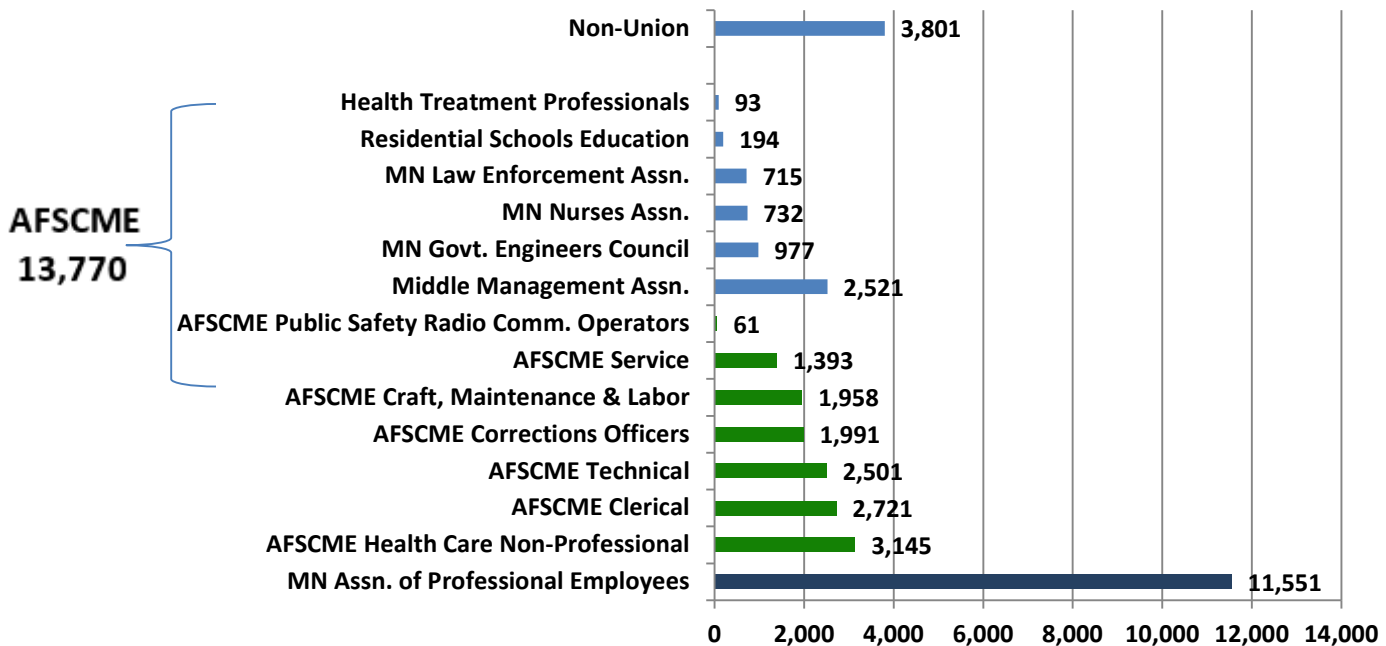
The Department of Transportation’s district offices, the Department of Human Services’ regional treatment centers, the Veterans homes and state correctional facilities are major employment hubs for

workers outside the Twin Cities metro area. These and other agencies show a mix of employment across geographic types and face staffing opportunities and challenges particular to regional labor markets.

## Representation

Labor unions represent the vast majority (89 percent) of Executive Branch workforce employees. The largest representative is the American Federation of State, County, and Municipal Employees (AFSCME), which covers almost 14,000 employees or 41 percent of total Executive Branch employment.

**Figure 6: Statewide Executive Branch Workforce by Bargaining Units**



The second largest union is the Minnesota Association of Professional Employees (MAPE), accounting for 34 percent of the total Executive Branch workforce and representing about 11,500 employees who perform a wide array of specialized 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 (MRSEA) and Health Treatment Professionals.

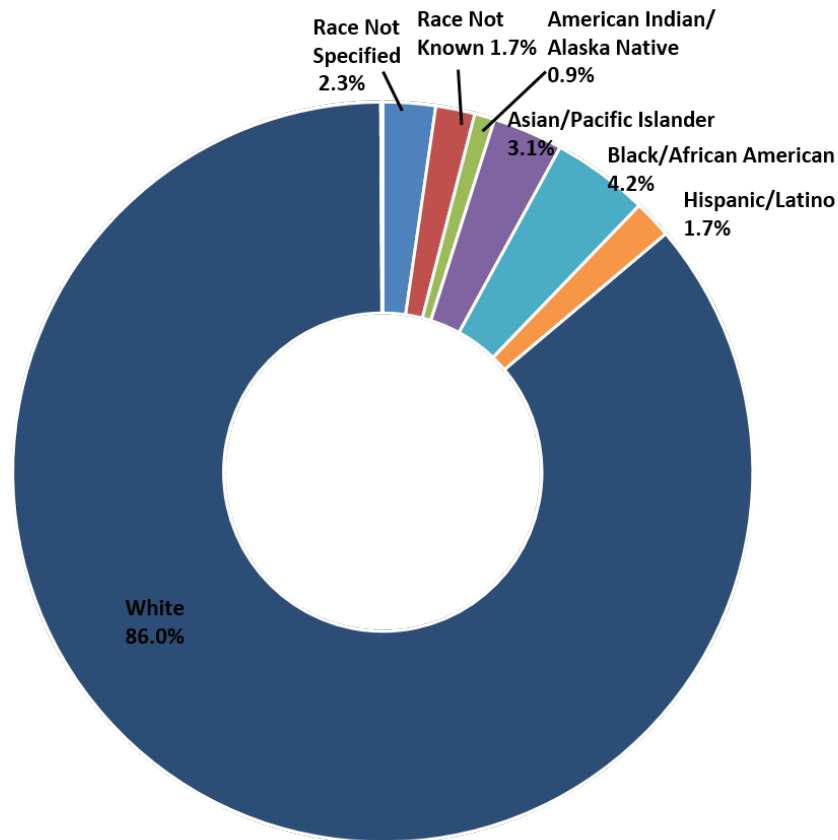
About 11 percent of Executive Branch employees are not represented by unions. Terms and conditions of employment for these individuals are, for the most part, covered by the managerial and commissioner plans.

## 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, disability, and veteran status.

### Protected Characteristics (Race/Ethnicity, Gender, Disability, Veteran Status)

Figure 7: Detailed Racial Composition of the Executive Branch Workforce



Statewide, 86 percent of employees who voluntarily disclosed their racial and ethnic background are White and about 10 percent are racial/ethnic minorities. However, significant racial variation exists by agency. Notably, 4 percent of staff opt to not report their race/ethnicity.

Of all agencies with over 100 employees, MNSure is the most racially diverse with over 24 percent of its staff primarily identifying with a racial/ethnic minority group. The Departments of Veterans Affairs, Administration and Mn.IT Services are also among the most ethnically diverse agencies. See Table 3a.

Individuals with disabilities represent nearly 6 percent of the entire Executive Branch workforce. Among larger agencies, the Minnesota State Academies stands as a leader in the employment of individuals with disabilities at 21 percent. See Table 3b.

Across the Executive Branch, 17,214 women and 17,134 men are employed, for a rough 50-50 female-to-male ratio. However, significant gender variation exists by agency. Six agencies- Department of Education, Minnesota State Academies, Department 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. See Table 3c.

**Tables 3a-3d: Agencies with the Largest Protected Group Representation**

<b>Table 3a: Agencies with the Highest Racial/Ethnic Minority Representation</b>		
<b>Agency</b>	<b>Racial/Ethnic Minorities</b>	<b>% Total Appointments</b>
MNsure	33	24.4%
Veterans Affairs Dept.	289	21.5%
Housing Finance Agency	40	17.0%
Administration Dept.	72	15.7%
MN.IT Services	313	14.9%
<b>Executive Branch</b>	<b>3,416</b>	<b>9.9%</b>

<b>Table 3b: Agencies with the Highest Disability Representation</b>		
<b>Agency</b>	<b>Individuals with Disabilities</b>	<b>% Total Appointments</b>
MN State Academies	61	21.1%
Labor & Industry Dept.	40	9.4%
Education Dept.	36	9.2%
Lottery	15	9.2%
Employment & Econ. Development	131	9.0%
<b>Executive Branch</b>	<b>1,997</b>	<b>5.8%</b>

<b>Table 3c: Agencies with the Highest Female to Male Ratio</b>		
<b>Agency</b>	<b>Female/Male Employees</b>	<b>Female/Male Employees %</b>
Education Dept.	299/93	76.1%/23.9%
Health Dept.	1,123/379	74.8%/25.2%
MN State Academies	211/78	73.0%/27.0%
Housing Finance Agency	170/65	72.3%/27.7%
Veterans Affairs Dept.	956/388	71.1%/28.9%
<b>Executive Branch</b>	<b>17,214/17,134</b>	<b>50.1%/49.9%</b>

<b>Table 3d: Agencies with the Highest Veteran Representation</b>		
<b>Agency</b>	<b>Veteran Employees</b>	<b>% Total Appointments</b>
Military Affairs Dept.	120	34.1%
Corrections Dept.	591	13.6%
Public Safety Dept.	228	12.2%
Transportation Dept.	504	10.8%
Labor & Industry Dept.	43	10.1%
<b>Executive Branch</b>	<b>2,727</b>	<b>7.9%</b>

Across the Executive Branch, about 8 percent of employees indicate they are veterans. Five of the largest agencies employ 10 percent or more veterans. Veterans represent 5.5 percent of the total employed workforce in Minnesota. See Table 3d.

See Appendix Table 1 for a list of the largest agencies and their racial, gender, disability, and veteran service composition.

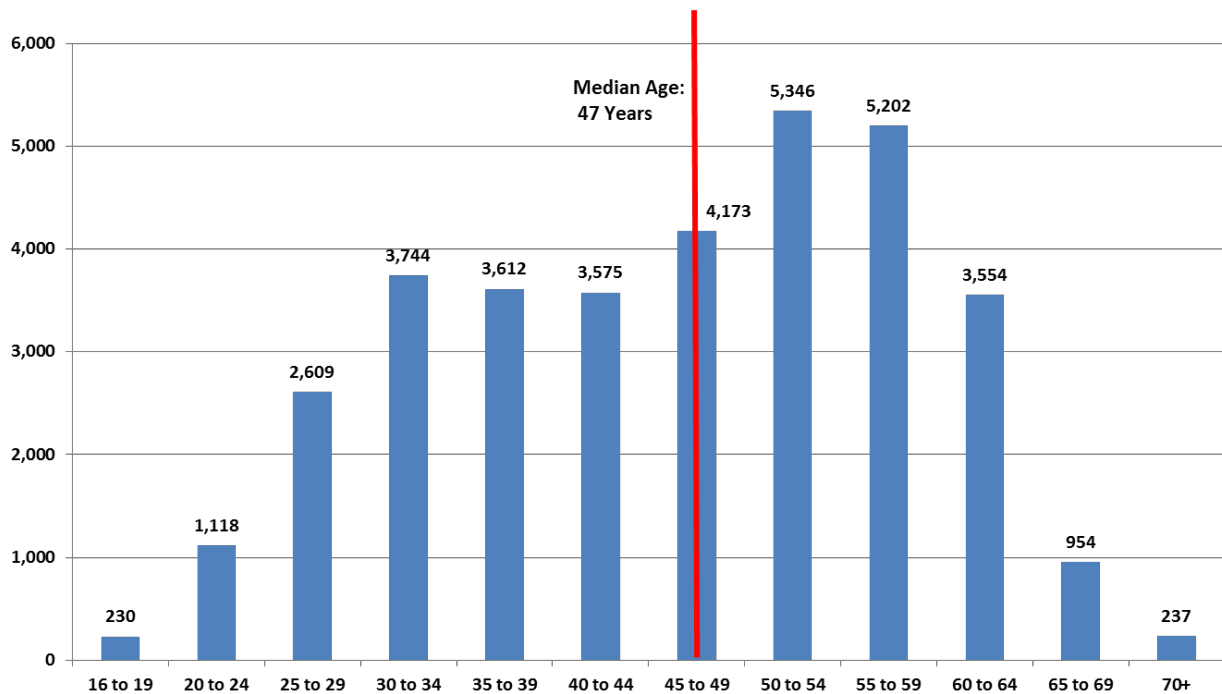
## Age

The median age of the state workforce stands at 47 years of age- meaning that half of the workforce is above this age and half are below age 47. See Figure 8 for a distribution of employees by age.

Most Executive Branch employees fall into a grouping of 50 to 54-years-old. The second largest 5-year employee cohort are those age 55 to 59.

Forty-five percent of the entire workforce is 50 years or older, raising considerations for impending retirements, workforce planning, and knowledge transfer. Agencies must be prepared with tools to tackle these challenges in the coming years.

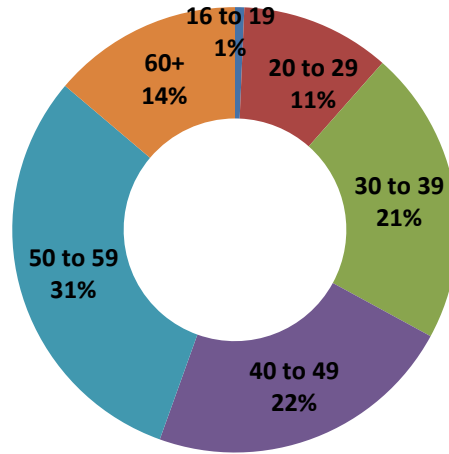
**Figure 8: Distribution of Executive Branch Appointments by 5 year Age Cohorts**



Altogether, about 10,500 workers – nearly one-third of the total Executive Branch workforce – are currently in their fifties. Employees in their 40s make up 22 percent of the workforce while workers in their 30s make up 21 percent of the state workforce. See Figure 9.



**Figure 9: Distribution of Executive Branch Appointments by Age Cohorts**



Age trends vary by agency. Among agencies with 200 or more workers, the Department of Labor and Industry has the oldest workforce with an average of 51 years. Four other agencies have an average workforce age of 49 years. See Appendix Table 2 for age and retirement data for the largest state agencies.

## **Executive Branch Workforce Characteristics Relative to Minnesota's Workforce**

*This section contrasts the major characteristics of the Executive Branch workforce with Minnesota's labor force as a whole, to examine how the state's workforce differs significantly from the population. The labor force consists of all Minnesotans over the age of 16 who are employed or unemployed (not working but actively searching for a job).*

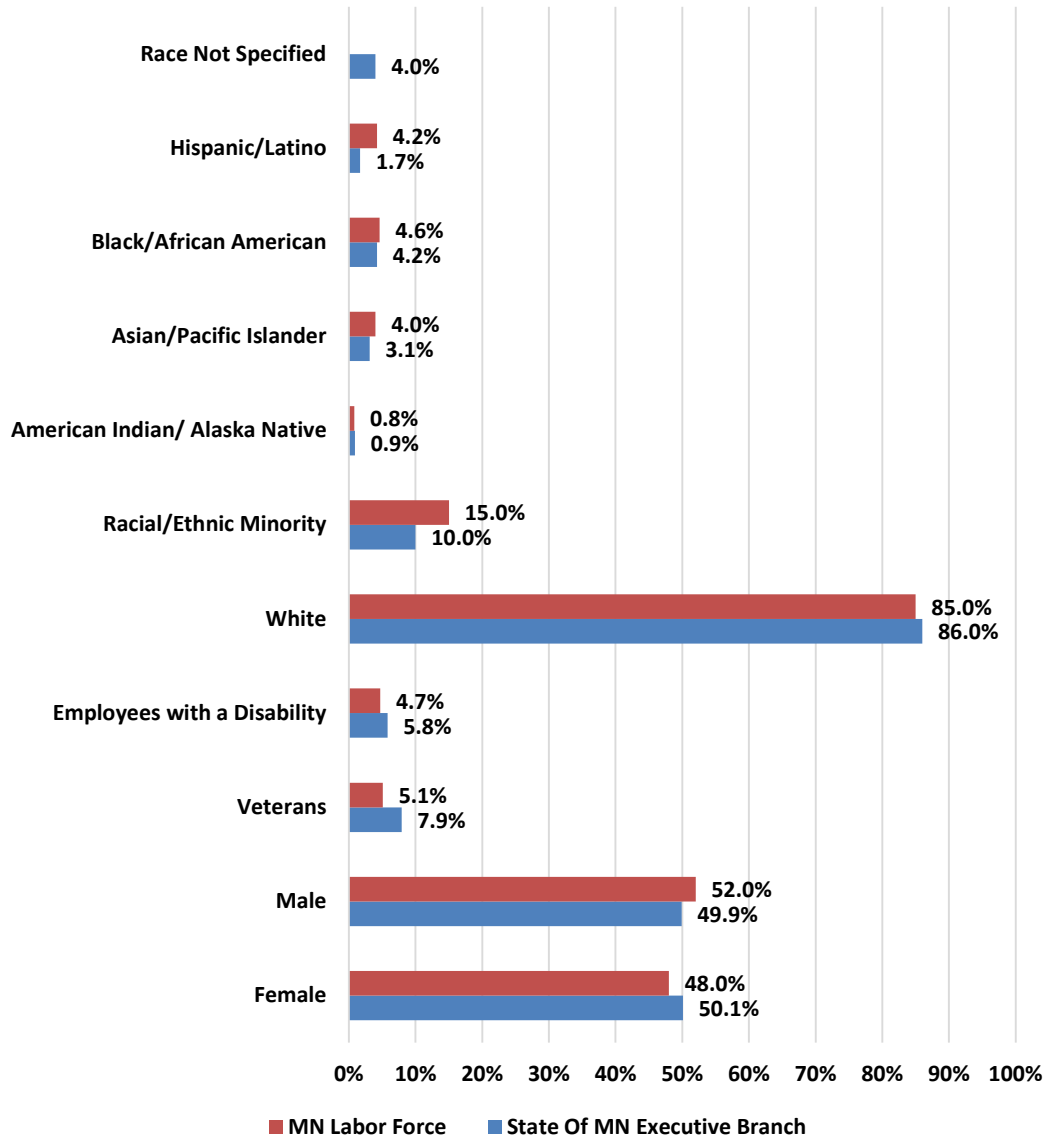
Minnesota's labor force is becoming more diverse as racial and ethnic minorities represent the fastest growing segment of the population. Similarly, the percent of individuals with a disability and veteran workers make up a significant proportion of the workforce. As an employer and a provider of services to this population, it is important that the State of Minnesota have a demographic makeup similar to the population.

The Executive Branch workforce exceeds the state workforce as a whole in terms of the percent of employees who are women (50.1 percent), veterans (7.9 percent) or disabled (5.8 percent). The percent of employees who identify as being American Indian or Alaska Native is comparable between the Executive Branch and the state workforce at 0.9 percent. See Figure 10.

However, the state as an employer lags when compared with the overall percentage of other racial and ethnic minorities in the Minnesota workforce. Hispanic/Latino employees are most likely to be underrepresented in Executive Branch employment relative to their share in the overall state workforce.

It is important to note that we do not have data on the race/ethnicity of 4 percent of state employees. We are working to improve our data collection and encourage employees to self-identify their race/ethnicity.

**Figure 10: Characteristics of the Executive Branch and the Minnesota Statewide Labor Forces, FY 2015**

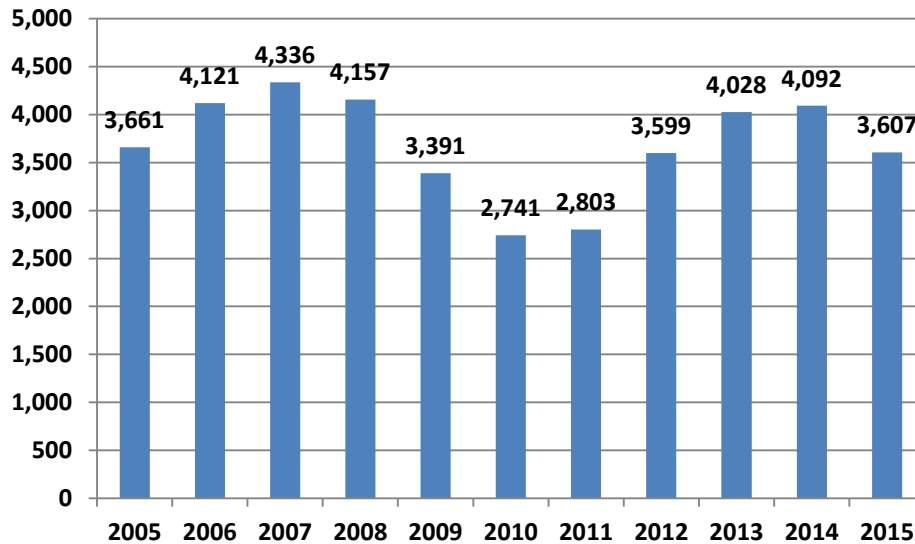


## Recruitment and Hiring

This section contains information about newly hired employees during Fiscal Year 2015, hiring trends over the past decade, the racial/minority status of new hires, and a comparison of the characteristics of new hires versus the entire Executive Branch workforce.

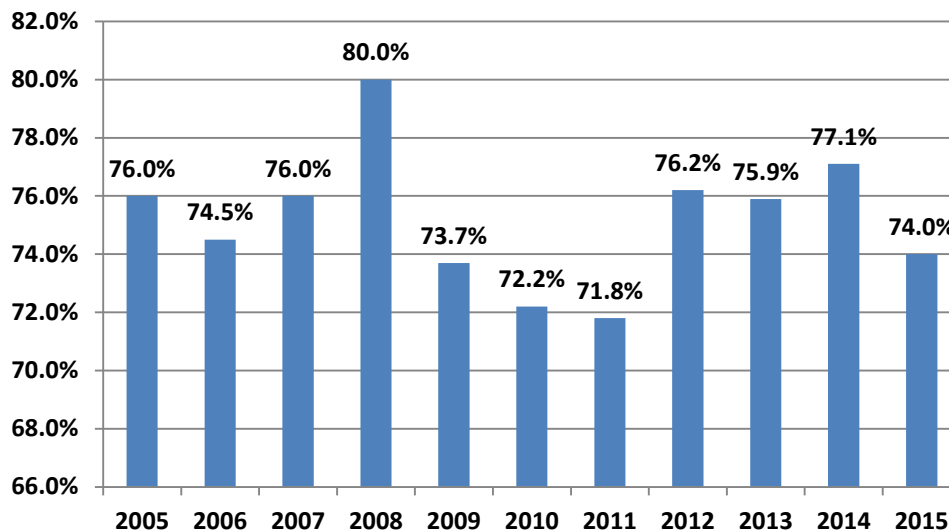
### New Hires

**Figure 11: Executive Branch New Hires (Classified Appointments) by Fiscal Year: Executive Branch 2005-15**



In FY 2015, about 3,600 classified positions were filled in the Executive Branch with 485 fewer employees hired than 2014.

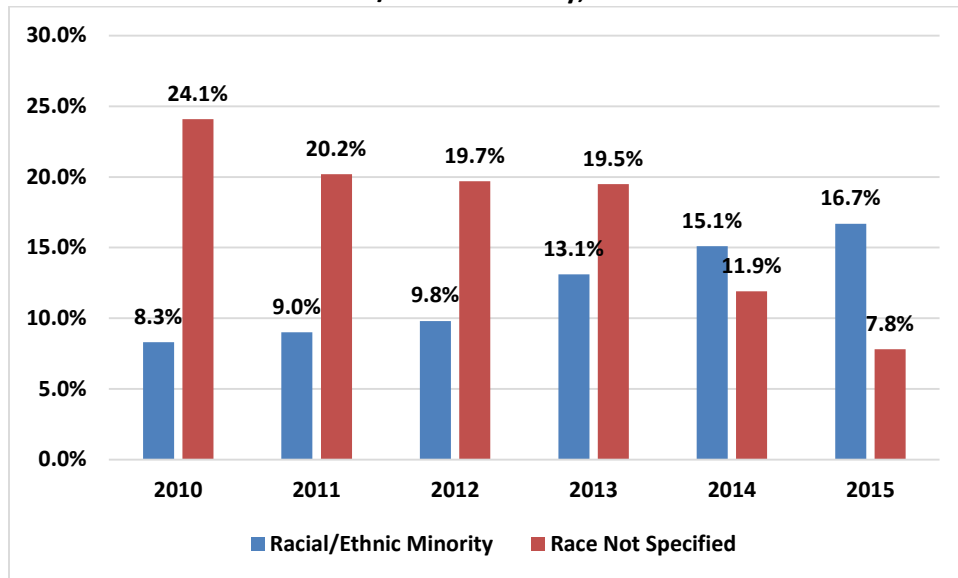
**Figure 12: New Hires in Classified Appointments as a Percent of Total Hires Executive Branch FY 2005-15**



In each of the last 10 years, over 70 percent of all new hires in the Executive Branch were hired to classified positions. In FY 2015, 74 percent of new hires were in classified positions.

## New Hire Demographics

**Figure 13: Executive Branch New Hires (Unlimited Status) who Identify as a Racial/Ethnic Minority, FY 2005-15**



The percent of unlimited status new hires that identify with a racial/ethnic minority group has steadily increased in recent years. In fiscal year 2015, 17 percent of new hires in unlimited positions self-identified as racial/ethnic minority group members compared to just over 8 percent in 2010. It should be noted that employees are not required to report this information. About 8 percent of new hires did not report in 2015.

New hires are significantly younger and more racially/ethnically diverse than the total Executive Branch workforce. The median age of new hires is 36 years compared to 47 years among all employees. The percentage of new hires that identify as racial or ethnic minorities is greater than the percentage of minorities in the overall state workforce by 6 percent.

Seven percent of new hires in FY 2015 were veterans, a rate lower than the general workforce at 8 percent.

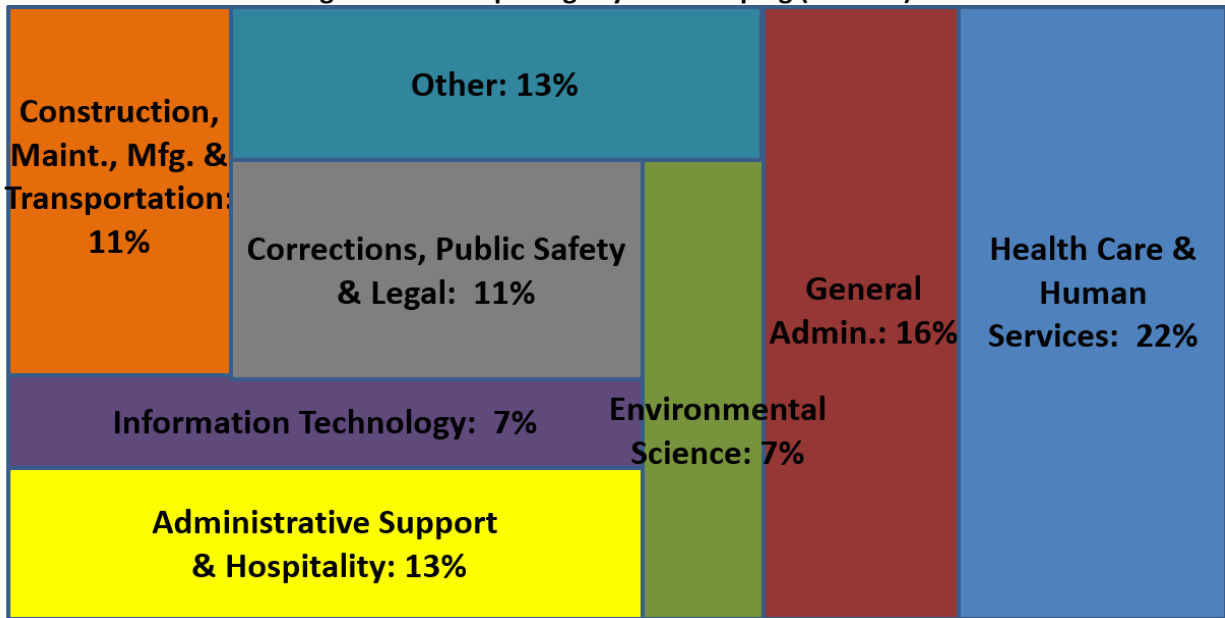
**Table 3: Characteristics of Executive Branch New Hires (Unlimited Status) vs. Total Workforce**

<b>FY 2015</b>	<b>New Hires</b>	<b>New Hires %</b>	<b>Total Employees</b>	<b>Total Employees %</b>
Number of Employees	2,259	100.0%	34,354	100.0%
<b>AGE</b>				
Median Age	36	NA	47	NA
Employees 60+	97	4.3%	4,745	13.8%
<b>RACE</b>				
Race Not Specified	177	7.8%	2,995	8.7%
Race Specified	2,082	92.2%	31,359	91.3%
White	1,705	75.5%	28,227	82.2%
Racial/Ethnic Minority	377	16.7%	3,134	9.1%
American Indian/ Alaska Native	22	1.0%	294	0.9%
Asian/Pacific Islander	96	4.2%	988	2.9%
Black/African American	211	9.3%	1,313	3.8%
Hispanic/Latino	48	2.1%	539	1.6%
<b>GENDER</b>				
Female	1,353	59.9%	17,214	50.1%
Male	904	40.1%	17,134	49.9%
<b>DISABILITY STATUS</b>				
With Disability	85	3.8%	1,997	5.8%
No Disability	2,174	96.2%	32,357	95.2%
<b>VETERAN STATUS</b>				
Veteran Status Not Specified	0	0.0%	4,920	14.4%
Veteran Status Specified	2,259	100.0%	29,434	85.6%
Veteran	154	6.8%	2,727	7.9%
Not a Veteran	2,105	93.2%	26,707	77.7%

### Characteristics of FY15 Job Openings

There were 8,153 job openings at the State of Minnesota in FY 2015, spanning a wide variety of occupations. Health and Human Services jobs accounted for 22 percent of total openings. General Administration, which covers a range of professional job categories including planners, researchers, management analysts and program administrator jobs accounted for 16 percent of total openings. Administrative support (e.g. clerical specialists) and hospitality jobs accounted for 13 percent of job openings. See Figure 14 for a further breakdown of job openings in FY15.

**Figure 14: Job Openings by Job Grouping (FY 2015)**



State job openings in FY 2015 offered a little opportunity for everyone. Many traditional “blue collar” job openings could be found in transportation-related fields and general maintenance which make up 11 percent of total job openings. Professional-level jobs can be found in such areas as information technology, finance, employment (i.e. human resources), education, and engineering.

Figure 15 shows a sampling of career areas that have the highest vacancy rates (i.e. number of job openings compared to the existing number of staffed appointments in that career). Those areas with the largest number of openings compared to filled positions are represented with the largest font size while occupations with smaller numbers of vacancies are represented by smaller fonts.

Demand for workers covers a diversity of occupations requiring a wide variety of skills. Occupations in the health and human services field (behavior modification assistants, clinical program therapists, security counselors, and human services technicians) display a constant need for workers. Nursing jobs are also represented on this high-demand list.

Professional positions are well represented with program administrators, management analysts, planners, IT specialists, engineers, hydrologists, and research scientists having some of the highest numbers of job vacancies relative to filled positions.

Appendix Table 3 lists the 25 occupational fields that had the highest numbers of job openings in FY 2015.

Figure 15: Occupations with the Highest Job Vacancy Rates in FY 2015





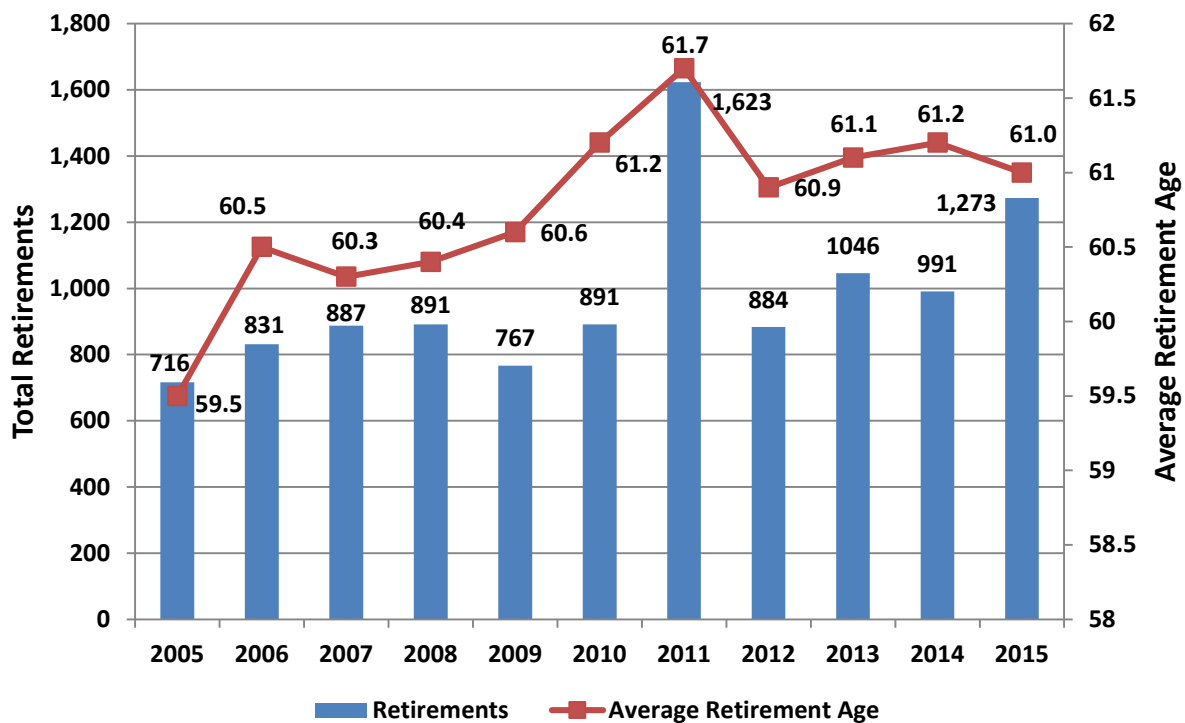
# Retirements, the Labor Market and Future Considerations

*Summary: this section contains information about current and impending retirements.*

## Retirements

In total, 3.7% of the Executive Branch workforce, about 1,300 employees, retired from their public service with the state’s Executive Branch in FY 2015 – 284 more than 2014. In fact, FY 2015 yielded the highest level of retirements since FY 2011. Considering the fact that the FY 2011 spike in retirements was largely due to an early retirement incentive passed by the Legislature, which had to be in place by the end of FY 2011, we may finally be seeing the beginning of an anticipated increase in the rate of retirements that is expected to continue for years.

**Figure 16: Annual Retirements Trend, FYs 2005 to 2015**



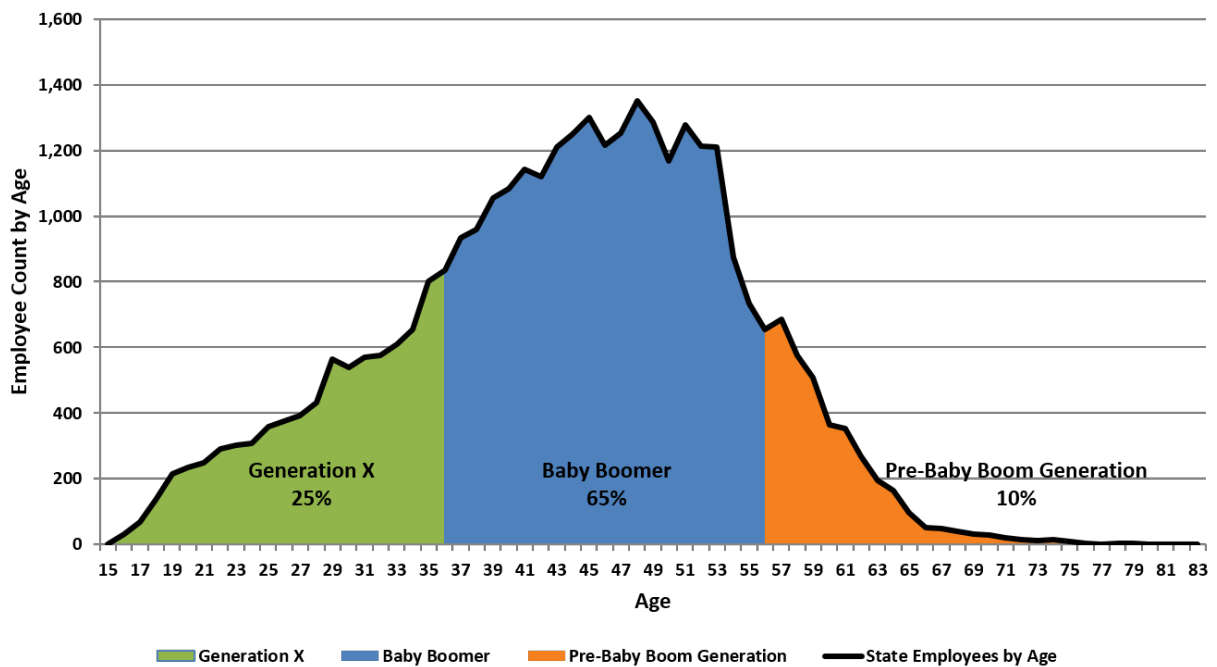
The average age at retirement in FY 2015, 61 years, was slightly lower than the prior year. Additionally, there are 4,745 employees over 60 years old, an increase of 85 employees from 2014.

With the median age of the workforce being 47 years, 13.8 percent 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.

## Generations in the Executive Branch Workforce

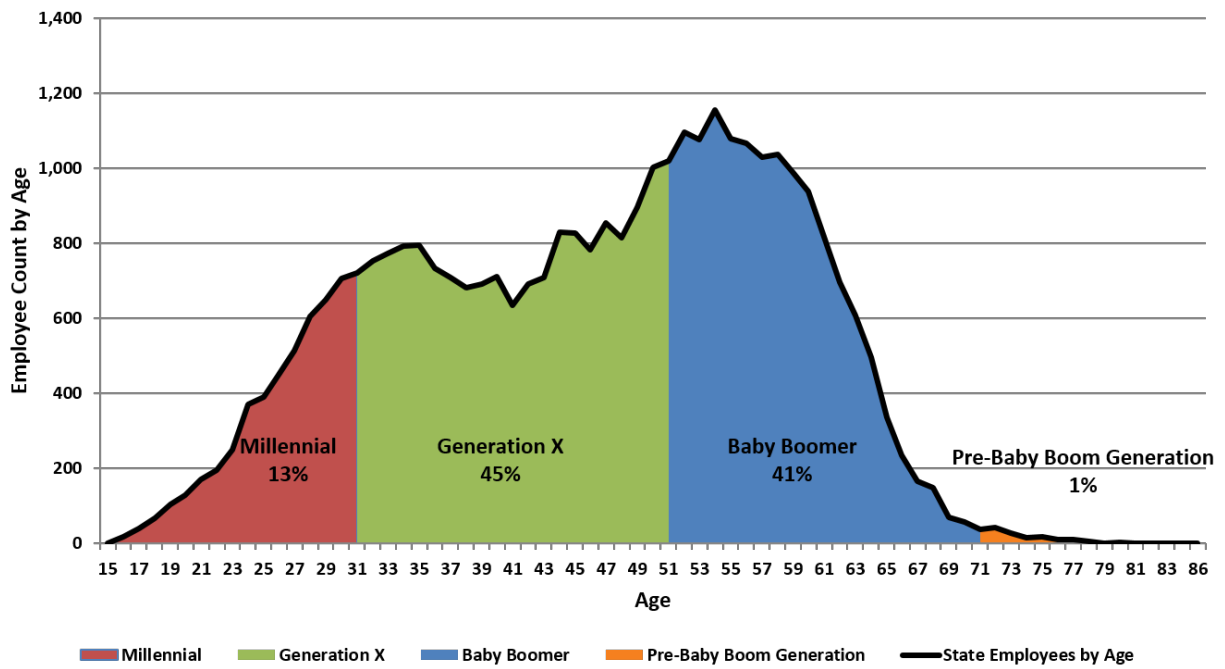
Figures 17 and 18 show the age distribution of Executive Branch employees in 2000 and 2015 respectively. The median age has shifted from 44 in 2000 to 47 in 2015. The Baby Boom Generation which made up 65 percent and the majority of state workers in 2000 now makes up 41 percent of state employment and is second to Generation X in terms of its size. The generation born prior to the Baby Boom Generation- those born prior to 1945 now make up less than 1 percent of total employment. There is no generally accepted standard definition of the various generations. See the Definitions and Technical Notes Section for definitions of the various generations.

**Figure 17: Distribution of Executive Branch Employees by Age Cohort and Generation (2000)**



The large peak centered at age 48 in 2000 has been replaced by a 2015 distribution with two peaks. One peak at age 55 represents the largest group of the Baby Boom Generation that is poised to retire. Another peak at age 34 is represented by younger members of Generation X. However, the next generation of workers represented by the Millennial Generation is poised to take its place in state government and already has 13 percent of total employment.

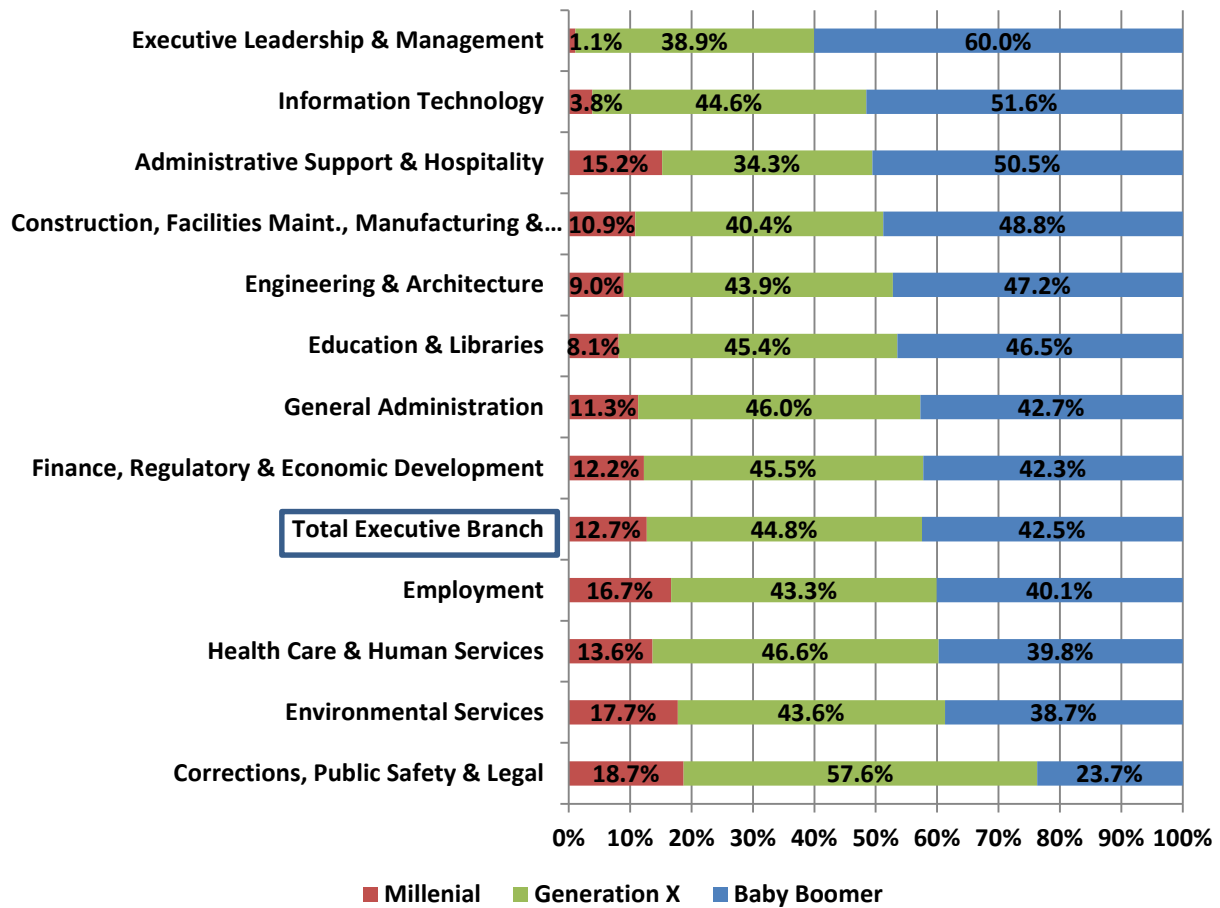
**Figure 18: Distribution of Executive Branch Employees by Age Cohort and Generation (2015)**



Various state job families have different age structures. Not surprisingly, Executive Leadership positions are overwhelmingly held by the oldest and most experienced workers. However, information technology and administrative support and hospitality are composed of over 50 percent Baby Boomer staff. Administrative Support and Hospitality also has the third highest percentage of Millennial Generation staff and the smallest percentage of members of Generation X.

Corrections, Public Safety, and Legal have also provided opportunities for the Millennial Generation. This is likely due to early retirement incentives at the Departments of Corrections and Public Safety.

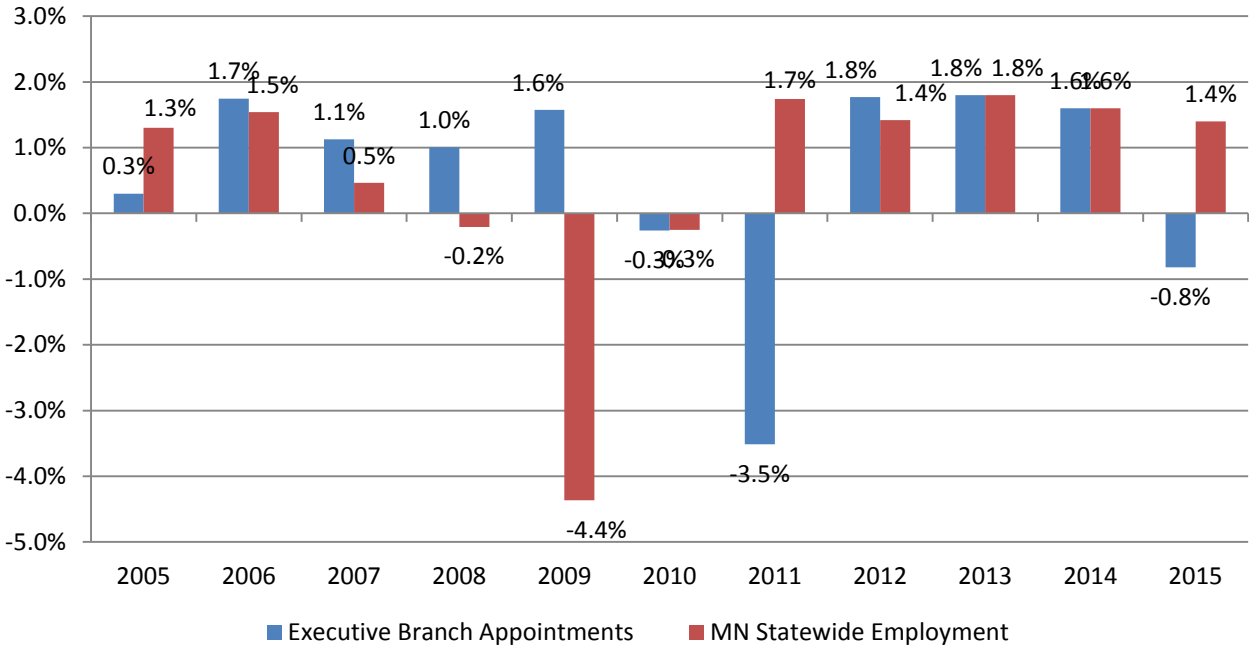
Figure 19: State Job Families by Generation, FY 2015



### Labor Market Considerations

Between FY 2014 and 2015, the size of the State of Minnesota Executive Branch declined by 0.8 percent. During the same time period, the state job market grew 1.4 percent or 39,500 jobs. In recent years, Executive Branch employment has kept pace with statewide employment growth. Government employment grew during the recession that began in 2007 before equalizing with the statewide economy in 2010. And, the previously discussed retirement incentives launched in 2010 resulted in Executive Branch employment losses relative to the economy in 2011.

**Figure 20: Annual Employment Growth, Minnesota Executive Branch vs. Minnesota Statewide Employment\* (2005 to 2015)**



\*Dept. of Employment and Economic Development, Current Employment Statistics

As an employer, the state faces a tightening labor market. The unemployment rate of 4.5 percent in June 2015 is unchanged from 2014. At the time this report was written, the statewide unemployment rate stood at 3.8 percent. Meanwhile, job openings are up 40 percent from the previous year, providing opportunities to new entrants into the labor market as well as the unemployed and incumbent workforces.

DEED’s Labor Market Information Office projects employment in Minnesota to grow 7 percent between 2012 and 2022. This does not count the replacement openings driven by resignations and retirements. The State of Minnesota will increasingly find itself in direct competition with Minnesota’s other employers in attracting a qualified workforce.

## Appendices

**Appendix Table 1: Demographic Composition of the Largest Executive Branch Agencies**

<b>Agency</b>	<b>Racial/Ethnic Minorities</b>	<b>White</b>	<b>Race Not Specified</b>	<b>Female/Male Ratio</b>	<b>Persons with Disabilities</b>	<b>Veterans</b>
Human Services Dept.	13.0%	83.8%	3.2%	68.3%/31.7%	5.7%	5.3%
Transportation Dept.	8.2%	89.1%	2.7%	21.5%/78.4%	4.7%	10.8%
Corrections Dept.	7.0%	91.7%	1.3%	39.8%/60.2%	6.1%	13.6%
Natural Resources Dept.	3.1%	90.6%	6.2%	39.7%/60.3%	5.8%	5.7%
Mn.IT Services	14.9%	82.4%	2.7%	38.2%/61.8%	7.0%	8.6%
Public Safety Dept.	7.7%	88.9%	3.4%	43.2%/56.8%	5.7%	12.2%
Health Dept.	10.7%	87.2%	2.1%	74.8%/25.5%	5.7%	2.5%
Employment & Economic Development Dept.	11.7%	85.8%	2.6%	67.4%/32.6%	9.0%	7.0%
Revenue Dept.	13.0%	83.5%	3.5%	59.4%/40.6%	6.0%	4.0%
Veterans Affairs Dept.	21.5%	67.1%	11.4%	71.1%/28.8%	5.4%	9.0%
Pollution Control Agency	7.2%	88.8%	4.0%	46.5%/53.5%	3.6%	3.6%
Agriculture Dept.	5.7%	88.3%	5.9%	49.2%/50.6%	4.3%	6.1%
Administration Dept.	15.7%	79.3%	5.0%	39.8%/60.2%	5.7%	8.0%
Labor & Industry Dept.	8.2%	87.8%	4.0%	47.1%/52.9%	9.4%	10.1%
Education Dept.	8.9%	89.8%	1.3%	76.1%/23.7%	9.2%	2.0%
Commerce Dept.	9.7%	82.8%	7.5%	48.5%/51.5%	4.2%	5.5%
Military Affairs Dept.	3.1%	87.2%	9.7%	24.1%/75.9%	2.6%	34.1%
Minnesota Zoological Garden	2.5%	90.5%	7.1%	58.9%/41.1%	1.8%	4.6%
Attorney General	8.7%	91.0%	0.3%	63.5%/36.5%	4.3%	2.8%
MN State Academies	0.0%	88.9%	11.1%	73.0%/27.0%	21.1%	1.0%
MN Management & Budget	9.1%	86.8%	4.1%	70.8%/29.2%	5.3%	3.7%
Housing Finance Agency	17.0%	83.0%	0.0%	72.3%/27.7%	7.2%	3.8%
Lottery	11.7%	82.2%	6.1%	47.9%/52.1%	9.2%	7.4%
MNsure	24.4%	71.1%	4.4%	61.8%/38.2%	2.2%	0.7%
All other agencies	10.4%	75.9%	13.8%	61.9%/38.1%	3.8%	3.9%
<b>Total Appointments</b>	<b>9.9%</b>	<b>86.0%</b>	<b>4.0%</b>	<b>50.1%/49.9%</b>	<b>5.8%</b>	<b>7.9%</b>

**Appendix Table 2: Employee Age and Service Demographics by Largest Agencies (FY 2015)**

<b>Agency</b>	<b>Average Age</b>	<b>Avg. Years of Service</b>	<b>Number of Retirements</b>	<b>Retirement Change from FY 2014</b>
Labor & Industry Dept.	52	15	23	13
Education Dept.	49	13	23	3
MN.IT Services	49	14	67	5
Administration Dept.	49	13	14	-4
Employment & Economic Development Dept.	49	15	65	10
MN State Academies	48	16	12	8
Transportation Dept.	47	15	162	5
MN Management & Budget	47	13	9	0
Health Dept.	47	12	49	12
Housing Finance Agency	47	11	15	11
Agriculture Dept.	47	13	14	0
Veterans Affairs Dept.	47	10	29	7
Lottery	46	13	5	1
Natural Resources Dept.	45	15	96	19
Human Services Dept.	45	12	224	24
Commerce Dept.	45	13	8	-1
Pollution Control Agency	45	15	41	24
Public Safety Dept.	45	13	99	41
Military Affairs Dept.	44	12	2	-10
Revenue Dept.	44	12	53	13
Attorney General	43	11	13	-2
Corrections Dept.	43	11	191	90
MN Zoological Garden	40	10	5	0
MNsure	38	3	0	0
<b>Executive Branch Total</b>	<b>46</b>	<b>13</b>	<b>1,263</b>	<b>282</b>

**Appendix Table 3: Occupations with the Most Job Openings in FY 2015**

<b>Occupation</b>	<b>Job Category</b>	<b>Number of Openings</b>
Office & Administrative Specialists	Administrative Support & Hospitality	511
Information Technology Specialists	Information Technology	476
Human Services Technicians	Health Care & Human Services	470
State Program Administrators	General Administration	364
Trainee- Corrections Officer	Corrections, Public Safety & Legal	301
Registered Nurses	Health Care & Human Services	194
Customer Services Specialists	Administrative Support & Hospitality	192
General Maintenance Workers	Construction, Maintenance, Manufacturing & Transportation	172
Security Counselors	Health Care & Human Services	165
Licensed Practical Nurses	Health Care & Human Services	160
Natural Resources Specialists	Environmental Sciences	160
Management Analysts	General Administration	150
Transportation Generalists	Construction, Maintenance, Manufacturing & Transportation	127
Behavior Modification Assistants	Health Care & Human Services	114
Planners	General Administration	102
Clinical Program Therapist	Health Care & Human Services	99
Correctional Officers	Corrections, Public Safety & Legal	98
Food Service Workers	Administrative Support & Hospitality	86
State Program Managers & Supervisors	General Administration	83
Engineers	Engineering	79
MN Health Insurance Representatives	Health Care & Human Services	76
Trainee- State Patrol Troopers	Corrections, Public Safety & Legal	71
Account Clerks	Finance, Regulatory & Economic Dev.	69
Accounting Officers	Finance, Regulatory & Economic Dev.	69
Cook Coordinators	Administrative Support & Hospitality	67
All other occupations		3,698
<b>Total Job Openings</b>		<b>8,153</b>



## 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.

**Baby Boom Generation:** The U.S. population born between 1946 and 1964 according to Harvard University's Joint Center for Housing Studies.

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

**Classified:** Most positions in state government are designated as classified status. Classified positions require open competition under state law and a probationary period in order to obtain permanent status. (Compare to [unclassified](#) below.)

**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 fiscal year runs July 1 of one year through June 30 of the following year. Fiscal year 2015 runs from July 1, 2014 through June 30, 2015 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 2,080 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.

**Generation X:** The U.S. population born between 1965 and 1984 according to Harvard University's Joint Center for Housing Studies.

**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).

**Millennial Generation:** That U.S. population born after 1985 according to Harvard University's Joint Center for Housing Studies.

**Unclassified:** Jobs designated as unclassified status are [specifically designated in statute](#). They are specifically identified, such as elected officials, heads of agencies, judicial branch employees, legislative employees, and academic positions. Other statute allows for professional, managerial, or supervisory positions to have a maximum duration of up to three years.

**Unlimited status:** Employees hired on an unlimited status is 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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