

State of Alaska

Equal Employment Opportunity
and Affirmative Action
in Alaska State Government

2024 Progress Report



Mike Dunleavy
Governor

Table of Contents

Preface.....	3
Introduction.....	5
<i>Equal Employment Opportunity Program.....</i>	<i>7</i>
<i>EEO Program Training.....</i>	<i>9</i>
Report Summary.....	11
BIPOC in the Executive Branch Workforce.....	13
<i>Current Outlook.....</i>	<i>14</i>
<i>Trends</i>	<i>26</i>
Women in the Executive Branch Workforce	30
<i>Current Outlook.....</i>	<i>30</i>
<i>Trends</i>	<i>35</i>
Conclusion.....	42
Appendices.....	44
<i>Appendix A: Executive Branch Departments and Duties.....</i>	<i>44</i>
<i>Appendix B: Gubernatorial Proclamation and Initiatives.....</i>	<i>47</i>
<i>Appendix C: A Brief Overview of EEO and AA in Alaska.....</i>	<i>48</i>
<i>Appendix D: Race and Ethnicity Category Definitions.....</i>	<i>49</i>
<i>Appendix E: Job Category Definitions.....</i>	<i>50</i>
References	52

Preface

This 2024 Progress Report is filed with the Governor and the Legislature in accordance with Alaska Statute 39.28.020(a)(12).¹ Additional State of Alaska Executive Branch employee demographics may be found in the annually published “Workforce Profile” by the Department of Administration, Division of Personnel & Labor Relations, which is available online at the division’s webpage.

The subject of this report is the status of Equal Employment Opportunity (EEO) and Affirmative Action (AA) in the Executive Branch of the State of Alaska (the State). This report is intended to give an overview of female and racial/ethnic minority employee demographics in the sixteen principal departments of the Executive Branch.² This report does not include workforce information on the Alaska State Legislature, Alaska Court System, Alaska State Defense Force, Alaska National Guard, University of Alaska, Alaska Housing Finance Corporation, nor the Alaska Railroad Corporation. This report captures workforce data for full- and part-time permanent positions in the Executive Branch, including seasonal positions. It does not capture employee data for non-permanent positions. Workforce numbers were drawn from the data as of June 30, 2023, consistent with the annual Workforce Profile and biennial Federal EEO-4 Report.

Effective July 1, 2022, Executive Order 121 reorganized the Department of Health & Social Services (DHSS) into two new departments: the Departments of Health (DOH) and Family and Community Services (DFCS). This order predated this report’s data draw date and shall be reflected in this and all subsequent reports. Trend data for the new departments will be compared to historical data for the Department of Health & Social Services when applicable.

Data sources for this report, unless otherwise noted, are the U.S. Census Bureau; the U.S. Bureau of Labor Statistics; the State of Alaska Department of Labor & Workforce Development; prior EEO and AA Progress Reports; the legacy statewide payroll system, AKPAY, as preserved in the AKPAY Inquiry database; and the current statewide payroll system, IRIS HRM. For employee privacy, data labels smaller than 3.0% have been omitted from this report. This data is not omitted from the corresponding analysis. Inclusion in this report of technical terms such as *underutilization*, *availability*, and *underrepresentation* does not signify that the State agrees that these terms are properly applied to any situation, nor that the State agrees that it is liable under applicable laws. These terms are utilized only to provide leaders and managers with information for effective and targeted policy decisions.

¹ AS 39.28.020(a)(12) – The director of the division of personnel shall “prepare and submit an annual report to the governor and the legislature by February 15 on the progress and problem areas in the equal employment opportunity program and the implementation of the affirmative action plan.”

² For a complete list and descriptions of the Executive Branch’s departments and duties, see Appendix A.

This report was prepared by the Equal Employment Opportunity Program (EEOP) in partnership with the Employee Planning and Information Center within the State of Alaska, Department of Administration, Division of Personnel & Labor Relations. The EEOP welcomes comments regarding this report. Interested parties may submit feedback in writing to:

Kate Sheehan, Director

State of Alaska, Division of Personnel & Labor Relations

Department of Administration

Division of Personnel & Labor Relations

Equal Employment Opportunity Program

P.O. Box 110201

Juneau, AK 99811-0201

OR

Kelley Roberson, Manager

State of Alaska, Equal Employment Opportunity Program

Department of Administration

Division of Personnel & Labor Relations

Equal Employment Opportunity Program

550 W. 7th Ave., Suite 1960

Anchorage, AK 99501

kelly.roberson@alaska.gov

The State of Alaska, as an employer and service provider, complies with the Americans with Disabilities Act and Alaska Human Rights Law.

Individuals with disabilities who require this publication in an alternative format are encouraged to contact the EEOP Manager for assistance at the address noted above, by email at kelly.roberson@alaska.gov, by phone at (907) 375-7705, or via Alaska Relay at 711 or (800) 770-8973.

February 2024

Introduction

This report reflects workforce demographic data as of June 30, 2023, under Governor Mike Dunleavy's administration. Executive Branch employees are diverse and cover a broad range in terms of age and background. The Executive Branch has seen the first overall increase in the workforce since 2010. The current data captures 14,227 employees, 183 more employees than the previous year. In 2011, the Executive Branch had over 1,000 more employees at 15,834.ⁱ The greater Anchorage/Matanuska-Susitna area and the Southeast region including the City and Borough of Juneau are home to approximately 75.1% of Executive Branch employees.³

According to the Alaska Economic Trends report issued by the Alaska Department of Labor & Workforce Development, public sector jobs in federal, state, and local governments are projected to grow in the coming decade.ⁱⁱ As state government employment grows, attracting and retaining the best workforce is vital to Alaska's success. Effectively managing a growing and increasingly diverse workforce is essential to meeting the Executive Branch's crucial responsibilities to all Alaskans.

Knowledge of Alaska's labor force and population gives Executive Branch leaders and managers awareness of how and where the State needs to continue to develop to be an employer of choice. Alaska reported a total population of 736,812 in 2023, a gain of 256 since 2022 but a loss of 6,062 since the state's population peaked in 2016. Millennials (born 1981 to 1996) are now the largest generation in both the U.S. labor force and in the Executive Branch workforce as well as the most racially and ethnically diverse adult generation in our nation's history.ⁱⁱⁱ As the workforce continues to recover from the pandemic, the State is mindfully working on improving recruitment and retention efforts.

Generation Z is emerging into the workforce and will become a major demographic over the next decade. By 2025, Generation Z will make up about 27% of the workforce and one-third of the earth's population.^{iv} Moreover, Generation Z is an even more diverse group than Millennials, and this factors into their employment decisions. Similarly, Generation Z and Millennial employees have expressed concerns regarding their treatment in the workplace and employer policies and responses to harassment and discrimination. Specifically, Generation Z and Millennials are more vocal about their experiences with harassment at work and their inclination to seek other employment when their concerns are perceived as mishandled. A survey of more than 22,000 employees in 44 countries found that 39% of Generation Z and 34% of Millennials say they have turned down employers that do not align with their values. This same survey found 51% of Generation Z and 39% of Millennial respondents reported experiencing harassment at work, with inappropriate emails, physical advances, and physical contact being the most common types. 77% of Generation Z and 81% of Millennials reported harassment to their employers, but 32% and 27%, respectively, did not

³ In Alaska, both a "borough" and a "census area" are county equivalents.

think the issues were effectively addressed by employers. Women, BIPOC (Black, Indigenous, and/or a Person of Color), non-binary, and LGBTQIA respondents are simultaneously less likely to report harassment to their employer and less likely to feel their organization responded well when concerns were reported.^v

As population dynamics continue to change, commitment to fostering a diverse workplace has become increasingly important for recruitment and retention efforts. By 2044, more than half of all Americans are projected to identify as BIPOC.^{vi} According to a 2020 Glassdoor survey, 76% of job seekers and employees polled indicated that a diverse workforce is an important factor for them when evaluating job opportunities and companies.^{vii} This percentage is higher for underrepresented workers. A survey from Deloitte found that 80% of workers said inclusion efforts were an important factor when choosing an employer, and 72% said they would leave or may consider leaving a workplace for a more inclusive one.^{viii} The same survey reported that the actions of organizational leaders were a key factor in maintaining an inclusive workplace.

BIPOC = Black, Indigenous, and/or Person of Color

Alaska's workforce is more culturally and racially diverse compared to the nation. While Alaska has a smaller percentage of people identifying as Black or African American, or Hispanic or Latino, it has significantly more people identifying as Alaska Native or American Indian, Asian, Pacific Islander or Native Hawaiian, or Two or More Races (or "Other"). Overall, Alaska has fewer people who identify as racially white alone by 11.4 percentage points.

As the nation and state experience ongoing demographic changes, so will the State of Alaska Executive Branch workforce. The future of Alaska's workforce is best predicted by assessing its school districts. The Anchorage School District (ASD), the largest in the state and among the 100 largest in the nation, reported a total population of 43,762 students as of October 1, 2023, only 41.0% of whom identified as racially white alone.^{ix} This data supports that Alaska is racially diverse as a whole.

The U.S. Census Bureau has predicted the nation will not see its current majority population – citizens identifying as racially white alone – fall below 50% until 2044.^{vii} In Alaska, data suggests that the shift from majority to minority is happening more quickly. The table below compares the nation's population with that of Alaska and ASD in seven race/ethnicity groupings.^x Except for "Two or More Races," the demographics (see page 7) describe individuals who identified as a single race.

<i>Race / Ethnicity</i>	<i>United States</i>	<i>Alaska</i>	<i>ASD</i>
Black or African American	13.6%	3.7%	4.5%
Alaska Native or American Indian	1.3%	15.7%	9.8%
Asian	6.3%	6.7%	9.8%
Hispanic or Latino	19.1%	7.7%	11.9%
Pacific Islander or Native Hawaiian	0.3%	1.7%	7.0%
White	75.5%	64.1%	41.0%
Two or More Races (or "Other")	3.0%	8.2%	16.1%

Equal Employment Opportunity Program

A primary goal of the State of Alaska's EEOP is to ensure that positions in public service are accessible to all qualified individuals. The State does not condone, permit, or tolerate illegal discrimination against its employees or applicants for state employment on the basis of race, color, national origin, religion, sex, age, physical or mental disability, marital status, changes in marital status, pregnancy or parenthood, genetic information, or status as a veteran or veteran with a disability.⁴ The EEOP's mandate includes ensuring departments uphold federal and state civil rights laws and state EEO policies.

The EEOP is administered under Alaska Statute 39.28 by the Director of the Division of Personnel & Labor Relations.⁵ For the duration of this reporting period, Director Kate Sheehan administered the program and dedicated EEOP staff consisted of:

<i>Name</i>	<i>Job Class</i>	<i>Role</i>
Kelley Roberson	Human Resource Consultant 5	EEOP Manager
Mauria Gerdeman	Human Resource Consultant 2	EEO Specialist
Sarah Darling	Human Resource Consultant 2	EEO Specialist
Mercedes Sylva	Human Resource Consultant 1	EEO Specialist

The EEOP works cooperatively with other sections of the Division of Personnel & Labor Relations to meet essential workforce needs that include: EEO and AA consultation, technical assistance, complaint investigation, EEO and AA reporting, outreach, and training.

EEO and AA Consultation: As the principles of EEO are embedded in all personnel actions and business practices, dedicated specialists help fulfill EEO mandates while promoting consistent responses to EEO issues. Through its specialists, the EEOP provides input on personnel actions from recruitment to discipline. The EEOP further provides professional

⁴ For a brief overview of the history of EEO and AA in Alaska, see Appendix C.

⁵ AS 39.28.020 - "Powers and duties of the director of personnel regarding the administration of the equal employment opportunity program."

guidance to employees and managers statewide on any EEO related issues, including workplace accommodations and bona fide occupational qualifications in the Executive Branch.

Technical Assistance: The Americans with Disabilities Act of 1990 requires that state and local governments ensure that their communications with people with disabilities are as effective as their communications with others. Some public-facing websites fail to incorporate features that enable users with disabilities to access information and resources online. Specific problems may include the lack of screen magnifiers, color contrast options, or text-to-speech software for individuals with conditions affecting vision; the lack of audio closed captioning for individuals with conditions affecting hearing; or the inclusion of inaccessibly small links for individuals with conditions affecting precise mobility. With the 2022 implementation of the statewide Accessibility of Information and Communication Technology policy, the Executive Branch has implemented oversight and procedures to ensure individuals with disabilities may effectively participate in civic life offered by the Executive Branch of state government through the use of accessible technology.

Complaint Investigation: The EEOP receives, investigates, and attempts to resolve internal complaints of discrimination in Executive Branch employment from current or former state employees and applicants for state employment. When external complaints of employment discrimination are filed, the EEOP represents Executive Branch agencies before state and federal enforcement agencies. In 2023, one such enforcement agency, the Alaska State Commission for Human Rights (ASCHR), implemented a new system for notifying the EEOP of open complaints utilizing a document storage website wherein official letters can be downloaded. These documents are also sent via physical mail.

EEO and AA Reporting: In partnership with the Division's Employee Planning & Information Center, the EEOP prepares workforce reports associated with EEO and AA, including this Annual Report on EEO and AA in State Government. Reports are available to the public on the Division of Personnel & Labor Relations website. The EEOP also issues other EEO related reports.

Outreach: The EEOP serves as the liaison between the Executive Branch and state and federal agencies and community groups concerned with EEO in state government employment. In cooperation with the division's Workforce Services section, EEOP outreach includes presence at job fairs across the state.

For example, the Alaska Federation of Natives held its annual convention in Anchorage, Alaska, from October 19 through October 21, 2023. In collaboration with the Department of Corrections, the Division of Personnel & Labor Relations hosted a booth promoting employment in all State of Alaska Executive Branch departments. At this booth, an active list of open positions was posted, and attendees were invited to ask questions about employment with the State. Many attendees engaged with staff to learn about employment opportunities and to share their personal experiences working for the State.

EEO Program Training

Through partnership with the State's Learning & Development (L&D) unit, department Human Resources Business Partners, and various leadership teams, EEOP staff prepare and deliver a variety of training options and ensure the quality of trainings offered on the State of Alaska online learning platform, AspireAlaska.

Instructor Led Training: The EEOP delivers live and virtual instructor-led trainings to State of Alaska employees. In 2023, the EEOP saw an increased number of requests for EEO training tailored to the specific needs of individual departments and presented multiple training courses to organizational leaders on creating and maintaining civility in the workplace. This training for leadership and executive teams is focused on increasing workplace civility through four core areas: compliance, emotional intelligence, conflict resolution, and change management. It provides an overview of the connection between incivility in the workplace and illegal discrimination and harassment. Organizational leaders, by being informed of the four core focus areas, are better able to establish and maintain a civil, healthy, and functional workplace. The benefits of workplace civility are improved morale, less absenteeism, fewer complaints, and higher recruitment and retention.

Digital Training: Supplementing instructor-led training, much of the Executive Branch's training opportunities are now provided in a self-paced, online format through AspireAlaska, the Learning Management System implemented in 2021. AspireAlaska's learning platform contains a catalog of over 2,000 prepackaged courses that are updated quarterly. These courses are created with a focus on public sector employees and target four broad categories:

- **Leadership and Management:** The foundational skills needed by managers and leaders to be successful, including conducting recruitments and evaluations.
- **Professional Skills:** The business-related skills that benefit employees of all ranks, including communication, strategic thinking, and teamwork.
- **Technology:** Skills requiring advanced technological literacy, including data security, data analytics, coding, cloud computing, and machine learning.⁶
- **Modern Compliance:** Knowledge necessary for compliance and risk minimization, including strategies designed to eliminate bias and harassment.

⁶ Machine Learning describes a branch of computer science utilizing artificial intelligence for data analysis.

Training Data: The following table shows the total instructor-led and digital courses delivered to staff and leadership during this reporting period by general topic, followed by a description of each topic and its relevance to EEO and AA. A variety of courses may fall under each topic.

<i>EEO Training Topic</i>	<i>Completed</i>
A Respectful Workplace	354
Preventing Sexual Harassment	65
Supervisory and Leadership Skills	634
Valuing Diversity	657
Total Curriculum	1,710

- **A Respectful Workplace:** Focuses on recognizing and modifying behaviors that could be potentially disrespectful and even illegal while acknowledging diverse attitudes.
- **Preventing Sexual Harassment:** Concentrates on examples of what sexual harassment looks like, methods to intervene, and actions that active bystanders can take.
- **Supervisory and Leadership Skills:** Offers a variety of courses geared toward State of Alaska supervisors, including the Academy for Supervisors 101. This topic also includes in-person, instructor-led leadership sessions.
- **Valuing Diversity:** Teaches diversity in the workforce as something that should be valued for its objective business benefits.

AspireAlaska has been an opportunity for the State of Alaska to provide on-demand EEO training to employees who might otherwise face barriers to attend a training due to geographical location, scheduling conflicts, or other factors. The EEOP and L&D work closely to ensure that courses regarding EEO and AA are accurate and pertinent. The in-person, instructor-led courses are particularly “in demand” with waiting lists or attendance.

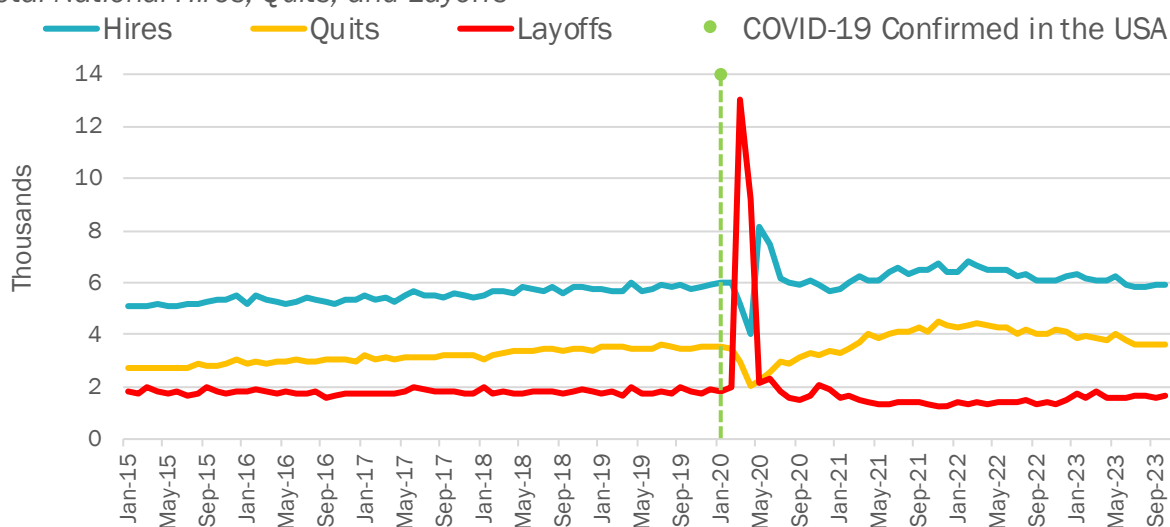
Report Summary

This report analyzes current data and historical trends regarding the employment of BIPOC employees and women in the Executive Branch. By comparing the Executive Branch’s demographics to that of the Alaskan Civilian Labor Force (CLF), the State may better focus resources in those areas where incumbency levels are less than the availability of women and BIPOC workers.⁷ This further identifies areas where there may be barriers to employment for women and represented groups. This year’s CLF relied on American Community Survey data collected by the United States Census Bureau between 2018 and 2022, the most current data available.

As the data draw date is June 30, 2023, this report captures the workforce as it is emerging from the “Great Resignation” that began in 2021 and continued throughout 2022. Recent data shows the State workforce is continuing to recover from the COVID-19 pandemic. Focus is shifting toward recruitment and inclusivity of applicants through the implementation of competency based minimum qualifications. Alaska continues to see an overall drop in working-aged residents as individuals move out of the state due to a variety of reasons, including employment opportunities and a high cost of living.^{xi} To examine workforce changes on a national level, [Exhibit One](#) shows national hires, “quits,” and layoffs since January 2015.^{8xii}

Exhibit One

Total National Hires, Quits, and Layoffs



⁷ The CLF is defined as all non-institutionalized (i.e., not incarcerated) civilians (i.e., not serving in the U.S. military) aged 16 and older who are either working or seeking employment (unemployed).

⁸ Quits are generally voluntary separations initiated by the employee. The “quits rate” can serve as a measure of workers' willingness or ability to leave jobs. Layoffs and discharges are involuntary separations initiated by the employer.

COVID-19 was first confirmed in the United States on January 20, 2020.^{xvi} **Exhibit One** demonstrates that layoffs spiked by approximately 366% as quits and hires dropped. Numbers returned to a semblance of pre-pandemic levels by fall of 2020. Since then, however, the number of quits has gradually climbed and remained steady at what is considered a “new normal,” whereas the number of layoffs has decreased nationwide.

The total number of Executive Branch employees increased between 2022 and 2023 by 183, the first annual increase in employees since 2014. The decreasing employee trend was exacerbated by the pandemic during “The Great Resignation.” This increase brought the Executive Branch to near pre-pandemic staffing levels.

Nationally, the pandemic had a greater effect on women, particularly BIPOC women. According to the Pew Research Center, women without college degrees left the workforce in greater numbers than similarly educated men during the pandemic.^{xvii} During this time, 204 women left the Executive Branch workforce, accounting for 77% of the total employee decrease. New data shows an increase of 198 women for a total of 6,848 and representing 48.1% of the workforce. In higher paying positions, defined by the State as “range 18 and above” on our salary schedules, the percentage of female employees increased by 1.0 percentage point.

DID YOU KNOW?

As of November 2023, Alaska had an unemployment rate of 4.4%, the sixth highest in the nation. This is up from 3.7% in November 2022.^{xiii} Nevada had the highest unemployment rate at 5.4% while Maryland had the lowest at 1.8%.^{xiv}

It is important to consider how BIPOC groups are experiencing unemployment. In Alaska, people identifying as Alaska Native or American Indian had the highest unemployment rate at 15.8%. People identifying as Black or African American had the lowest unemployment rate at 3.8%.^{xv}

Women continue to have the highest concentration in Administrative Support positions at 73.5%, yet this is a 1.9 percentage point decrease from the previous year. The lowest concentration is within the Skilled Craft Workers and Protective Service Workers employment categories. This year, the proportion of women increased in the Paraprofessionals category by 5.1 percentage points.

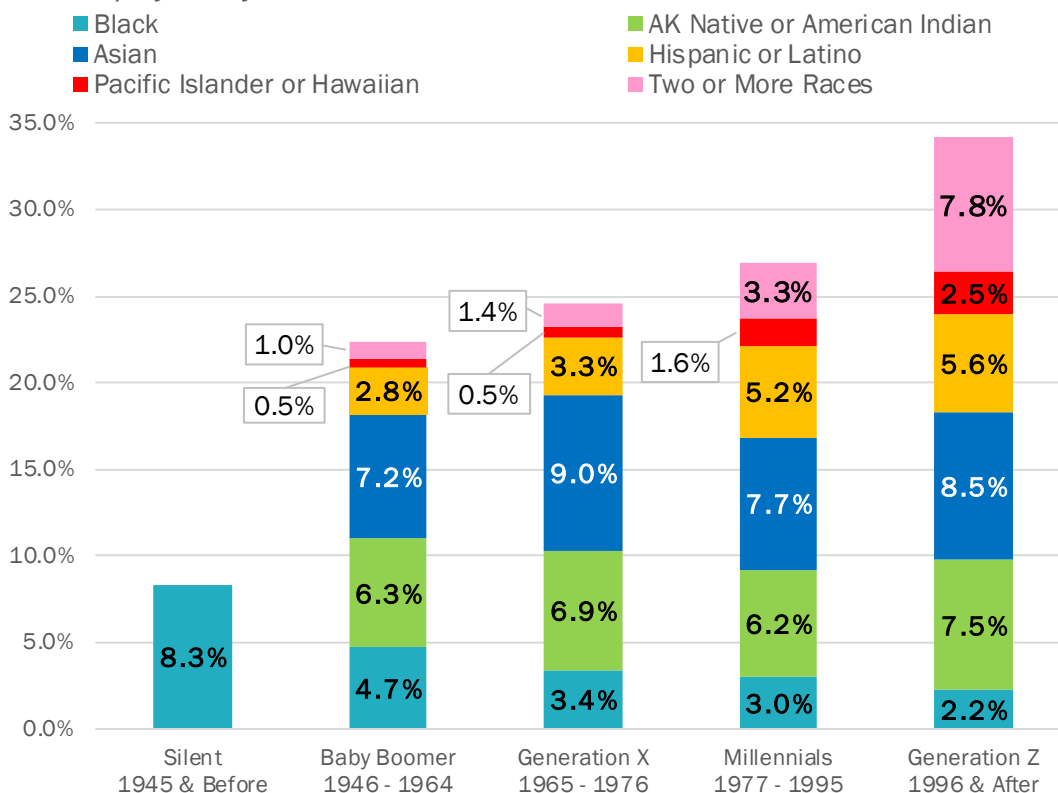
Data shows an increase of 185 BIPOC employees for a total of 3,728, increasing the overall percentage by 1.0% to 26.2%. Employees who are Asian still represent the largest racial minority group in the Executive Branch workforce, up from 8.0% to 8.1%. The percentage of employees identifying as Hispanic or Latino, Pacific Islander or Hawaiian, and Two or More Races all increased as well. The percent of racially white employees fell from 74.8% to 73.8%, a continuing trend. The percentage of BIPOC employees in higher paying positions also increased by 1.0 percentage point, bringing the total to 18.0%.

BIPOC employees continue to be employed primarily in Service-Maintenance positions, up from 53.5% to 54.9%. Data showed the most growth in the percentage of BIPOC employees who work in the Technician category, which increased by 6.8 percentage points. The second highest increase was Officials and Administrators, which increased by 2.0 percentage points. The only job category that did not show an increase was the Paraprofessional category.

The largest school district in Alaska is already reporting a student body that identifies as less than 50% racially white alone. Indeed, each new generation of workers reports greater diversity. **Exhibit Two** shows BIPOC employees of the Executive Branch grouped by their generation and race/ethnicity. Each subsequent generation reports fewer employees identifying as racially white alone. As of the data draw date, only 12 Executive Branch employees belong to the Silent Generation (born before 1945).

Exhibit Two

BIPOC Employees by Generation

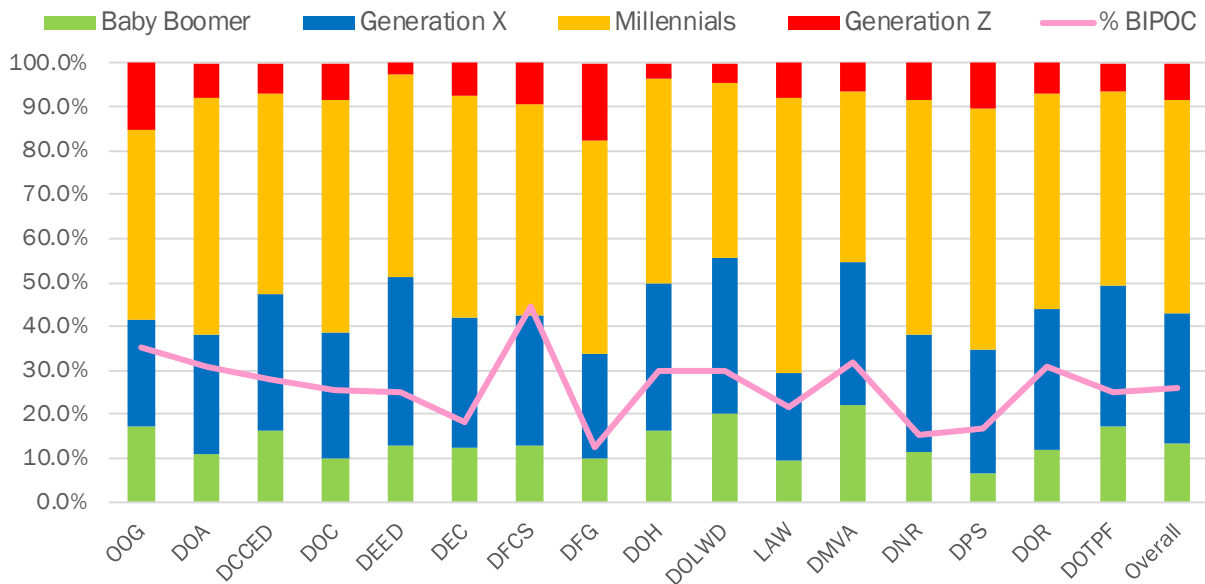


**Data not depicted in a color block indicates there were no BIPOC employees in that generation.*

Exhibit Three shows the sixteen departments of the Executive Branch divided by generation with a through line representing that department's proportion of BIPOC employees. Consistent with last year's report, higher concentrations of younger generations do not consistently correlate with higher percentages of BIPOC employees as might be expected.

Exhibit Three

Executive Branch Employees by Generation, Department, and Percentage BIPOC



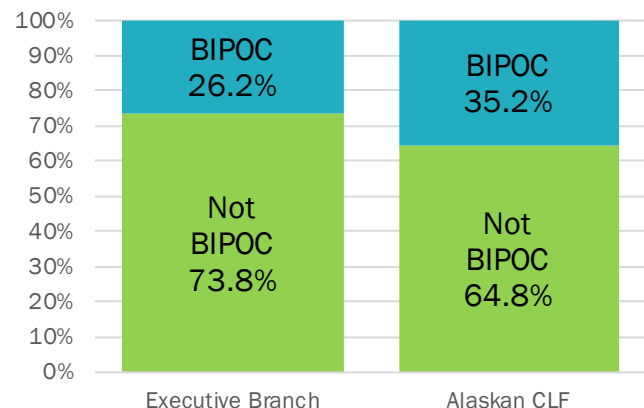
BIPOC in the Executive Branch Workforce

Current Outlook

The Executive Branch saw an overall increase in the number of employees and, with that, an increase in the total number of BIPOC employees. The proportion of BIPOC employees continues to grow. As shown in **Exhibit Four**, BIPOC employees currently make up 35.2% of the Alaskan CLF and 26.2% of the Executive Branch workforce (3,728 employees). This is a slight increase from 25.2% in 2022. The number of BIPOC employees in the CLF also grew 1.0 percentage point from the previous year.

Exhibit Four

Employees by BIPOC Status



For the purposes of EEO and AA, it is necessary to categorize employees' racial and/or ethnic identities. The U.S. Equal Employment Opportunity Commission (EEOC) recognizes the seven race/ethnicity groups numbered below.⁹

EEOC Race/Ethnicity Categories

Black or African American (not Hispanic or Latino)
Alaska Native or American Indian (not Hispanic or Latino)
Asian (not Hispanic or Latino)
Hispanic or Latino
Pacific Islander or Native Hawaiian (not Hispanic or Latino)
White (not Hispanic or Latino)
Two or More Races (not Hispanic or Latino)

Exhibit Five and **Exhibit Six** apply these race/ethnicity categories to the Executive Branch workforce and the Alaskan CLF, respectively.¹⁰ The Alaskan CLF remains more diverse than the Executive Branch workforce in every race/ethnicity group except for Black or African American and Asian. The percentages of Executive Branch employees identifying as Asian, Pacific Islander or Hawaiian, and Black reflect the percentages of such employees in the Alaskan CLF within 0.5%.

Exhibit Five

Executive Branch Employees by Race/Ethnicity

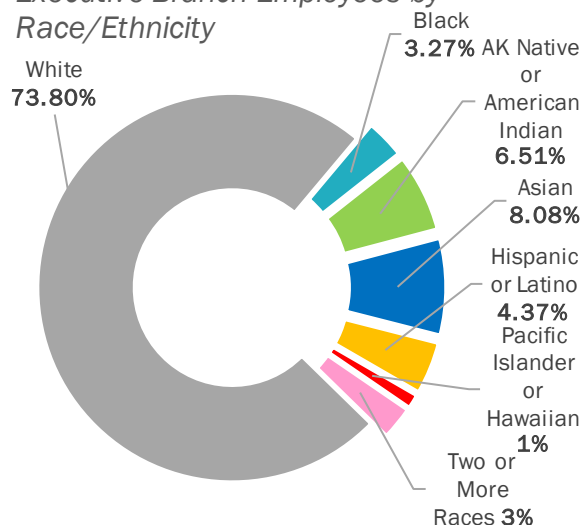
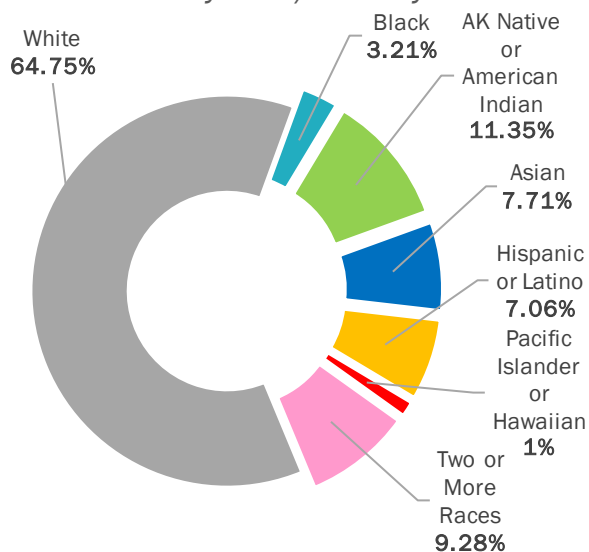


Exhibit Six

Alaskan CLF by Race/Ethnicity



⁹ For definitions of the current race and ethnicity categories, see D.

¹⁰ The sum of BIPOC categories in the Alaskan CLF does not yield 34.2 percent as suggested by Exhibit Four due to an incongruity in how the US Census Bureau compiles data on individuals identifying as Hispanic or Latino.

Employees identifying as Alaska Native or American Indian and Two or More Races are the most underrepresented groups in the Executive Branch. Data also shows that the Executive Branch has significantly less Alaska Native or American Indian employees by 4.84 percentage points. An essential aspect of assessing job equity is to examine the distribution of employees among different job categories. Analyzing the data through the metrics of job type and compensation provides an opportunity to identify potential occupational segregation or pay ceilings. The EEOC utilizes eight occupational job categories to study employment equity, numbered below.¹¹ State and local governments are required by law to submit biennial reports to the EEOC showing the representation of men and women from their seven racial/ethnic groups in these eight job categories.

EEOC Job Categories

1	Officials and Administrators
2	Professionals
3	Technicians
4	Protective Service Workers
5	Paraprofessionals
6	Administrative Support
7	Skilled Craft Workers
8	Service-Maintenance Workers

DID YOU KNOW?

According to the 2018-2022 American Community Survey, Alaska had the highest percent of citizens identifying as Alaska Native or American Indian alone at 15.7%. The second highest percent was reported by New Mexico at 11.2%, and the lowest percent was reported by both Nebraska and North Carolina at 1.6%.^{xviii}

¹¹ For definitions of the current job categories, see Appendix C.

Exhibit Seven shows the percentages of BIPOC employees within those eight categories. Consistent with prior years, significant occupational segregation is apparent. While BIPOC employees make up 26.2% of our total workforce, they constitute 37.7% of Administrative Support workers and 54.9% of Service-Maintenance workers. These percentages increased in 2022 and 2023.

Employees who identify as Asian constitute 28.3% of Service-Maintenance workers, despite comprising only 7.71% of the Alaskan CLF. This is a marginal decrease since 2023. BIPOC employees continue to be most underrepresented in Officials and Administrators, though representation increased by 1.9 percentage points to a total of 17.4%. The next most underrepresented category, Professionals, also increased during this time from 19.7% to 20.6% of BIPOC employees. Data did show a significant increase in the percentage of BIPOC employees represented in the Technicians category, up 6.8 percentage points from 2022 to occupy 32.7% of the job category.

Exhibit Seven

Executive Branch BIPOC Employees by Job Category and Race/Ethnicity

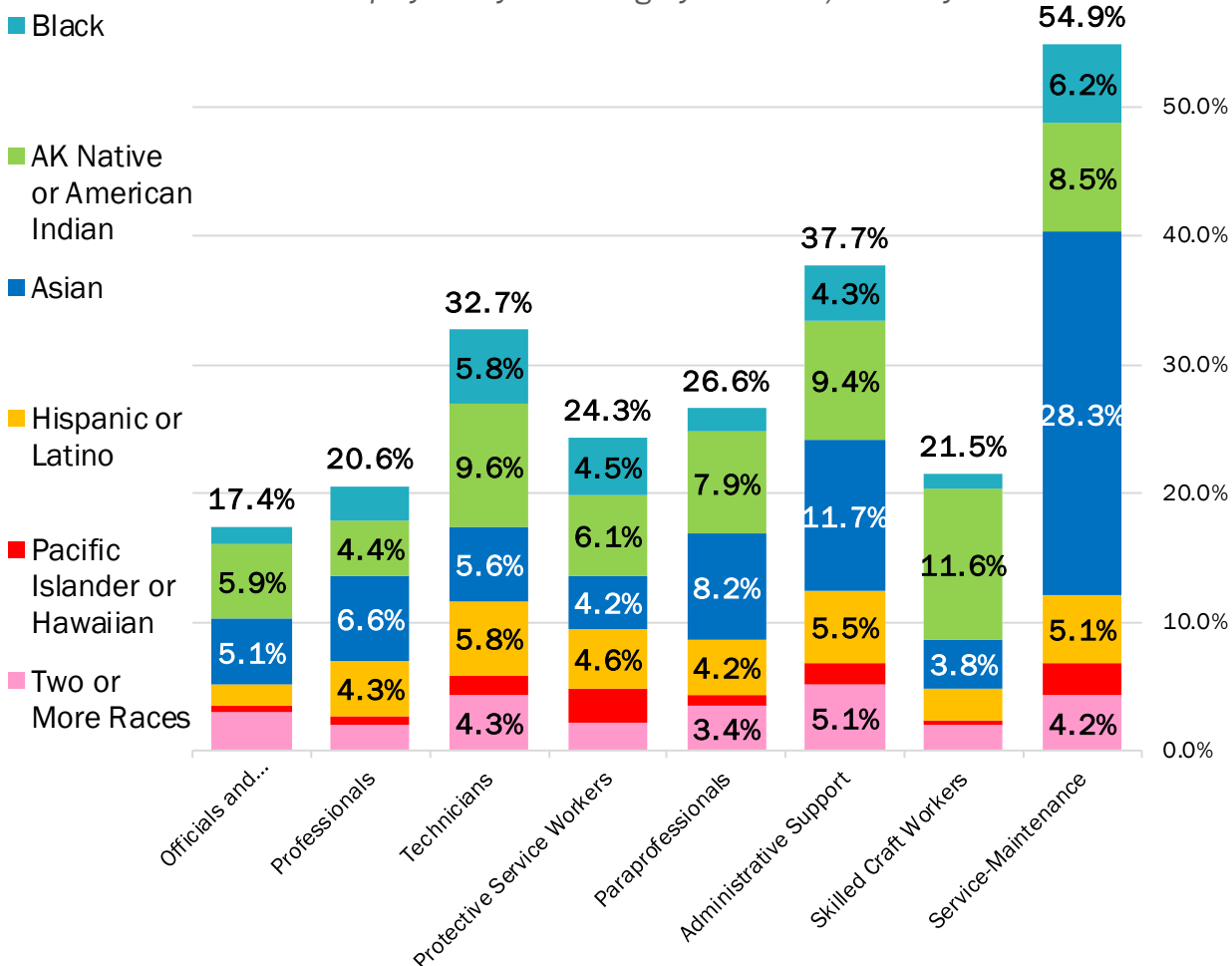


Exhibit Eight shows the percentage of BIPOC employees in each of the Executive Branch's sixteen departments as well as the overall Executive Branch. For improved legibility, this exhibit is presented in two parts: A and B. All data in these parts is directly comparable. Overall, the Executive Branch realized a 1.0 percentage point gain in BIPOC employees. Prior to its split, the DHSS was 35.8% BIPOC. The new DFCS percent of BIPOC employees increased to 44.5% while the new DOH percent of BIPOC employees declined to 29.8%.

Exhibit Eight (A)

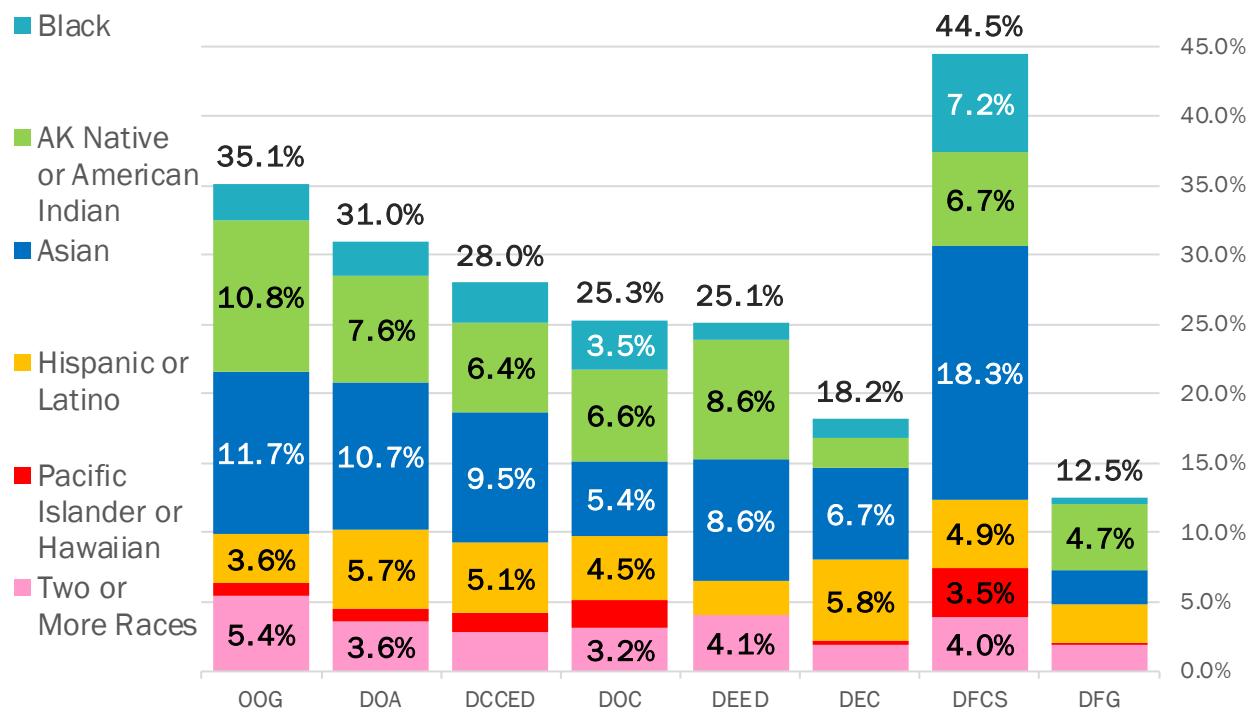


Exhibit Eight (B)

Executive Branch BIPOC Employees by Department and Race/Ethnicity

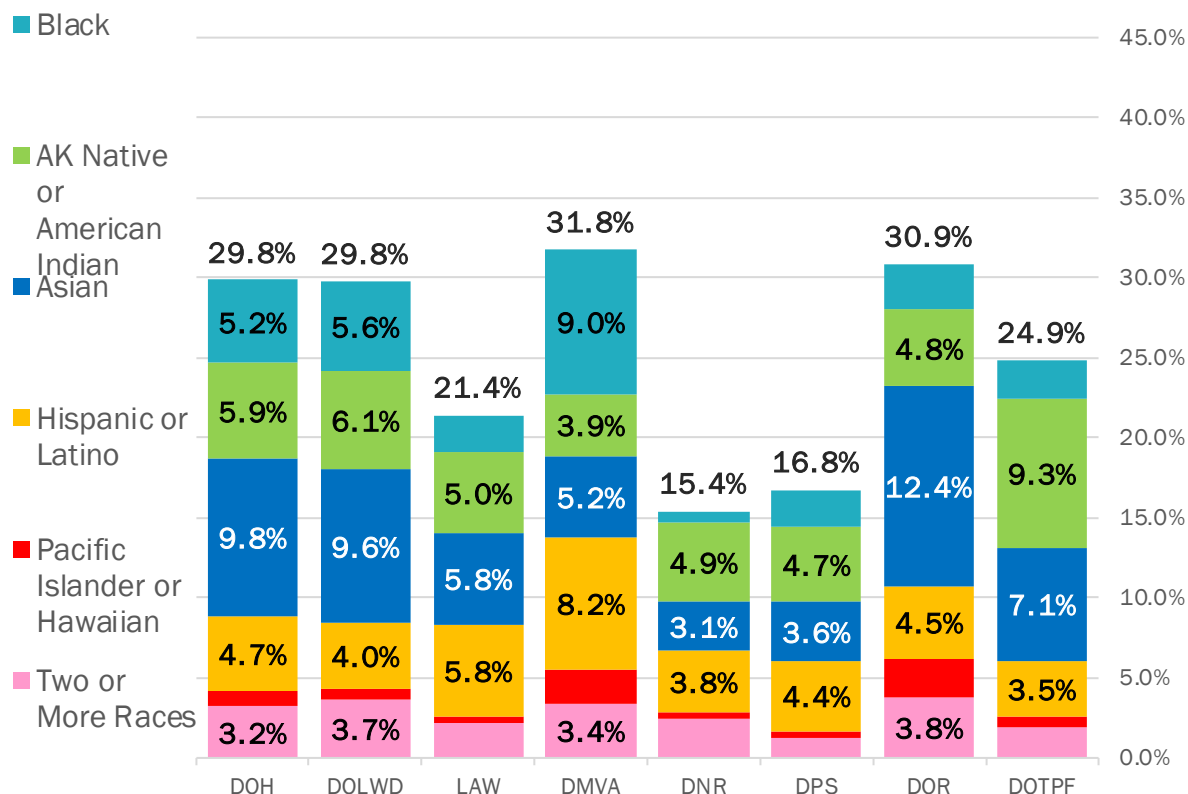


Exhibit Nine shows average years of service by race/ethnicity for each department. For improved legibility, this exhibit is presented in two directly comparable parts: A and B. Comparing the longevity of BIPOC employees to racially white employees in their same department illustrates multiple retention trends. The assessment of average years of service for diverse demographics enables us to assess the retention in diverse demographics.

Overall, racially white employees average 9.5 years of service across all departments, with a minimum departmental average of 8.1 years and a maximum of 11.8 years. Black employees average the same at 9.5 years and Alaska Native or American Indian and Hispanic or Latino employees average slightly less at 9.4 and 8.0 years of service, respectively. Pacific Islander or Hawaiian and Two or More Races averaged the shortest years of service at 2.9 years each. Asian employees were the only BIPOC category to exceed the racially white employee average at 9.9 years of service.

Exhibit Nine (A)

Average Years of Service by Race/Ethnicity

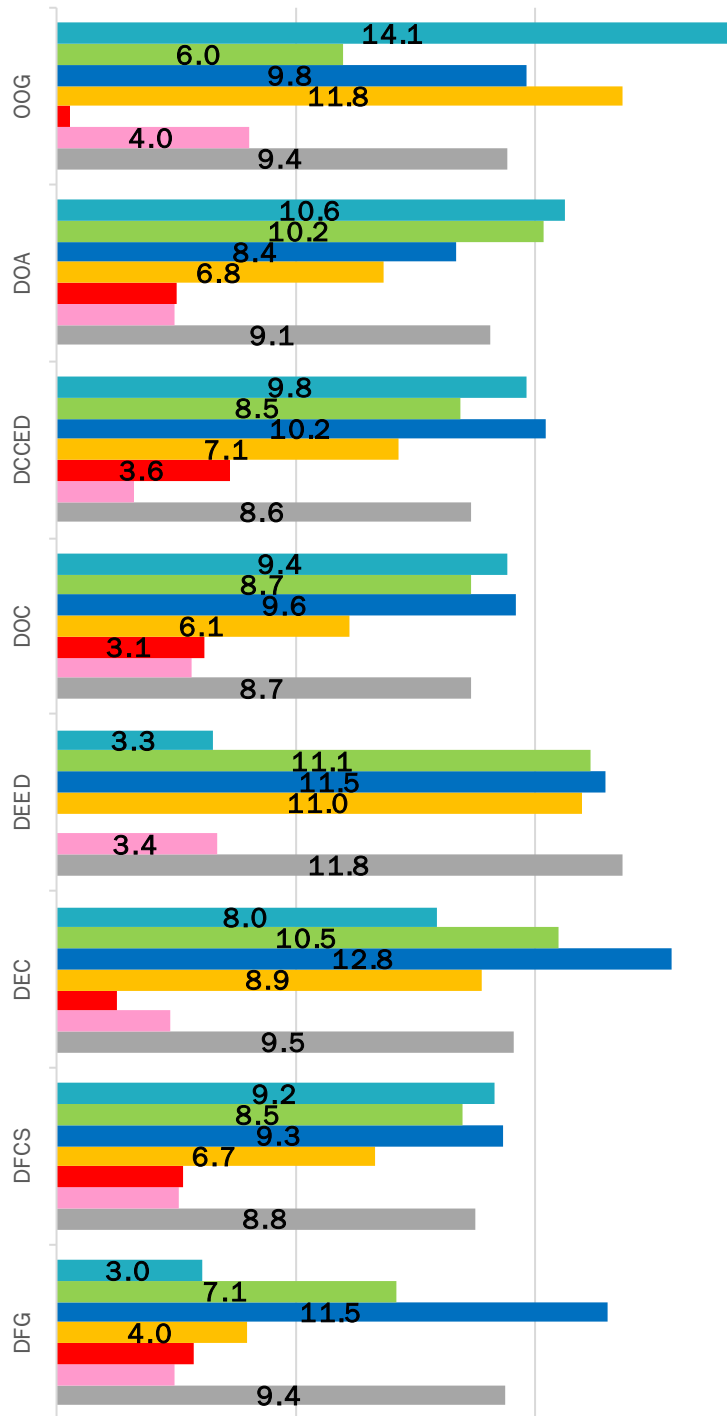
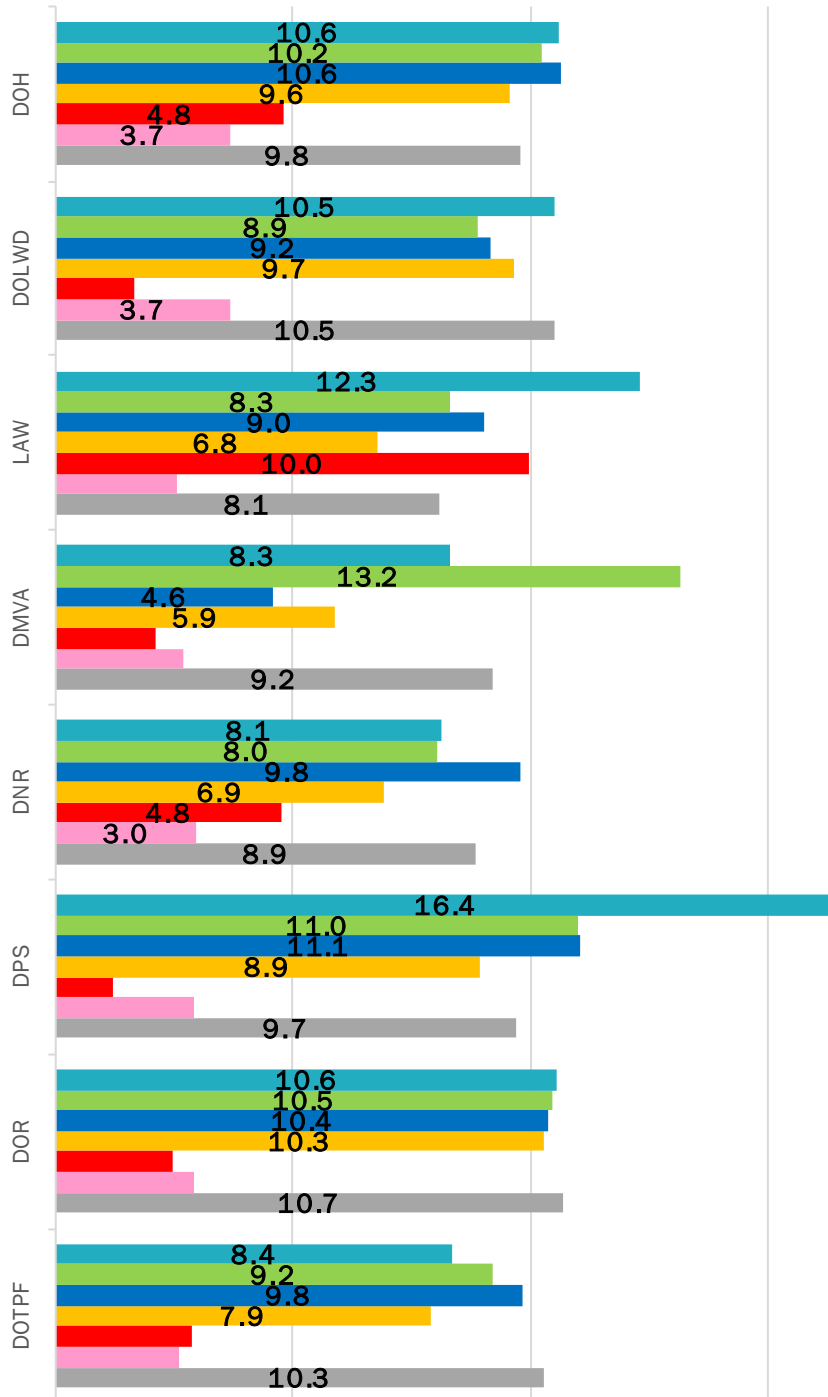
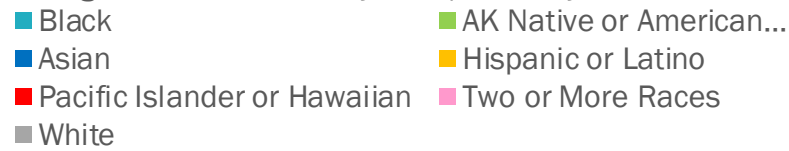


Exhibit Nine shows average years of service by race/ethnicity for each department. For improved legibility, this exhibit is presented in two directly comparable parts: A and B. Comparing the longevity of BIPOC employees to racially white employees in their same department illustrates multiple retention trends. The assessment of average years of service enables us to assess the retention in diverse demographics.

Overall, racially white employees average 9.5 years of service across all departments, with a minimum departmental average of 8.1 years and a maximum of 11.8 years. Black employees average the same at 9.5 years and Alaska Native or American Indian and Hispanic or Latino employees average slightly less at 9.4 and 8.0 years of service, respectively. Pacific Islander or Hawaiian and Two or More Races averaged the shortest years of service at 2.9 years each. Asian employees were the only BIPOC category to exceed the racially white

Exhibit Nine (B)

Average Years of Service by Race/Ethnicity



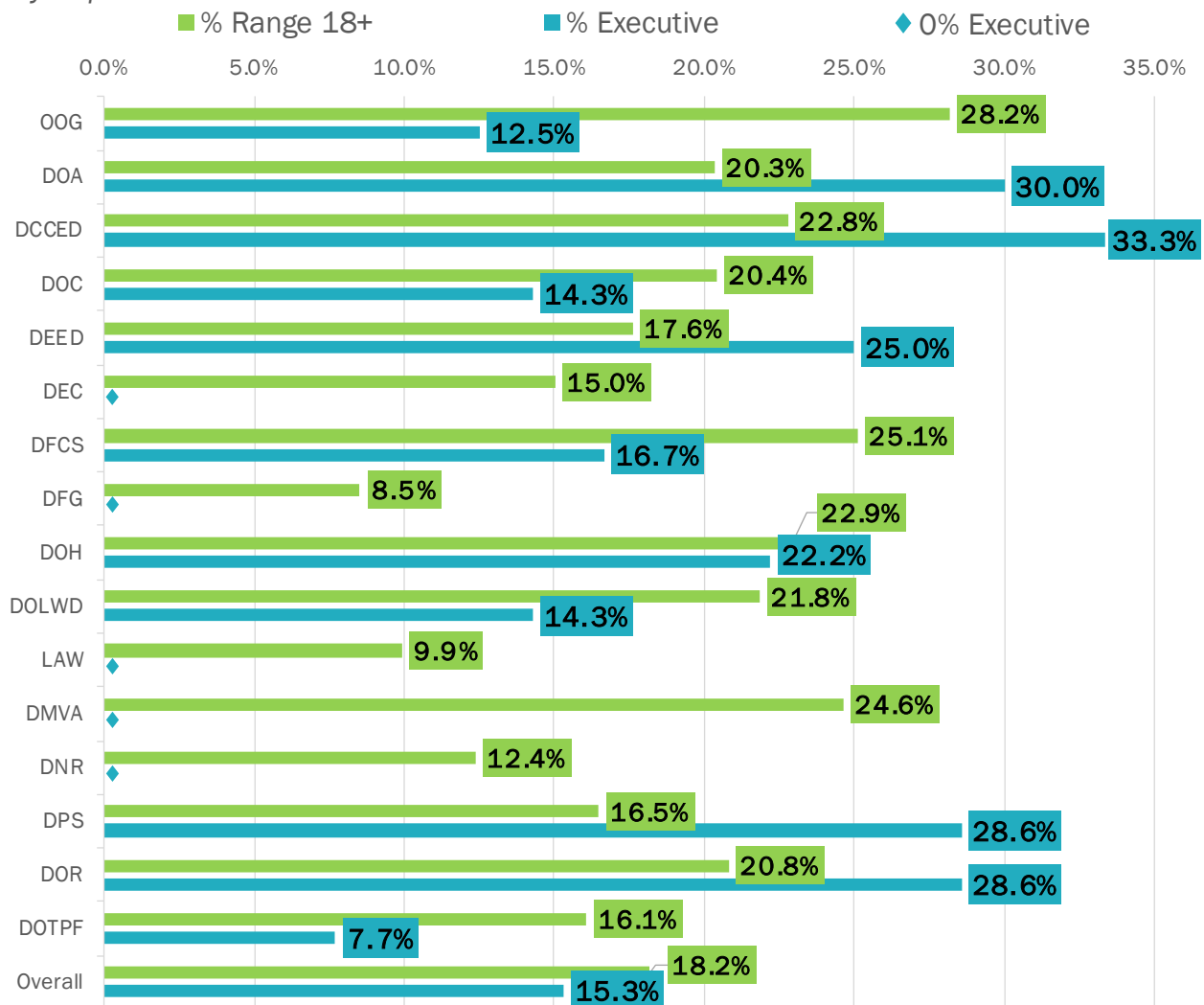
employee average at 9.9 years of service.

Exhibit Ten shows the percentage of positions filled by BIPOC employees by department and two position strata: positions range 18 and above and executive positions. Positions range 18 and above include non-appointed senior professional and managerial levels. As of June 30, 2023, there were a total of 5,431 positions in the Executive Branch in pay ranges 18 and above, and BIPOC employees filled 988 or 18.2% of them.

Only 124 positions in the Executive Branch were defined as executive positions as of June 30, 2023. This is the same number of executive positions in the prior year of reporting data, 2023. Of the 124 positions, 19 are filled by BIPOC employees. Executive positions include Directors, Commissioners, and their deputies.

Exhibit Ten

Pay Range 18+ and Executive Positions Percentage BIPOC by Department

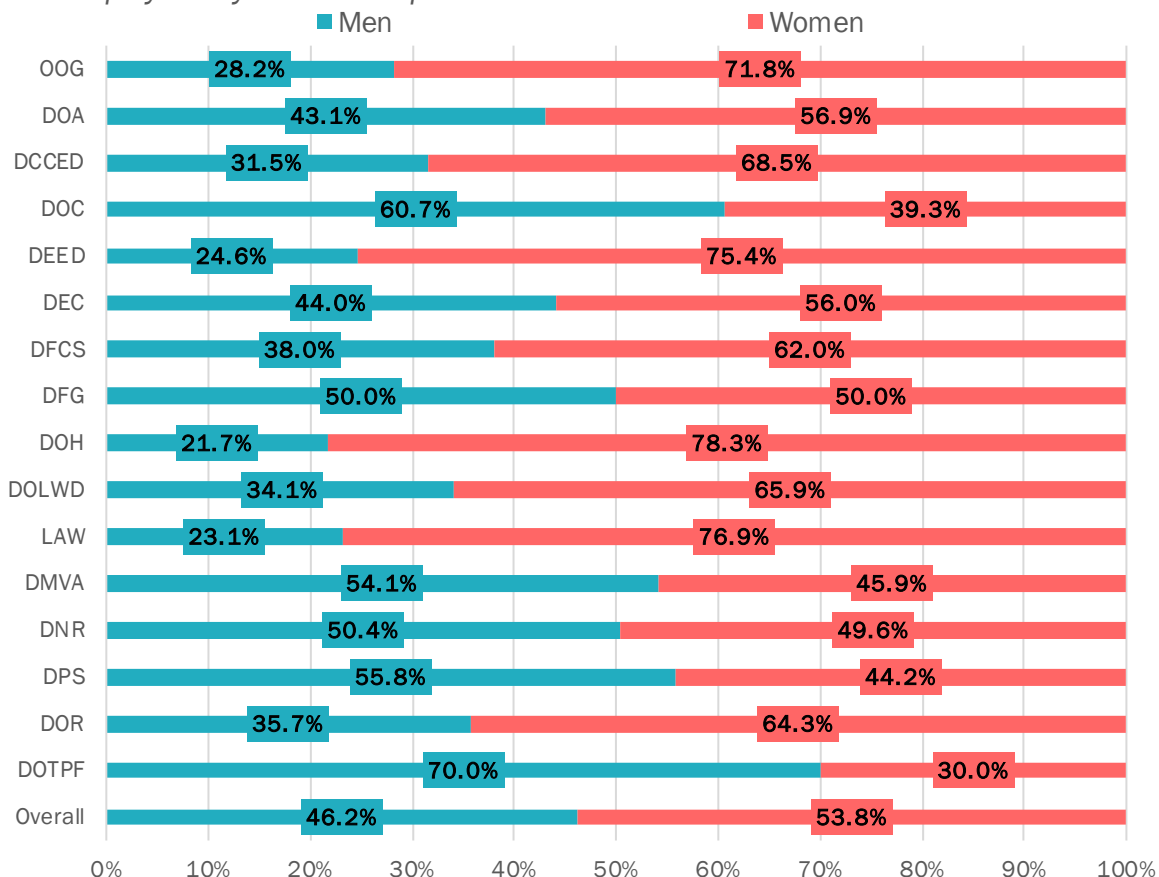


Twelve Departments increased their proportions of BIPOC employees at ranges 18 and above. Departments with no gains are the OOG (down 5.2 percentage points), the DNR (down 0.2 percentage point), and the Department of Transportation & Public Facilities (DOTPF) (down 0.1 percentage point). The greatest increases in BIPOC employees at pay ranges 18 and higher were experienced by the DMVA (up 6.0 percentage points) and the DEED (up 5.6 percentage points).

Exhibit Eleven divides Executive Branch BIPOC employees by sex and department. For all Executive Branch employees divided by sex and department, see **Exhibit Eighteen** (Page 31). Of the 3,728 BIPOC employees in the Executive Branch, 53.8% are women. Women constitute the majority of BIPOC employees in ten departments and the minority in five. In thirteen of sixteen departments, there is a disparity of 10 percentage points or more between the percentage of BIPOC men and BIPOC women. The departments exhibiting the highest and lowest parity are shown below.

Exhibit Eleven

BIPOC Employees by Sex and Department



Comparing this data to job category data provides valuable insights. [Exhibit Twelve](#) divides Executive Branch BIPOC employees by sex and job category. For all Executive Branch employees by sex and job category, see [Exhibit Nineteen](#) (Page 32). Women represent the majority of BIPOC employees in six of eight categories.

A disparity of 10 percentage points or more between the percentage of BIPOC men and BIPOC women exists in every category except Service-Maintenance Workers. The greatest disparities are in the Skilled Craft Workers (6.6% women), Protective Service Workers (21.2% women), and Administrative Support (71.6% women) categories. Although these are the same Departments exhibiting disparities as last year, each disparity has slightly decreased. For example, the disparity in Administrative Support decreased by 3.1 percentage points since 2022.

Exhibit Twelve

BIPOC Employees by Sex and Job Category

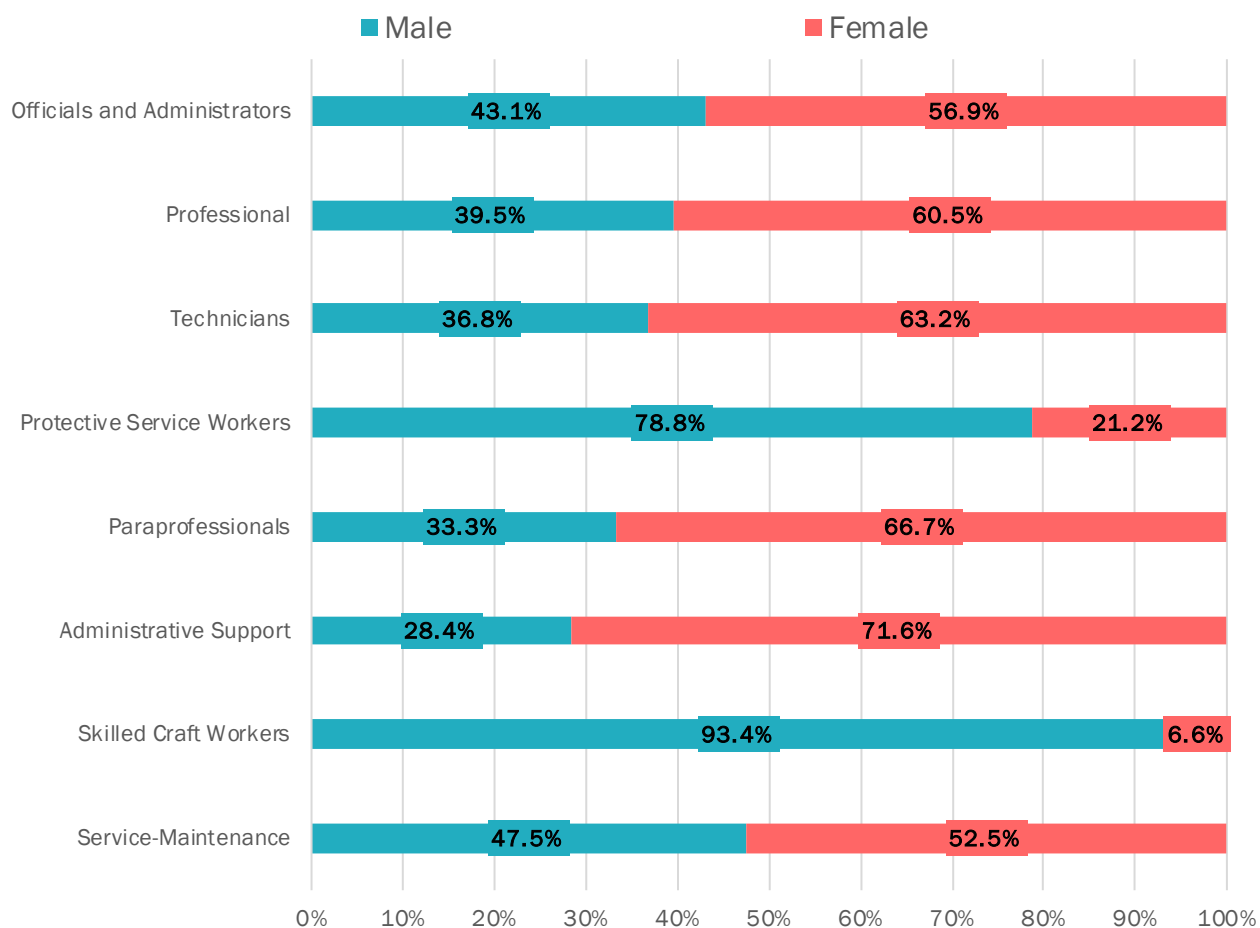
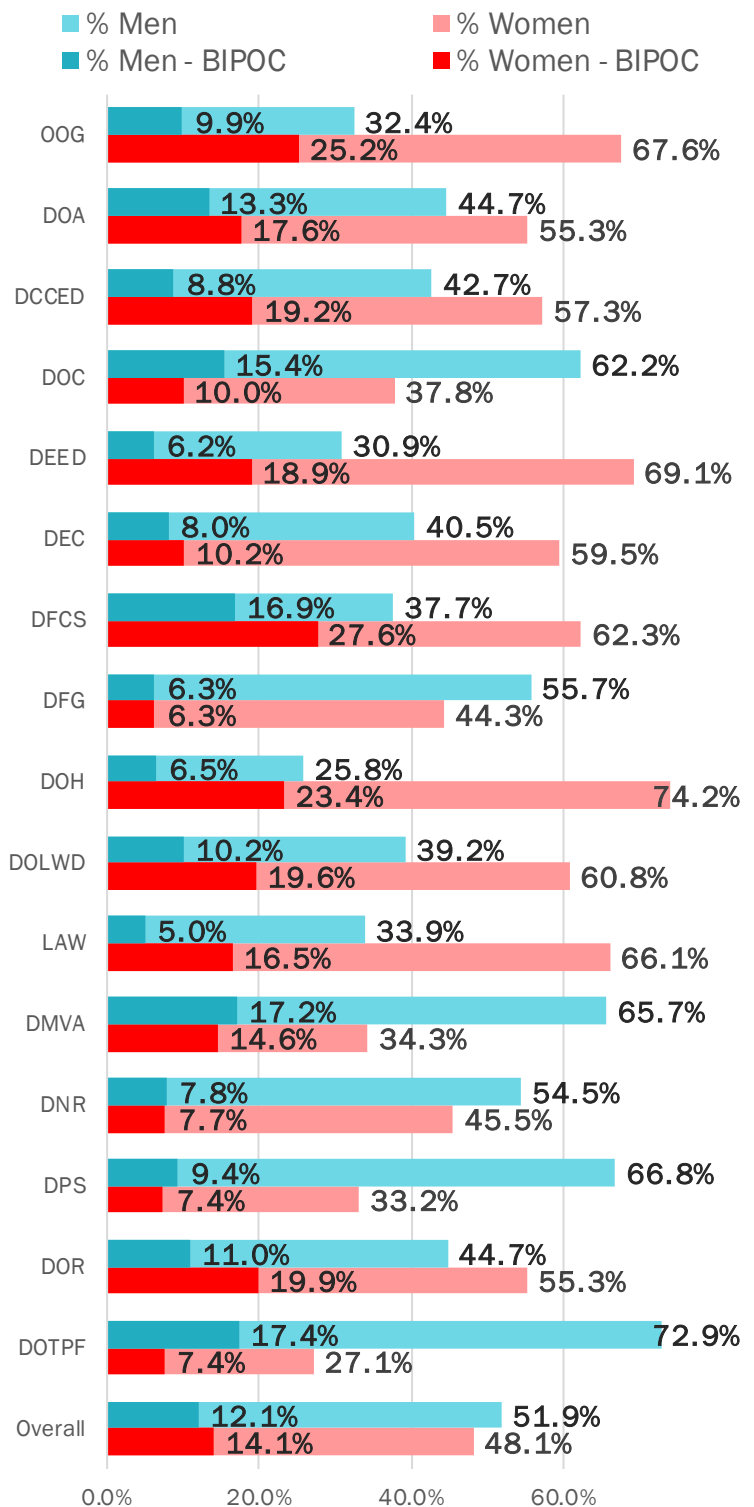


Exhibit Thirteen shows Executive Branch employees by department, sex, and BIPOC status.

Exhibit Thirteen

Employees by Department, Sex, and BIPOC Status



Trends

The State continues to improve employment outcomes of BIPOC individuals within the Executive Branch. Data has been collected for the past 24 years, spanning six administrations. The State is committed to monitoring trends that depict the overall state of employment within the Executive Branch. [Exhibit Fourteen](#) demonstrates the percentage of positions filled by BIPOC employees from 1990 to present. Data is provided for the entire Executive Branch, positions in pay range 18 or higher, and executive positions.

BIPOC employment has been trending upward since 1995 and again set a record high in 2023 at 26.2%. This is still significantly less than the percentage of BIPOC individuals in the Alaskan CLF (35.2%) but is a positive indicator of recruitment and retention efforts promoting diversity. This trend continues among positions range 18 and higher. In 2023, BIPOC employees held 19 executive positions, 15.3% of the total. This is a record high, the closest being 2019 at 13.9%.

Exhibit Fourteen

Percent BIPOC by Pay Range and Executive Status: 1990 - 2023

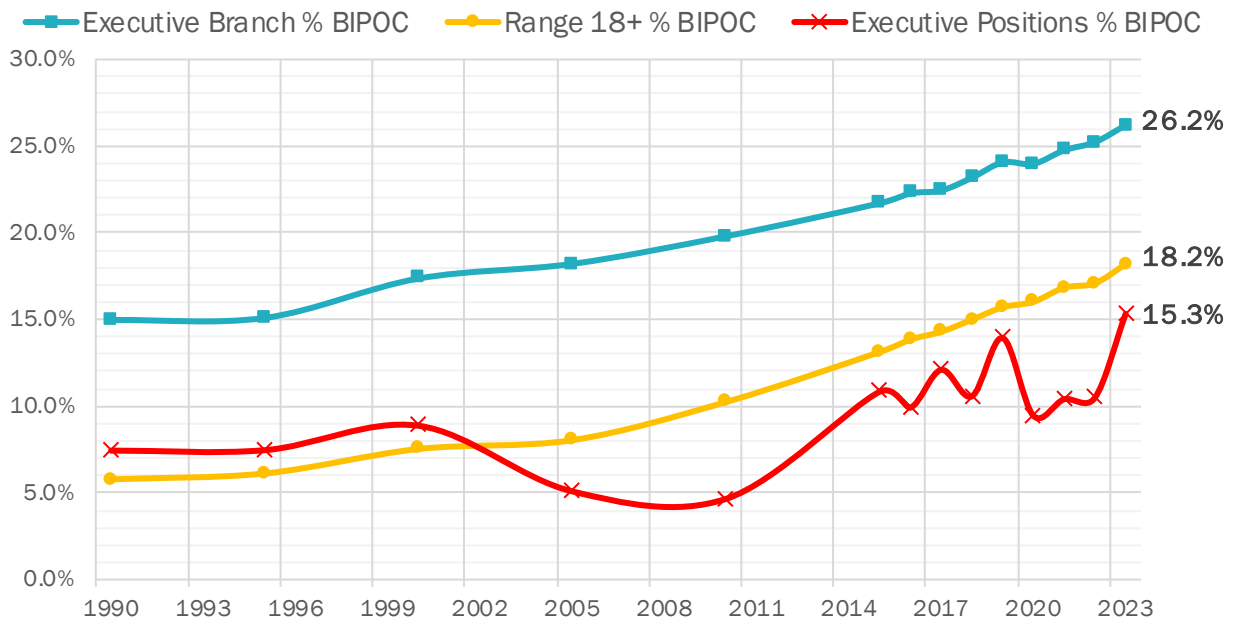


Exhibit Fifteen shows trends in the percentage of BIPOC employees by department. For improved legibility, this exhibit is presented in three parts: A, B, and C. Parts A and C compare five departments of the Executive Branch. Part B compares seven departments this year, as the DHSS has split into two separate departments. All data in these parts is directly comparable and analysis includes comparing all departments.

The overall percentage of BIPOC employees in the workforce continues to trend upward. The DOA experienced a slight loss in the percent of BIPOC employees in 2022 for the first time since 2010, from 29.9% to 29.0%. However, the percent has increased in 2023 to 31%.

Following the split of the DHSS, the DFCS experienced the greatest gain by 8.7 percentage points for a total of 44.5% BIPOC employees. The DOH, however, showed the greatest decrease by 6.0 percentage points for a total of 29.8% BIPOC employees. The DEED saw the second largest increase at 5.7 percentage points for a total of 25.1% BIPOC employees. As a trend, the DFG has the lowest proportion of BIPOC employees at 12.5%, which is a 0.9 percentage point decrease from 2022. A total of six departments showed a decrease.

Exhibit Fifteen (A)

Percent BIPOC By Department: 2007-2023

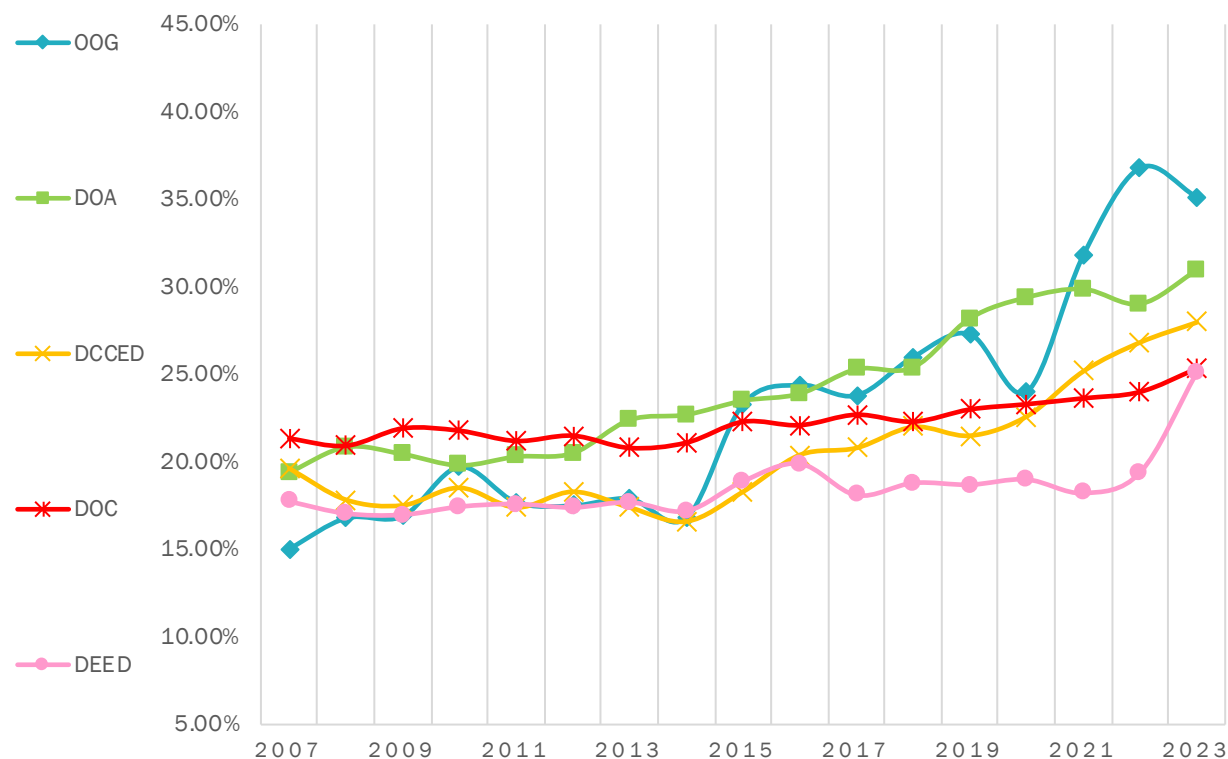


Exhibit Fifteen (B)

Percent BIPOC By Department: 2007-2023

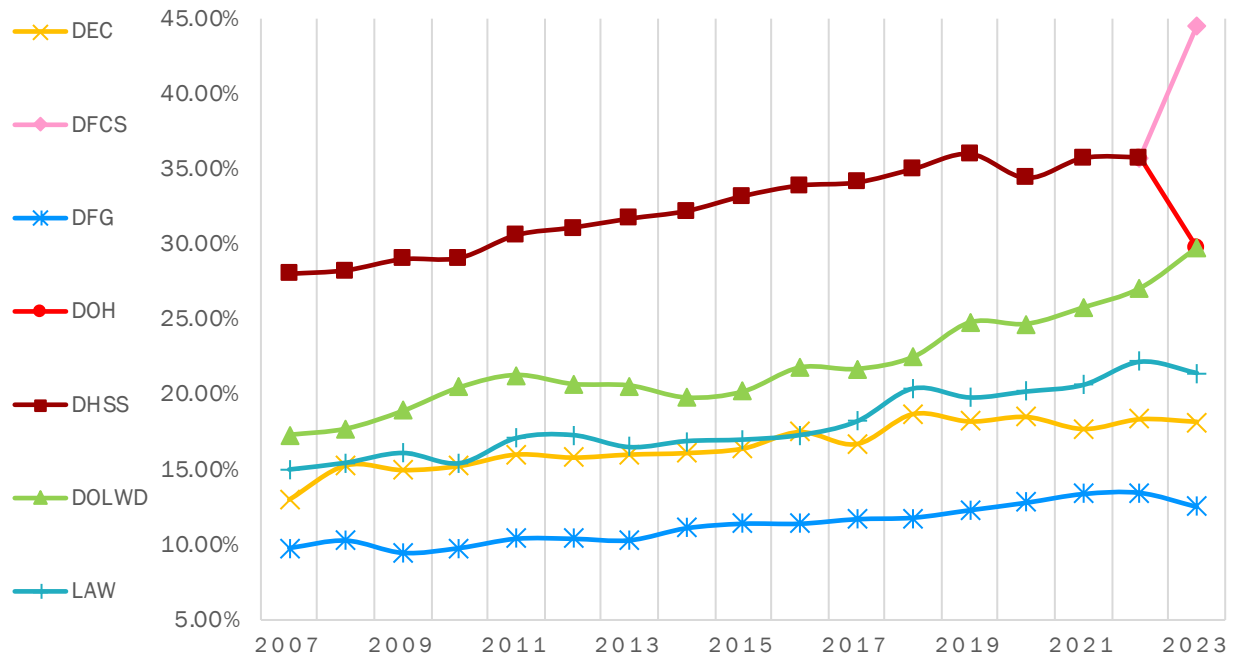


Exhibit Fifteen (C)

Percent BIPOC By Department: 2007-2023

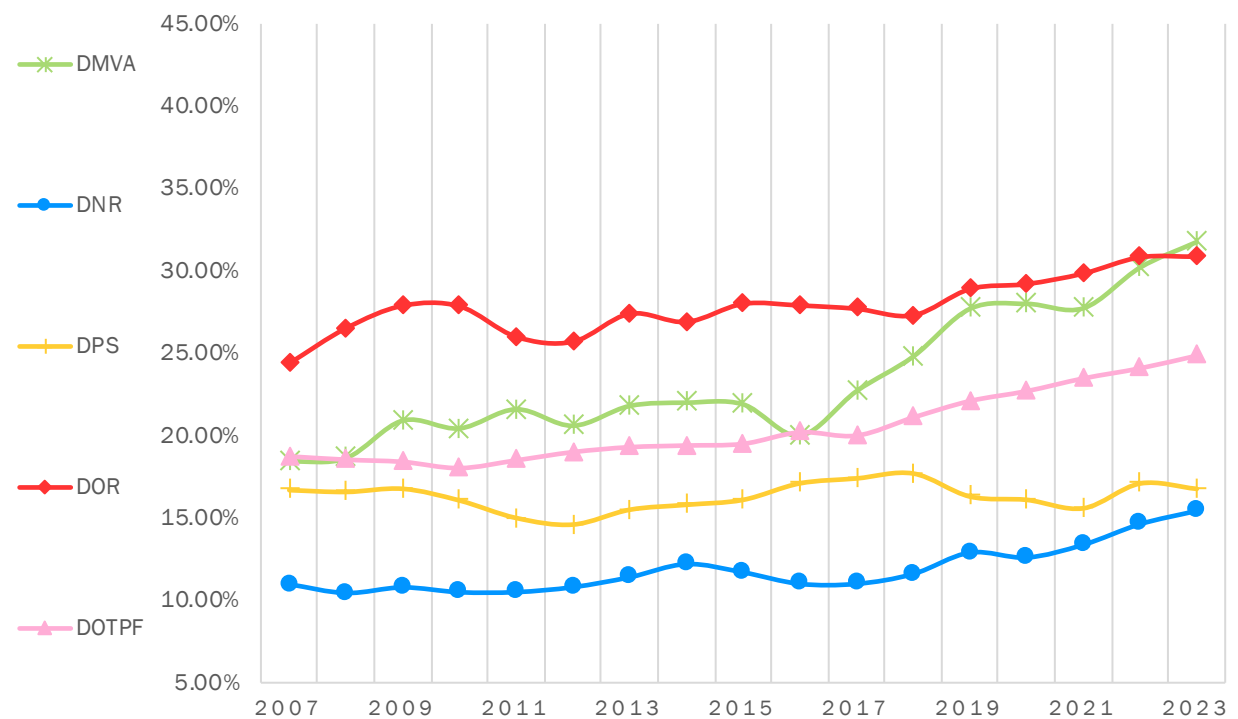
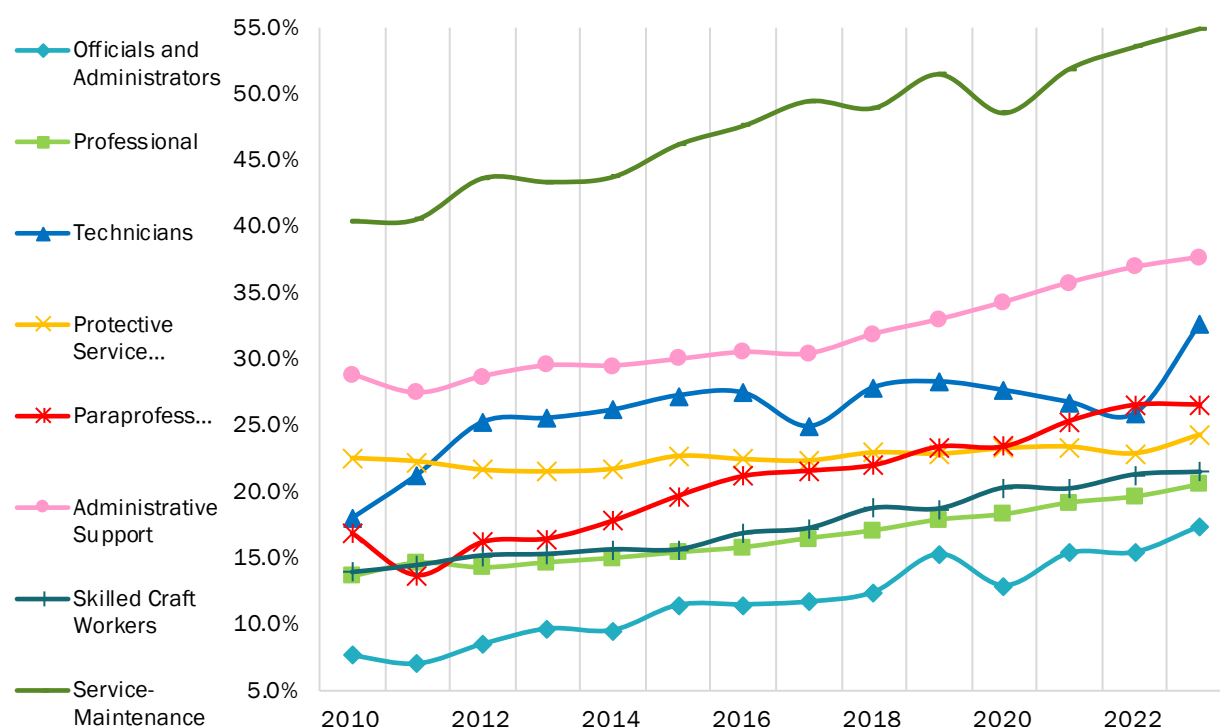


Exhibit Sixteen shows trends in the percentage of BIPOC employees by job category. The percentage of BIPOC employees has trended upward in each job category except Paraprofessionals, which has remained at 26.6% since 2022. Technicians increased the most in 2023 by 6.8 percentage points totaling 32.7%. Protective Service Workers has also trended upward.

The percentage of BIPOC employees changed by less than 1.0 percentage point in the Protective Service Workers, Administrative Support, and Skilled Craft Workers job categories. BIPOC overrepresentation in the Service-Maintenance group and underrepresentation in the Officials and Administrators group is an established trend as shown in prior reporting. Officials and Administrators experienced a 2.0 percentage point increase, which is the second largest percentage gain of 2023.

Exhibit Sixteen

Percent BIPOC By Job Category: 2010 - 2023



The proportion of BIPOC employees continues to increase in most departments and categories. However, these employees are disparately distributed across departments, categories, and stratum. Even with the increases, data still shows a high level of disparity of representation among BIPOC populations.

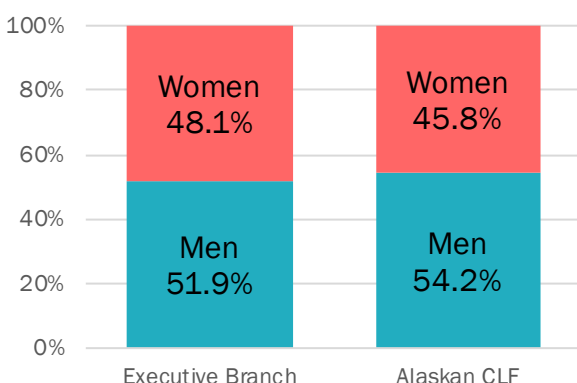
Women in the Executive Branch Workforce

Current Outlook

Women comprise 48.1% of the Executive Branch workforce as demonstrated by [Exhibit Seventeen](#). This number represents 6,848 employees, 198 more than last year. This year saw the proportion of female employees increase by 0.7 percentage points. The increase demonstrates a stark change in direction after 2022, a year in which data showed the lowest percentage of women in the Executive Branch workforce since 1999.

Exhibit Seventeen

Employees by Sex



The percentage of women within the CLF decreased by 0.6 percentage points. The percentage of women employees in the Executive Branch has proportionally surpassed the percentage of female employees in the Alaskan CLF by 2.3 percentage points.

According to the Pew Research Center, young women are more likely to be enrolled in college than young men and are more likely to obtain a college degree.^{xix} Despite this, research shows that women typically earn less than men, and these numbers are

affected by age and race/ethnicity.^{xx} The Pew Research Center reports that on average in the nation, women earn 82 cents for every dollar a man earns.^{xxi} This amount has remained largely the same since 2002, when it was 80 cents per dollar. That gap narrows for younger women (89 cents on the dollar for those between age 25 and 34) but widens as they get older (78 cents on the dollar for women aged 45 to 54). These differences are even more notable for BIPOC women; American Indian and Alaska Native women earn 60 cents on the dollar, and Hispanic or Latina women earn 55 cents on the dollar when compared to racially white, non-Hispanic men.

Parity: The state of being equal, especially regarding status or pay

Research suggests that women in the workplace are also an important factor in increasing diversity in other groups as well. It is important that women are represented across all departments, job categories, and positions of leadership.

Exhibit Eighteen separates all Executive Branch employees by department and sex. For only BIPOC employees separated by department and sex, see **Exhibit Eleven** (Page 23). Women constitute the majority of employees in ten departments and exceed men by 10 percentage points or more in each of them.

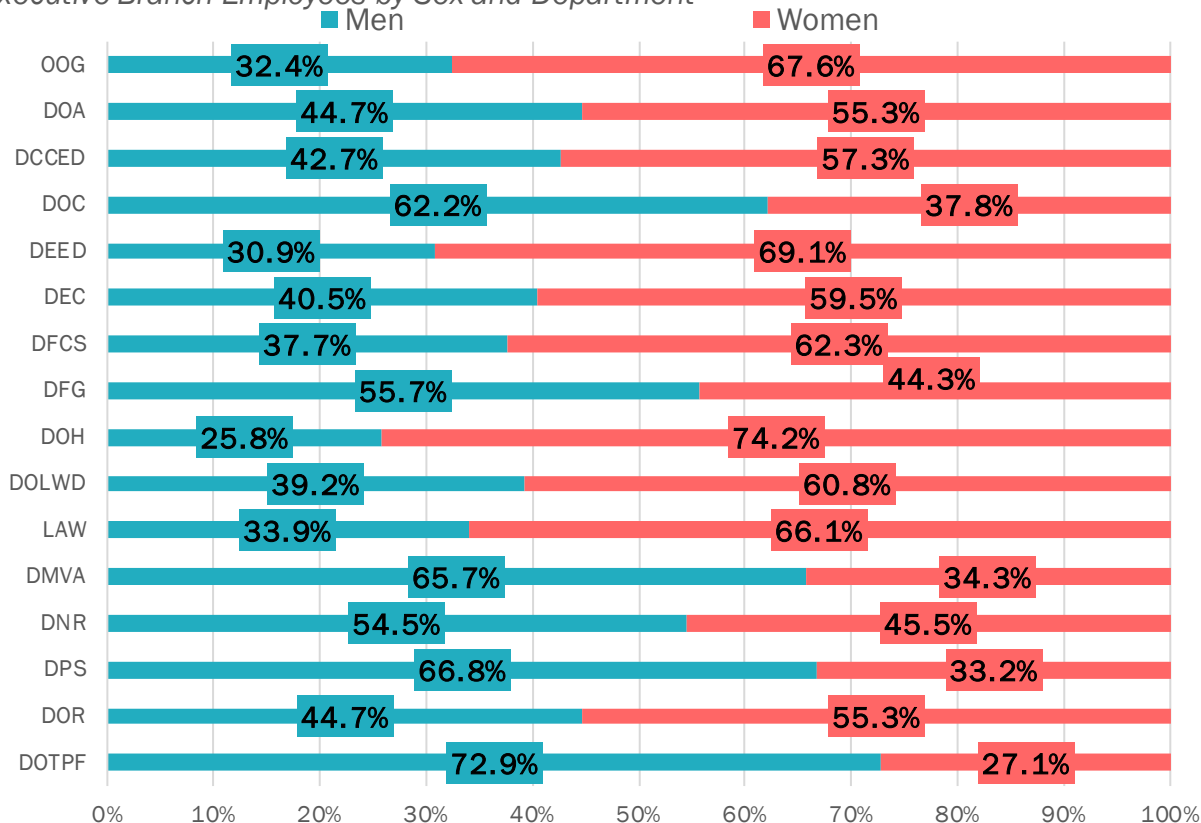
Women are highly represented in the DOH (74.2%), DEED (69.1%), LAW (66.1%), and the OOG (67.6%). Inversely, in five of the seven departments in which women are not the majority, men exceed women by 10 or more percentage points.

DID YOU KNOW?

Research shows 24% of public sector employees reported feeling financially insecure. 34% reported difficulty paying monthly bills. 80% reported problematic levels of debt, and 76% reported debt was inhibiting retirement. Women were more likely than men to report insecurity and anxiety regarding finances and retirement.^{xxii}

Exhibit Eighteen

Executive Branch Employees by Sex and Department

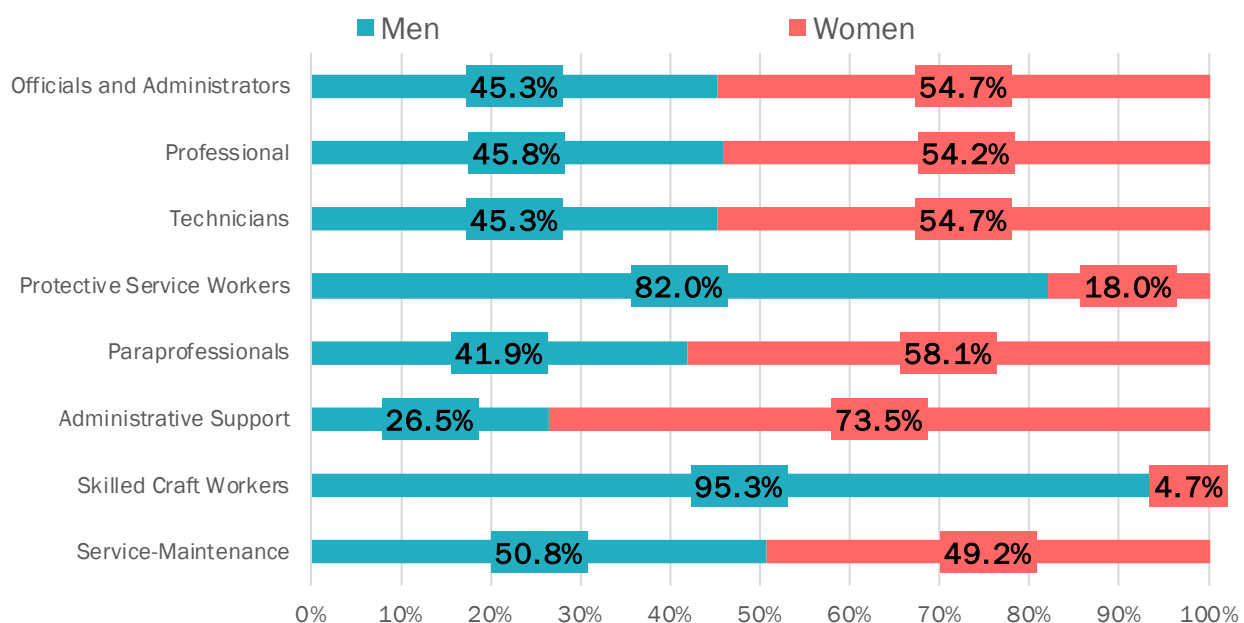


As a pattern, women constitute a greater proportion of BIPOC employees than employees overall. Although 68.5% of BIPOC employees in the DCCED are female, the overall proportion of female employees is 11.2 percentage points less (57.3%). Although 45.9% of BIPOC employees in the DMVA are female, the overall proportion of female employees is also 11.6 percentage points less (34.3%). This pattern is seen in every department except two: the DEC and the DFCS.

Exhibit Nineteen separates all Executive Branch employees by the EEOC's eight job categories and sex. For only BIPOC employees separated by job category and sex, see **Exhibit Twelve** (Page 24). These job categories reflect different levels of job opportunity and are used by the EEOC along with other labor force data to identify possible patterns of exclusion and discriminatory practices.

Exhibit Nineteen

Executive Branch Employees by Sex and Job Category



The category with the greatest proportion of women is Administrative Support (1,391 women representing 73.5%). The category with the most women employed is Professionals (3,715 women representing 54.2%). This is a 1.9 percentage point decrease in women from 2022. Women are less represented in the Protective Service (18.0%) and Skilled Craft Workers (4.7%) categories.

Women constitute an equal or lesser proportion of BIPOC employees than employees overall in multiple categories: Administrative Support and Paraprofessionals has nearly equal percentages of BIPOC women and women overall, Professional has 33 percentage points less BIPOC women than women overall, and Protective Service Workers has 11.4 percentage points less BIPOC women than women overall.

Employee age is another component that offers insight into the general makeup of Executive Branch employment. **Exhibit Twenty** shows the average age of Executive Branch employees by department and sex. In the overall Executive Branch workforce, the average employee age is the same regardless of sex: 43.6 years.

Women average younger than men in seven departments, most notably the DMVA by 4.3 years, the DFG by 2.4 years, and the DEC by 1.6 years. Men average younger than women in eight departments. In departments where men average younger than women, the age gap is generally smaller.

Exhibit Twenty

Executive Branch Employees Average Age by Sex and Department

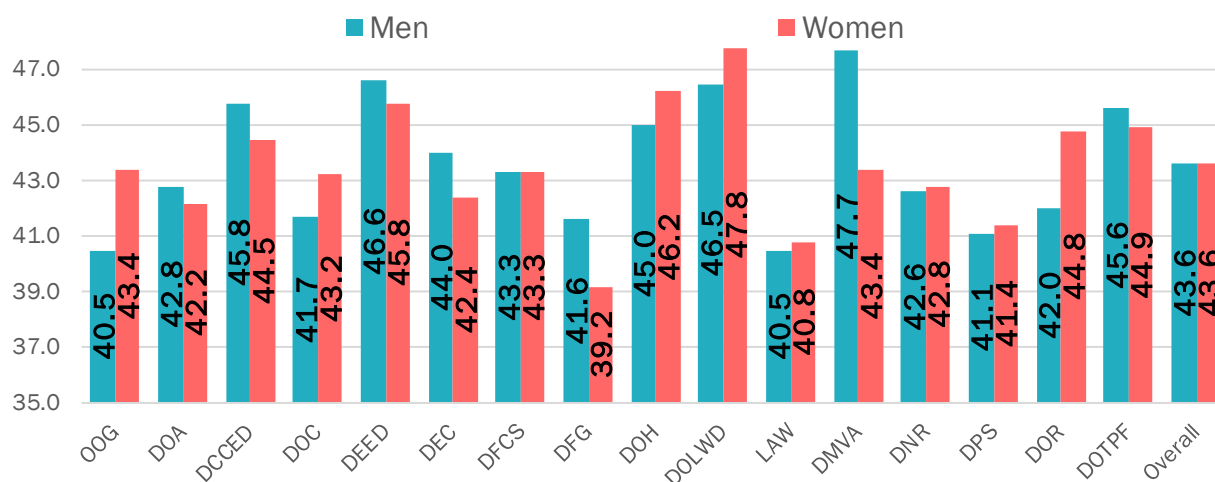


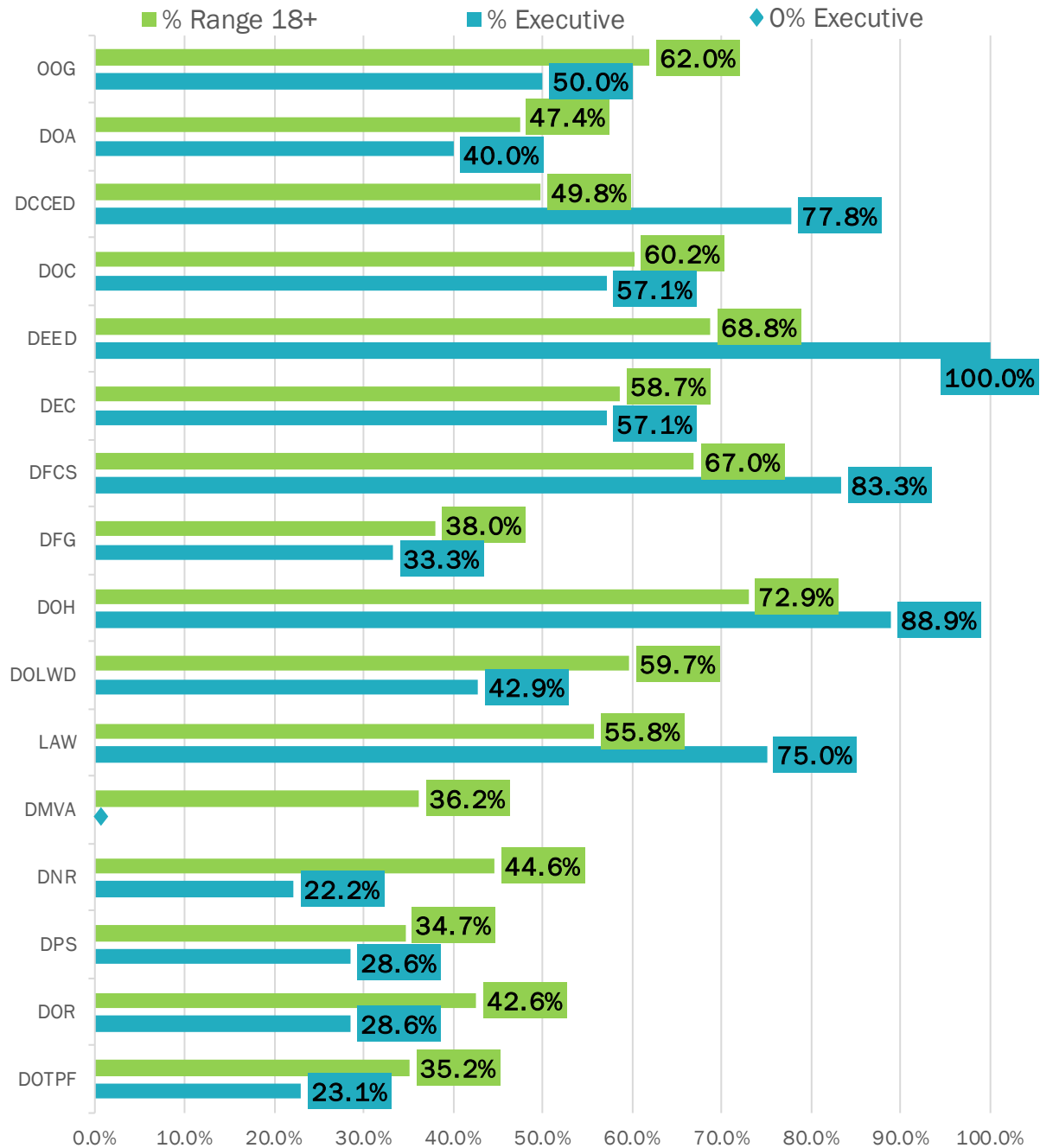
Exhibit Twenty-One shows the percentage of positions filled by female employees by department and two position strata: positions range 18 and above and executive positions. The overall number of women in the Executive Branch has increased, and the overall percent of women in positions range 18 and higher has increased by 0.9 percentage points to 51.9%.

Executive positions include Commissioners, Deputy Commissioners, and Directors. This year, there were 124 such positions, 61 of which were held by women. This is the same amount as last year. Women hold a majority of higher-paid positions in eight departments. DOC has a lower percentage of women (37.8%) and a greater proportion of women at higher pay ranges (60.2%).

Exhibit Twenty-One further shows that women are represented at range 18 and higher and as executives in all departments except for the DMVA, which had no female executives. Women hold at least half of executive positions in seven departments and at least half of positions at range 18 and higher in eight departments.

Exhibit Twenty-One

Pay Range 18+ and Executive Positions Percentage Female



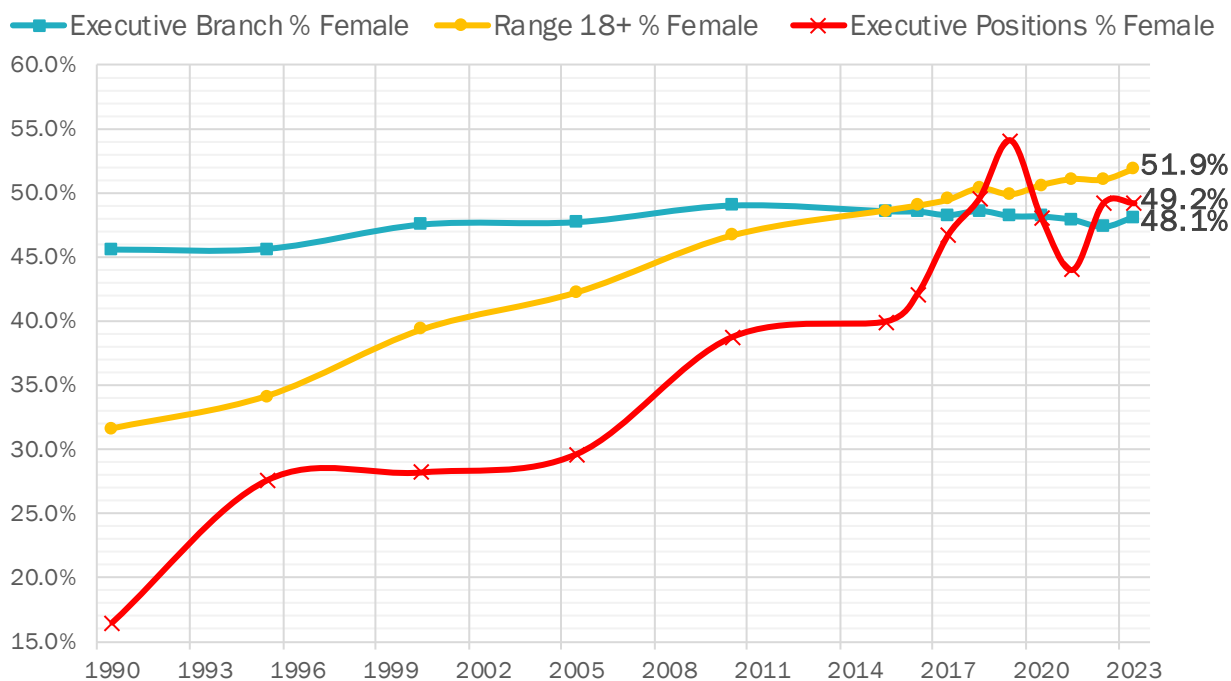
Trends

Since 1995, the State has shown significant improvement in recruiting and retaining women. Data has been collected under six governors: Tony Knowles (1995 to 2002), Frank Murkowski (2002 to 2006), Sarah Palin (2006 to 2009), Sean Parnell (2009 to 2014), Bill Walker (2014 to 2018), and current Governor Mike Dunleavy (2018 to present). While there has been a slight decline since reaching a high of 49.1% in 2013, the percentage of women working in the Executive Branch has stayed around 48% for a decade. Data shows a total of 198 women joined the workforce in 2023, a positive change from the declining trend of prior years.

The number of women in higher paying positions also increased by 163 women. [Exhibit Twenty-Two](#) demonstrates the percentage of positions filled by female employees from 1995 to present. Data is provided for the entire Executive Branch, positions in pay range 18 and higher, and executive positions.

Exhibit Twenty-Two

Percent Female by Pay Range and Executive Status: 1990 -2023



This exhibit illustrates the State's ongoing success in parity for women; over the past thirty years, the stratification gap at each level has closed by approximately 15 percentage points. The percentage of women at every stratum of Executive Branch employment now exceeds their percentage in the Alaskan CLF (45.8% in 2023). Although the proportion of women in higher-paying positions increased this year by 0.8 percentage point, it continues to remain stable at around 50%.

While 2020 and 2021 saw reductions in the percentage of female executives, 2022 numbers reflected a rebound, which is maintained in 2023. After falling by 6.1 percentage points in 2020 and 4.0 percentage points in 2021, 2022 saw an increase of 5.2 percentage points. The percent of women in executive positions in 2022 (49.2%) continued in 2023.

Age discrimination affects both men and women. [Exhibit Twenty-Three](#) shows the average age of Executive Branch employees by sex and year. As demonstrated by the trendlines, employees who are men average older than employees who are women, but this gap has gradually closed. Both metrics have declined over fifteen years and dipped significantly in 2021, corresponding with the “Great Resignation.”

Following this drop, the average employee age increased in 2022 for both men and women but continues to follow the downward trend. The age gap closed in 2022 as the average employee age for both men and women was and remains 43.6 years old. The last time this gap closed was in 2019 when men and women both averaged 44.0 years old.

Exhibit Twenty-Three

Average Employee Age by Sex: 2007 -2023

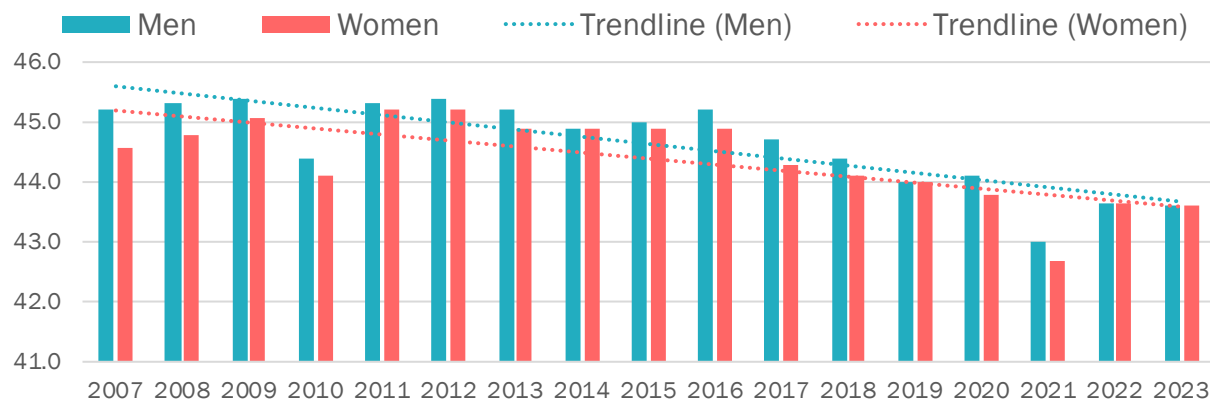


Exhibit Twenty-Four shows trends in average years of service by sex. Over the past fifteen years, this metric has increased for both men and women in the Executive Branch. New data reflects a shift in this trend. The average length of service for women has decreased from the reported 9.15 years in 2022 to 8.94 years in 2023. The average years of service for men decreased in a smaller increment from 9.39 years in 2022, to 9.31 years in 2023. The gap in average years of service between men and women was 0.24 in 2022 and has increased to 0.37 in 2023. The average length of service for women has not been this low since 2015, when the average was 8.8 years. Despite the gap increase in 2023, the exhibit trendlines show the once significant gap between men and women’s average years of service is still trending towards closure.

Exhibit Twenty-Four

Average Years of Service by Sex: 2007 -2023

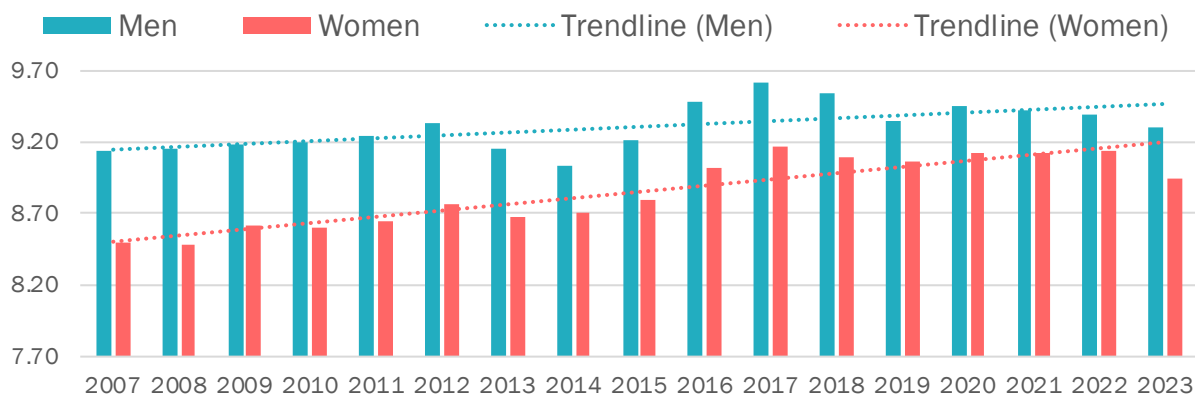


Exhibit Twenty-Five shows trends in the percentage of female employees by department. For improved legibility, this exhibit is presented in three parts: A, B, and C. Parts A and C compare five departments of the Executive Branch and Part B compares seven. All data in these parts is directly comparable and analysis includes comparing all departments. Following four years of increases, the DEED saw a slight decrease in its percentage of women by 0.1 percentage point in 2022. The percentage increased by 0.2 percentage point in 2023. The percentage of women in the DCCED increased 2.4 percentage points in 2023. The DOH shows the largest percent of women employees at 74.2%. The DOTPF has the lowest percent at 27.1%.

Exhibit Twenty-Five (A)

Percentage Female By Department: 2007-2023

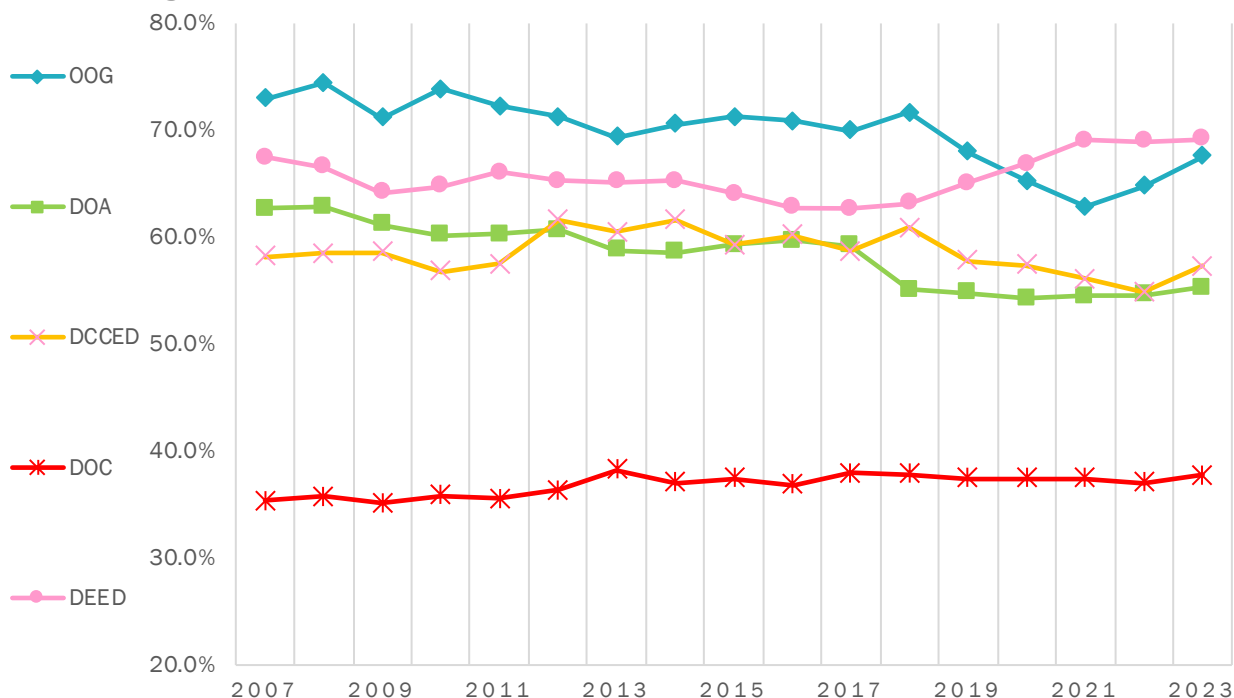


Exhibit Twenty-Five (B)

Percentage Female By Department: 2007-2023

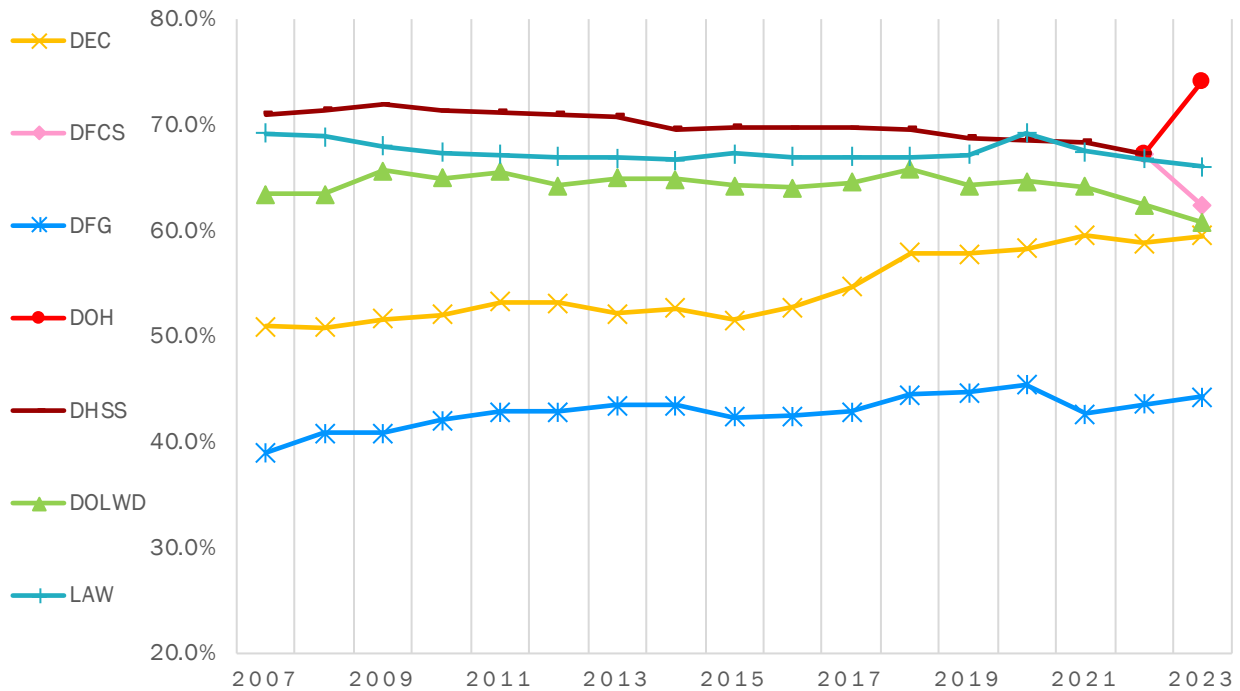
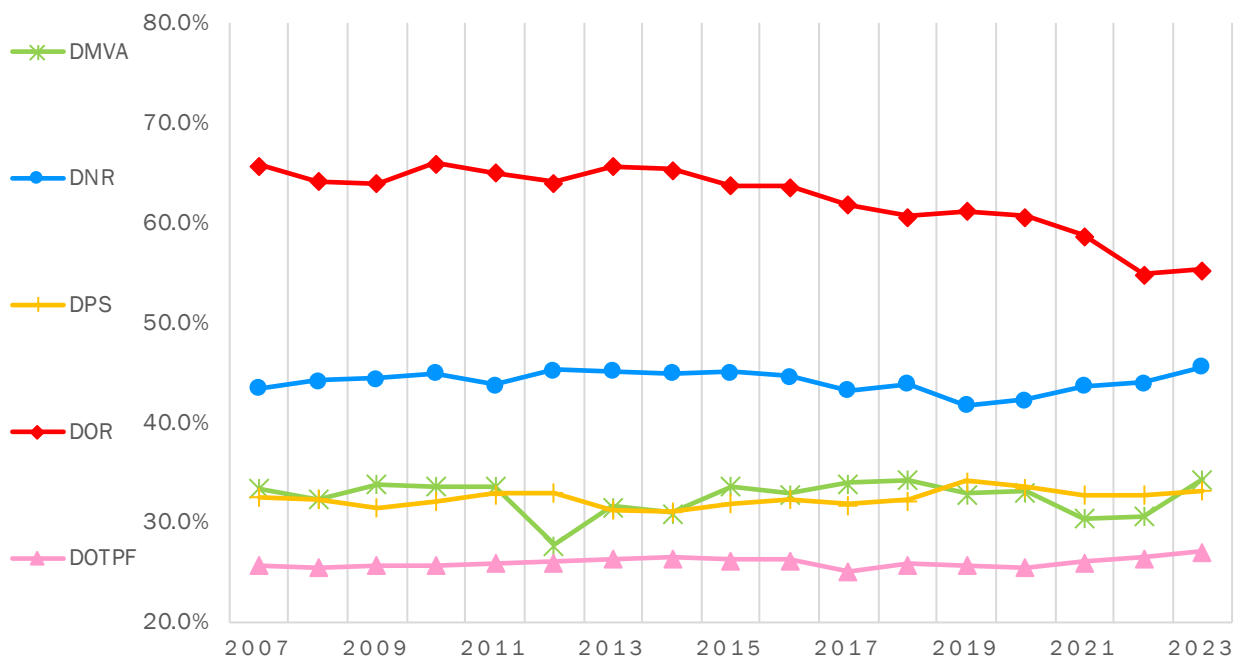


Exhibit Twenty-Five (C)

Percent Female By Department: 2007-2023



Modest gains were also seen in the DMVA (3.7 percentage points); the DCCED (2.4 percentage points); and DNR (1.5 percentage points). The DOLWD and the Department of Law (LAW) saw minor decreases in their proportions of women. Gradual downward trends of three or more consecutive years in the proportions of female employees can be identified in the DOLWD and the LAW. The DFCS, when measured with historical data from the DHSS, shows the steepest decline by 4.9 percentage points. The second steepest decline is the DOLWD, decreasing by 1.7 percentage points. Interestingly, the DOH exhibited the largest increase by 6.9 percent compared to historical DHSS data. The second largest increase was in the DMVA by 3.7 percentage points. Women in the DOR experienced a gain of 0.4 percentage points for the first time in many years.

DID YOU KNOW?

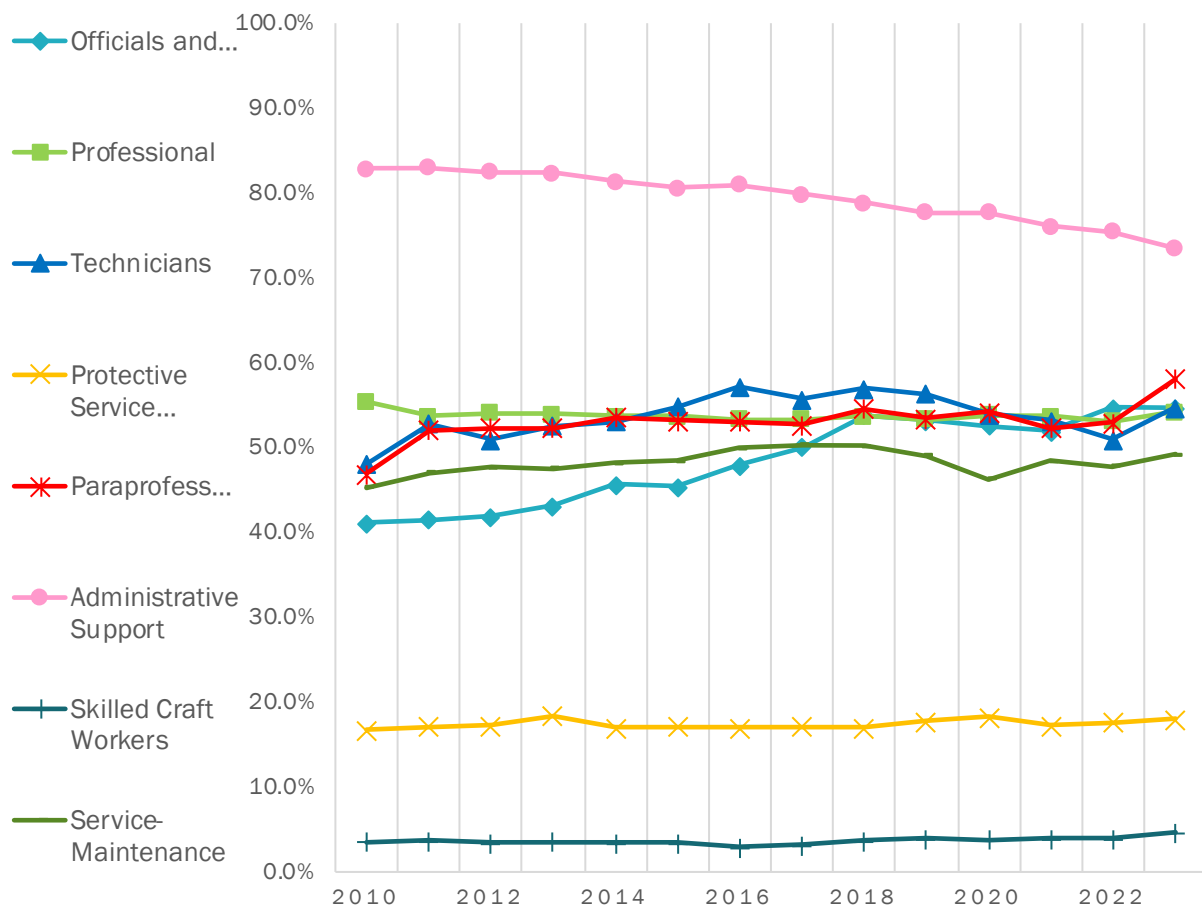
According to the 2018-2022 American Community Survey, Alaska has the highest ratio of men to women of any U.S. State: 52.6% male compared to the Nation's overall ratio of 49.6% male.^{xxiii} In addition to their paid work, women still bear most of the responsibility for domestic work at home. Nearly half (46%) of women who live with a partner and have children say they do most of the childcare, while 34% say that it is an equal split, and only 10% say that the majority falls to their partner. 42% of women say they have the greatest responsibility for cleaning and domestic tasks, while 19% say it's an equal split and 15% say the responsibility falls to their partner.^{xxiv}

The underrepresentation of women constitutes a trend in multiple departments. Proportions of female employees have remained below 35.0% in the DMVA, the DPS, and the DOTPF. In the DOC, this proportion has remained below 40.0%. Inversely, overrepresentation constitutes a trend in LAW, which has remained over 65.0% female.

Exhibit Twenty-Six demonstrates trends in the percentage of female employees in the Executive Branch by job category. As a trend, women have been consistently underrepresented as Protective Service Workers (under 20.0%) and Skilled Craft Workers (under 5.0%). Women have been consistently overrepresented in the Administrative Support category (over 75.0%), but this proportion has gradually trended downward over the past thirteen years, losing a total of 9.3 percentage points. This percent is at an all-time low of 73.5%. Paraprofessionals saw a drastic increase in women by 5.1 percentage points, exhibiting an all-time high of 58.1%. All other categories report relatively steady proportions of women from 2010 to 2022.

Exhibit Twenty-Six

Percent Female by Job Category: 2010 - 2023



Conclusion

The Executive Branch workforce is in a state of gradual increase. Although multiple employment metrics have improved following the initial onset of the COVID-19 pandemic in the US, the number of “quits” has steadily climbed since this time on a national level. As the total number of Executive Branch employees is starting to see a small increase, attracting and retaining the best workforce becomes increasingly vital to the success and wellbeing of the state and its population. As population dynamics evolve, a commitment to a diverse workforce becomes increasingly crucial to recruitment and retention efforts.

Demographic information on Alaska’s labor force and population gives Executive Branch leaders and managers awareness of how and where the State needs to continue to focus recruitment and retention efforts. The State began to address recruitment and retention from a new perspective, through the lens of competency-based hiring in 2019.

On February 14, 2023, Governor Dunleavy’s Administrative Order 343 took effect, which orders the DOA to oversee the development and adoption of competency-based minimum qualification requirements and allow for the broadest use of education, training, and experience to enhance recruitment and retention in the state workforce. As a result of the Governor’s Administrative Order, DOPLR accelerated the competency-based project. To date, over 300 professional-level job classes in State Classified public service, which include pay grades 14 through 23 representing the entry, journey, advanced, and manager levels of work, have been converted to the competency-based MQ format. This change resulted in an increase in the number of applicants applying for SOA vacancies and attracting new talent.

Research has shown that there are often significant disparities in education attainment.^{xxv} Therefore, basing minimum qualifications on the attainment of education, (e.g., a bachelor’s degree), may inadvertently create disparity in recruitment. This may directly contribute to the underrepresentation of underutilized groups in the workforce. The DOA is working directly with all departments to reassess minimum qualifications for open positions to identify if a degree is required for a job. If a degree is not required, the position may be recruited via a competency-based hiring model. Instead of minimum qualifications, job postings may specify the desired competencies of successful applicants for the position. Each competency has an identified proficiency level that an applicant must meet to be considered qualified for the position:



- 1) **Discovery:** An awareness level of basic or fundamental concepts, not yet put into practice
- 2) **Literacy:** Ability to communicate all relevant concepts, limited application, or practice
- 3) **Fluency:** Applies all relevant concepts, generally executed independently
- 4) **Mastery:** Applies all relevant concepts, facilitates knowledge transfer to others

The application process is then used to evaluate an applicant's proficiency level. The level of competency is measured consistently throughout the recruitment process, which may vary depending on the position or duties. This may include submitting samples of work, education, experience, training, past performance evaluations, skill demonstrations, and any other relevant steps.

The data and research explored in this report support that effectively managing a growing and increasingly more diverse workforce is critical to meeting the needs of the population and remaining competitive in attracting and retaining employees.

The population of Alaska is still more diverse compared to the national average. The Generation Z population is an increasing presence in the workforce. In nation-wide leadership positions, women are still more likely than men to value DEI at work.^{xxvi} Although women, especially BIPOC women, were disproportionately negatively affected by the COVID-19 pandemic and ensuing Great Resignation, recent trend data shows improvements in women's employment outcomes with the State. While department gaps in age and average years of service between men and women in the Executive Branch have widened slightly, women are employed at each stratum of the Executive Branch at a proportion consistent with their availability in the Alaskan CLF.

The information in this report is provided to Executive Branch leaders to supplement ongoing recruitment and retention efforts. The intentionality of these efforts is essential to maintain and improve the forward momentum in recruitment and retention.

DID YOU KNOW?

According to a Deloitte survey, 28% of women say they feel burned out compared to 46% last year. The proportion of women rating their mental health as "good" increased slightly from 39% to 43%. 51% of women say they feel more stressed than they did a year ago, a slight improvement from 53% last year. Only 42% of women rate their work/life balance positively.^{xxv z}

From a mental health perspective, eight in ten Generation Z and Millennial jobseekers cite mental health support and policies as a top factor when considering a potential employer. Levels of stress and anxiety have remained relatively unchanged for Generation Z since the start of the pandemic and only dropped slightly for Millennials. 48% of Generation Zs felt stressed all or most of the time in 2020 compared to 46% in 2023, while 43% of Millennials felt stressed in 2020 compared to 39% in 2023.^v

Thank You

Appendices

Appendix A: Executive Branch Departments and Duties

The scope of this report is limited to the sixteen principal departments of the Executive Branch of Alaskan State Government. The majority of state employees work in these departments. Descriptions below include lists of duties that are not intended to be comprehensive.

Office of the Governor (OOG): Supervises each principal department; appoints members for regulatory, quasi-judicial, and advisory boards as well as District, Superior, and Supreme Court judges and non-attorney members of the Judicial Council; and enforces laws through court actions, pardons, commutations, and the suspending or remitting of fines and forfeitures.

Administration (DOA): Centralizes state administrative services in matters of administration, including finance, personnel and labor relations, and property and risk management; provides indigent defense and children's advocacy programs; and registers and licenses vehicles and drivers in Alaska.

Commerce, Community & Economic Development (DCCED): Promotes economic development, sustainable energy, strong communities, and consumer protection; regulates capital markets, state grants and loans, banks, securities, corporations, insurance, occupations, and public utilities; markets Alaskan products and tourism; and provides financial and technical assistance to communities.

Corrections (DOC): Provides secure confinement, reformatory programs, and supervised community reintegration for Alaskan inmates in thirteen state correctional facilities as well as community jails.

Education & Early Development (DEED): Regulates fifty-three public city and borough school districts, regional educational attendance areas, and a residential high school; provides research and consulting services to schools and government agencies; and certifies public school teachers.

Environmental Conservation (DEC): Executes the state's policy to conserve, improve, and protect Alaska's natural resources and environment while controlling pollution.

Family and Community Services (DFCS): A newly operating department as of July 1, 2022, per Governor Dunleavy's Executive Order 121 (EO 121), which restructured the Department of Health and Social Services into two new departments: Department of Health and Department of Family and Community Services. The divisions assigned to DFCS include

Juvenile Justice, Alaska Psychiatric Institute, Alaska Pioneer Homes, and Office of Children's Services.

Fish & Game (DFG): Oversees the research, management, maintenance, protection, and improvement of the state's fish and wildlife resources; regulates recreational fishing and hunting; and monitors subsistence fishing and hunting.

Health (DOH): A newly operating department as of July 1, 2022, per Governor Dunleavy's EO 121, which restructured the Department of Health and Social Services into two new departments: Department of Health and Department of Family and Community Services. The divisions assigned to Health include Public Health, Public Assistance, Behavioral Health, Health Care Services, and Senior and Disability Services.

Health & Social Services (DHSS): Previous State Department until 2022 when it split into Department of Health and the Department of Family and Community Services.

Labor & Workforce Development (DOLWD): Fosters the welfare of all wage earners in the state through improved working conditions and employment opportunities; provides employment services and unemployment insurance programs; enforces jurisdictional laws and regulations; and collects, analyzes, and distributes labor and population statistics.

Law (LAW): Through the Attorney General, serves as the legal advisor for the Governor and other state officers, prosecutes all violations of state criminal law, and enforces consumer protection and unfair trade practices laws.

Military & Veterans Affairs (DMVA): Through the Adjutant General, conducts state military affairs, including all units and installations assigned or attached to the Alaska National Guard, Alaska Naval Militia, or the Alaska State Defense Force; provides training and instruction in preparation of emergency situations; and responds to national emergencies.

Natural Resources (DNR): Manages all of the state's natural resources except fish and game, including some of the largest oil fields in North America and the most extensive state park system in the nation; encourages the settlement of state land and the development of its resources consistent with the public interest; contributes to the state treasury through the sale of natural resource permits and leases; maintains resources inventory data; and records all real and personal property transactions in Alaska.

Public Safety (DPS): Provides functions relative to the protection of life, property, and wildlife resources; enforces laws and regulations relating to crime, traffic, wildlife, and fire; and administers search and rescue efforts, court services, and criminal justice records.

Revenue (DOR): Enforces state tax laws, manages, and provides accounting services for nearly all state funds, administers the Permanent Fund Dividend, obtains, and enforces child support orders, regulates charitable gaming, and investigates jurisdictional criminal cases.¹²

Transportation & Public Facilities (DOTPF): Plans, designs, constructs, maintains, and operates state transportation systems and public facilities; implements long-term statewide project planning; ensures compliance with state and federal measurement and safety standards; designs and contracts for other departments; and operates and maintains the state equipment fleet.

¹² The Permanent Fund Dividend is an annual dividend paid to residents of Alaska from the investment earnings of mineral royalties.

Appendix B: 2023 Gubernatorial Proclamation and Initiatives

This subset of proclamations and initiatives relate to civil rights and valuing diversity. To see the proclamations in detail see <https://gov.alaska.gov/proclamations/>.

Date	Proclamation
January 16	Dr. Martin Luther King, Jr. Day
February 1	Black History Month
February 4	Cancer Awareness Day
February 16	Elizabeth Peratrovich Day
February 28	Rare Disease and Disorder Day
March 1	Developmental Disabilities Awareness Month
March 5	Women in Construction Week
April 1	Sexual Assault Awareness Month
April 26	Denim Day
April 28	Holocaust Remembrance Day
May 1	Alaska Native Plant Month
May 1	Asian American and Pacific Islander Heritage Month
May 1	Mental Health Awareness Month
May 1	Older Americans Month
May 4	National Day of Prayer
May 5	Missing and Murdered Indigenous People Awareness Day
June 13	Korea-Alaska Friendship Day
June 17	Juneteenth Day
September 1	Recovery Month
September 1	Childhood Cancer Awareness Month
September 10	Suicide Prevention Week
September 24	Employ Older Workers Week
October 1	Domestic Violence Awareness Month
October 1	Alaska Employ People with Disabilities Week
November 1	Family Caregiver's Month
November 1	Alzheimer's Disease Awareness Month
November 1	Alaska Native Heritage Month
November 9	Women Veterans Day

Appendix C: A Brief Overview of EEO and AA in Alaska

Valuing the diversity of a workforce representative of all Alaskans further enriches the quality of our service to the people of Alaska. The State supports EEO and AA and continues to work to recruit and retain all qualified individuals. The timeline below details the history of EEO and AA policies formally adopted by the State, culminating in the EEOP as it currently exists within the Division of Personnel & Labor Relations.

March 21, 1913

House Bill 2 was signed by Governor W.E. Clark, extending the right to vote to white women in the Territory of Alaska.

February 16, 1945

The Anti-Discrimination Act, the first comprehensive civil rights legislation in the nation, was passed, making segregation illegal in the Territory of Alaska.

January 3, 1959

The Constitution of the State of Alaska was adopted as Alaska became the 49th State, codifying that all persons are entitled to equal rights regardless of race, color, creed, sex, or national origin.

July 31, 1963

The Alaska Human Rights Act, issued by Governor William Egan, established the Alaska State Commission for Human Rights.

November 22, 1972

Administrative Order 18, issued by Governor William Egan, set EEO and AA obligations for State Contractors.

June 20, 1980

Administrative Order 59, issued by Governor Jay S. Hammond, established the Division of Equal Employment Opportunity in the Department of Administration.

Appendix D: Race and Ethnicity Category Definitions

The seven race and ethnicity categories in this report stem from federal government standards and are used by federal agencies including the U.S. Equal Employment Opportunity Commission.

They are designed for collecting data on the race and ethnicity of broad population groups. They are based on social and political considerations, not anthropological nor scientific. Further, the race categories include both racial and national origin groups.

Black or African American (Not Hispanic or Latino): A person having origins in any of the Black racial groups of Africa.

Alaska Native or American Indian (Not Hispanic or Latino): All persons having origins in any of the original peoples of the Americas and who maintain cultural identification through tribal affiliation or community attachment. The terms “Alaska Native” and “American Indian” represent many separate groups of people with distinct ethnic and cultures throughout Alaska and the contiguous United States. Alaska Native peoples include Iñupiaq, Yup’ik/Cup’ik, Alutiiq, Aleut, Eyak, Athabaskan (comprised by eleven cultural and linguistic groups), Tlingit, Haida, and Tsimshian.

Asian (Not Hispanic or Latino): A person having origins in any of the original peoples of the Far East, Southeast Asia, or the Indian Subcontinent, including, for example, Cambodia, China, India, Japan, Korea, Malaysia, Pakistan, the Philippine Islands, Thailand, and Vietnam.

Hispanic or Latino: A person of Cuban, Mexican, Puerto Rican, South or Central American, or other Spanish culture or origin regardless of race.

Pacific Islander or Native Hawaiian (Not Hispanic or Latino): A person having origins in any of the peoples of Hawaii, Guam, Samoa, Mariana Islands, or other Pacific Islands.

White (Not of Hispanic or Latino origin): A person having origins in any of the original peoples of Europe, the Middle East, or North Africa.

Two or More Races (Not Hispanic or Latino): A person who identifies with more than one of the above races.

Appendix E: Job Category Definitions

The eight job categories in this report stem from federal government standards and are used by federal agencies including the U.S. Equal Employment Opportunity Commission.

They are designed for collecting data on job stratification and equal opportunity.

Officials and Administrators: Occupations in which employees set broad policies, exercise overall responsibility for execution of these policies, direct individual departments or special phases of the agency's operations, or provide specialized consultation on a regional, district, or area basis. Includes: department heads, bureau chiefs, division chiefs, directors, deputy directors, controllers, wardens, superintendents, sheriffs, police and fire chiefs and inspectors, examiners (bank, hearing, motor vehicle, warehouse), inspectors (construction, building, safety, rent-and-housing, fire, A.B.C. Board, license, dairy, livestock, transportation), assessors, tax appraisers and investigators, coroners, farm managers, and kindred workers.

Professionals: Occupations that require specialized and theoretical knowledge, which is usually acquired through college training or through work experience and other training which provides comparable knowledge. Includes: personnel and labor relations workers, social workers, doctors, psychologists, registered nurses, economists, dietitians, lawyers, systems analysts, accountants, engineers, employment and vocational rehabilitation counselors, teachers or instructors, police and fire captains and lieutenants, librarians, management analysts, airplane pilots and navigators, surveyors and mapping scientists, and kindred workers.

Technicians: Occupations that require a combination of basic scientific or technical knowledge and manual skill which can be obtained through specialized post-secondary education or through equivalent on-the-job training. Includes: computer programmers, drafters, survey and mapping technicians, licensed practical nurses, photographers, radio operators, technical illustrators, highway technicians, technicians (medical, dental, electronic, physical sciences), police and fire sergeants, inspectors (production or processing inspectors, testers and weighers), and kindred workers.

Protective Service Workers: Occupations in which workers are entrusted with public safety, security, and protection from destructive forces. Includes: police, patrol officers, firefighters, guards, deputy sheriffs, bailiffs, correctional officers, detectives, marshals, harbor patrol officers, game and fish wardens, park rangers (except maintenance), and kindred workers.

Paraprofessionals: Occupations in which workers perform some of the duties of a professional or technician in a supportive role, which usually requires less formal training and/or experience normally required for professional or technical status. Such positions may fall within an identified pattern of staff development and promotion under a "New Careers"

concept. Includes: research assistants, medical aides, child support workers, policy auxiliary welfare service aides, recreation assistants, homemaker aides, home health aides, library assistants and clerks, ambulance drivers and attendants, and kindred workers.

Administrative Support (including Clerical and Sales): Occupations in which workers are responsible for internal and external communication, recording and retrieving data and/or information, and other bookkeeping required in an office. Includes: bookkeepers, messengers, clerk-typists, stenographers, court transcribers, hearing reporters, statistical clerks, dispatchers, license distributors, payroll clerks, office machine and computer operators, telephone operators, legal assistants, sales workers, cashiers, toll collectors, and kindred workers.

Skilled Craft Workers: Occupations in which workers perform jobs which require special manual skills and a thorough and comprehensive knowledge of the processes involved in the work which is acquired through on-the-job training and experience or through apprenticeship or other formal training programs. Includes: mechanics and repairers, electricians, heavy equipment operators, stationary engineers, skilled machining occupations, carpenters, compositors and typesetters, power plant operators, water and sewage treatment plant operators, and kindred workers.

Service-Maintenance Workers: Occupations in which workers perform duties which result in or contribute to the comfort, convenience, hygiene, or safety of the general public or which contribute to the upkeep and care of buildings, facilities, or grounds of public property. Workers in this group may operate machinery. Includes: chauffeurs, laundry and dry-cleaning operatives, truck drivers, bus drivers, garage laborers, custodial employees, gardeners and groundskeepers, refuse collectors, construction laborers, park rangers (maintenance), farm workers (except managers), craft apprentices/trainees/helpers, and kindred workers.

References

- ⁱ Department of Administration. Division of Personnel & Labor Relations, Employee Planning and Information Center. 2022 *State of Alaska Workplace Profile Fiscal Year 2022*. Juneau: State of Alaska.
<https://doa.alaska.gov/dop/fileadmin/StatewidePlanning/pdf/workforceProfile/dopannualreport.pdf>
- ⁱⁱ Martz, Paul. 2022. 10-Year Industry Projections. Alaska Economic Trends Magazine.
<https://laborstats.alaska.gov/trends/oct20art1.pdf>
- ⁱⁱⁱ Dimock, Michael. 2019. "Defining generations: Where Millennials end and Generation Z begins." Pew Research Center. <https://www.pewresearch.org/fact-tank/2019/01/17/where-millennials-end-and-generation-z-begins/>
- ^{iv} Staglin, Garen. 2022. "The Future of Work Depends on Supporting Gen Z." Forbes.
<https://www.forbes.com/sites/onemind/2022/07/22/the-future-of-work-depends-on-supporting-gen-z/?sh=421d3c32447a>
- ^v Deloitte. 2023. 2023 Gen Z and Millennial Survey. London: Deloitte Touche Tohmatsu Limited. <https://www.deloitte.com/global/en/issues/work/content/genzmillennialsurvey.html>
- ^{vi} Colby, Sandra and Jennifer M. Ortman. 2015. *Projections of the Size and Composition of the U.S. Population: 2014 to 2060*. Washington, DC: United States Census Bureau.
<https://www.census.gov/content/dam/Census/library/publications/2015/demo/p25-1143.pdf>
- ^{vii} Glassdoor. 2020. *Diversity & Inclusion Workplace Survey*. San Francisco: Glassdoor.
<https://b2b-assets.glassdoor.com/glassdoor-diversity-inclusion-workplace-survey.pdf>
- ^{viii} Deloitte. 2017. *Inclusion Pulse Survey*. London: Deloitte Touche Tohmatsu Limited.
<https://www2.deloitte.com/content/dam/Deloitte/us/Documents/about-deloitte/us-about-deloitte-inclusion-survey.pdf>
- ^{ix} Anchorage School District. 2023. *Enrollment Trend*.
https://public.tableau.com/app/profile/asdk12/viz/EnrollmentTrend_16390832733390/ASDEnrollment-Yr
- ^x United States Census Bureau. 2023. *Quick Facts: Alaska, United States*.
<https://www.census.gov/quickfacts/fact/table/AK,US/PST045221>
- ^{xi} State of Alaska. 2024. Alaska populations Remained Similar in Size from 2022-2023.
<https://labor.alaska.gov/news/2024/news24-1.htm>

- xii Gould, Elise. 2023. *The Job Openings and Labor Turnover Survey (JOLTS)*. Washington, DC: Economic Policy Institute. <https://www.epi.org/indicators/jolts/>
- xiii U.S. Bureau of Labor Statistics. 2023. Table 1. Civilian labor force and unemployment by state and selected area, seasonally adjusted; Labor Force Data, Seasonally Adjusted. <https://www.bls.gov/news.release/laus.t01.htm>
- xiv U.S. Bureau of Labor Statistics. 2023. Unemployment Rates for States; Unemployment Rates for States, Seasonally Adjusted. <https://www.bls.gov/web/laus/laumstrk.htm>
- xv United States Census Bureau. 2023. *American Community Survey: Alaska, United States*. [https://data.census.gov/table/ACSST5Y2022.S2301?q=civilian labor force in Alaska](https://data.census.gov/table/ACSST5Y2022.S2301?q=civilian%20labor%20force%20in%20Alaska)
- xvi Centers for Disease Control and Prevention. 2022. *CDC Museum COVID-19 Timeline*. <https://www.cdc.gov/museum/timeline/covid19.html>
- xvii Fry, Richard. 2022. "Some gender disparities widened in the U.S. workforce during the pandemic." Pew Research Center. <https://www.pewresearch.org/fact-tank/2022/01/14/some-gender-disparities-widened-in-the-u-s-workforce-during-the-pandemic/>
- xviii United States Census Bureau. 2023. Quick Facts: Alaska; United States. <https://www.census.gov/quickfacts/geo/chart/AK,US/RHI325222>
- xix Parker, Kim. 2021. "What's behind the growing gap between men and women in college completion?" Pew Research Center. <https://www.pewresearch.org/fact-tank/2021/11/08/whats-behind-the-growing-gap-between-men-and-women-in-college-completion/>
- xx American Association of University Women. 2022. *Fast Facts: The Gender Pay Gap*. <https://www.aauw.org/resources/article/fast-facts-pay-gap/>
- xxi Pew Research Center. 2023. The Enduring Grip of the Gender Pay Gap. <https://www.pewresearch.org/social-trends/2023/03/01/the-enduring-grip-of-the-gender-pay-gap/#:~:text=The%20gender%20pay%20gap%20%E2%80%93%20the,every%20dollar%20earned%20by%20men.>
- xxii MissionSquare. 2023. State and Local Government Employees: Morale, Public Service Motivation, Financial Concerns and Retention. <https://research.missionsq.org/resources/state-and-local-government-employees-morale-public-service-motivation-financial-concerns-and-retention-2>
- xxiii United States Census Bureau. 2023. Quick Facts: Alaska; United States. <https://www.census.gov/quickfacts/geo/chart/AK,US/DIS010222>

- ^{xxiv} Deloitte. 2023. Women @ Work 2023: A Global Outlook. London: Deloitte Touche Tohmatsu. <https://www.deloitte.com/global/en/issues/work/content/women-at-work-global-outlook.html>
- ^{xxv} US Bureau of Labor Statistics. 2022. Current Population Survey 2022 Annual Social and Economic (ASEC) Supplement. <https://www2.census.gov/programs-surveys/cps/techdocs/cpsmar22.pdf>
- ^{xxvi} Pew Research Center. 2023. Diversity, Equity and Inclusion in the Workplace. <https://www.pewresearch.org/social-trends/2023/05/17/diversity-equity-and-inclusion-in-the-workplace/>