



Board Workshop / Discussion Agenda

15 West Kellogg Blvd.
Saint Paul, MN 55102
651-266-9200

June 9, 2026 - 10:30 a.m.

Courthouse Room 220

WORKSHOP

1. **2025 Workforce Statistics**

[2026-185](#)

Sponsors: Human Resources



Board of Commissioners

Request for Board Action

15 West Kellogg Blvd.
Saint Paul, MN 55102
651-266-9200

Item Number: 2026-185

Meeting Date: 6/9/2026

Sponsor: Human Resources

Title
2025 Workforce Statistics

Attachment
1. Presentation



June 9, 2026

2025 Workforce Statistics



Introductions

- Patience Ferguson, Chief Human Resources Officer (CHRO)
- Kristen Schultz, Deputy Director, Total Rewards
- Colleen Dunlap, NeoGov Administrator & Data Analyst

Introductions and Agenda

- Workforce Strategy
- Talent Attraction, Retention, and Promotional (TARP) Accomplishments & Opportunities
- 2025 Workforce Statistics
- Workforce Planning
- Next Steps
- Human Resource (HR) Operational Excellence Goals & Performance Measures
- Questions

Workforce Strategy

HR Transformation – 2026 Focus areas

- Establish Service Delivery Expectations
- Process improvement & documentation
- Strengthen relationships with key partners
- Training & Knowledge Management



Workforce Pressures

- Competition for talent
- Generational shifts
- Budget constraints
- Social & political environment
- Technology and artificial intelligence (AI) adoption
- Declining trust in government

TARP Update

Priorities

Culture

HR as a Strategic Partner

Class and Comp Modernization

Update Personnel Rules

Accomplishments

- 2023 Inclusive and Respectful Workplace Policy
- 2024 Benefit changes
- 2025 hiring process improvements
- 2025 automated exit interviews
- 2025 bargained market adjustments & cost of living adjustments (COLA)

TARP Update

Priorities

Culture

HR as a Strategic Partner

Class and Comp Modernization

Update Personnel Rules

Opportunities

- People Leader Development
- Performance Management Strategy
- Phase 2 Class and Comp
 - Total Rewards survey (Fall 2026)
 - Market and pay equity review cycle
- Key Policy revisions
- Engagement Survey vendor selection

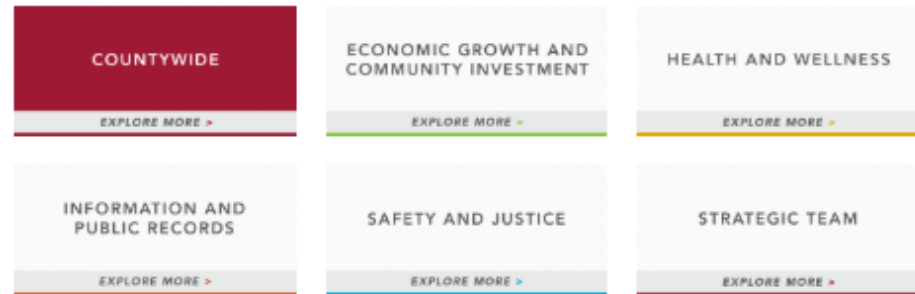


Workforce Data

Workforce Statistics Report

Located in the heart of the Twin Cities metropolitan area, Ramsey County is the second-most populous and the most racially and ethnically diverse county in Minnesota. As an organization, we are committed to supporting and growing a diverse workforce that reflects the community we serve. Grounded in the county's mission, vision, goals and values, we commit to advancing racial equity and promoting an inclusive organizational culture by focusing on people, integrity, community, leadership and equity.

Explore Ramsey County's Workforce by the Numbers



Annual Workforce Statistics Report

- Provides workforce data on a countywide level including the total number of employees, age, gender and racial and ethnic diversity.
- Provides a consistent record for tracking trends and progress in attracting and retaining a workforce that reflects the community.
- Open Data Portal provides Department level detail



Ramsey County By the Numbers



3,977

Total Employees

Total full and part-time employees for year-end 2025



62%

Female Employees

The percent of female employees for year-end 2025

N=2,351



44.9

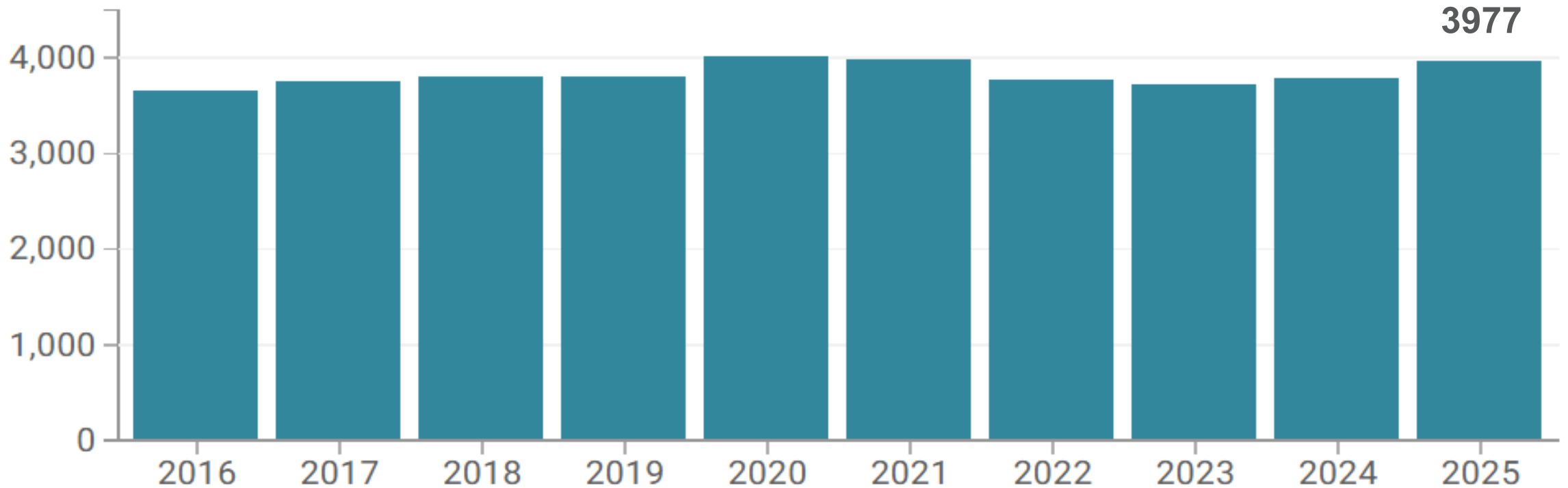
Average Age of Employees

The average age of the workforce was 44.9 in 2025

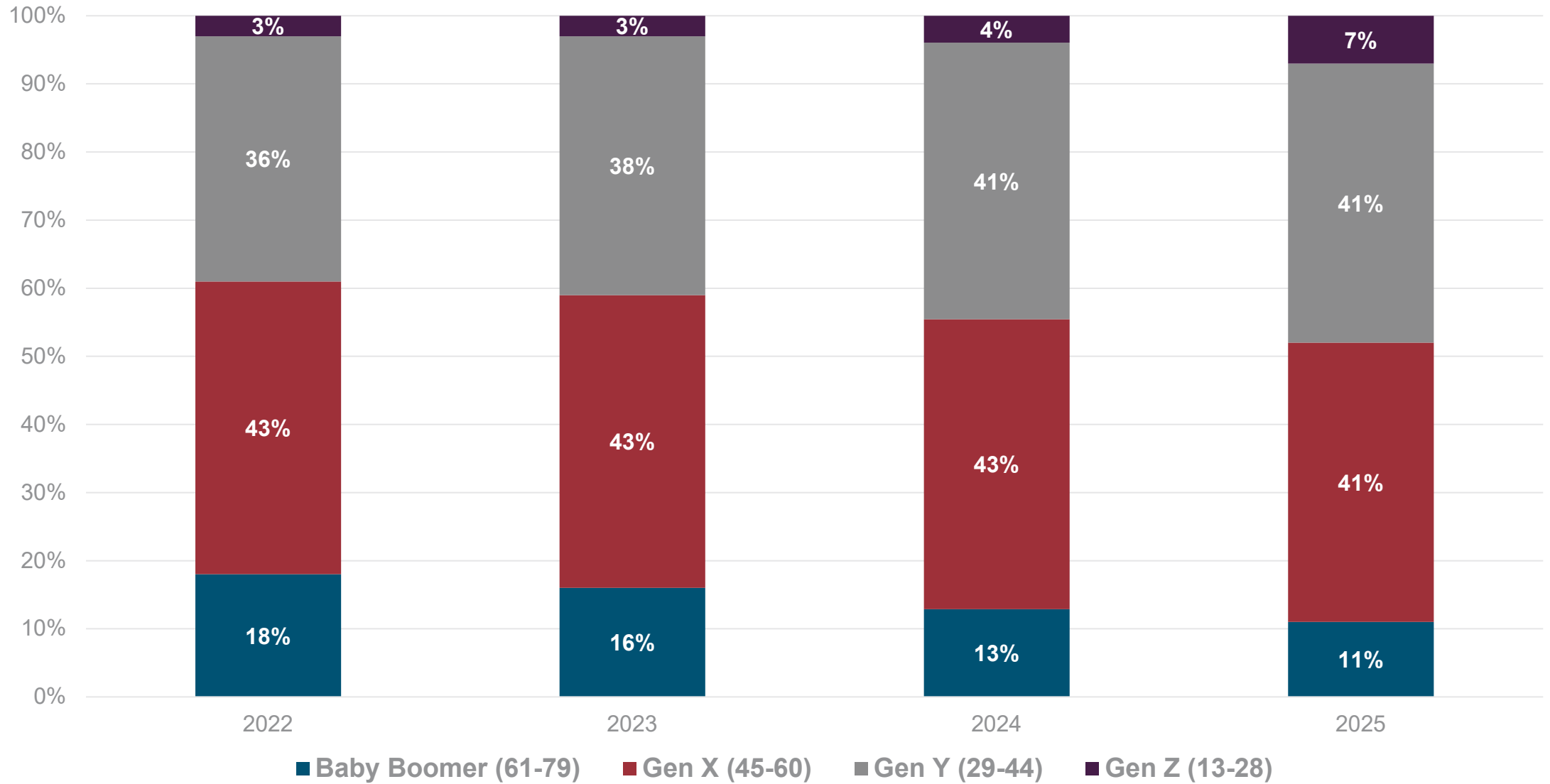
Employment Levels Over Past Decade

Full and part-time employees over time

The 10-year average of full and part-time employees in the workforce is 3,832.



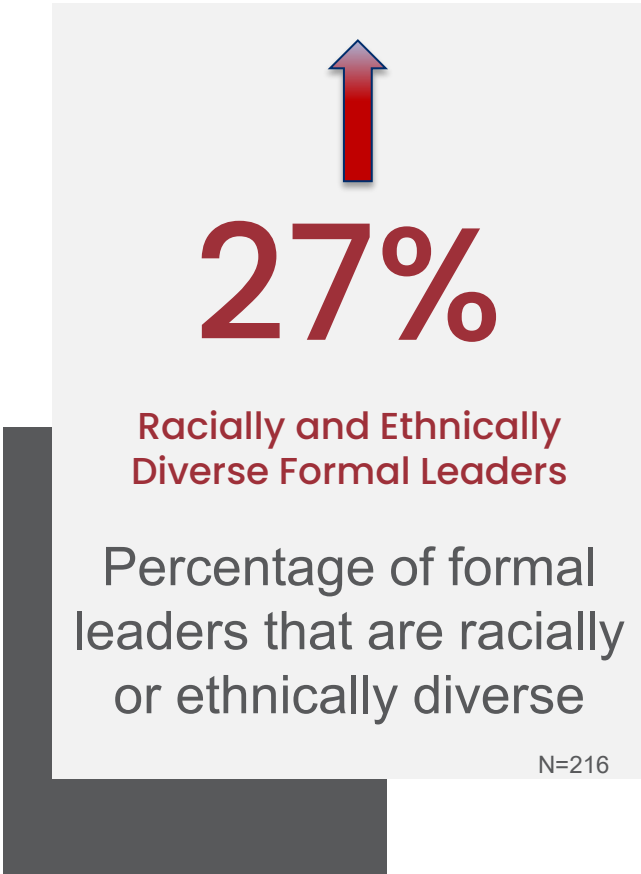
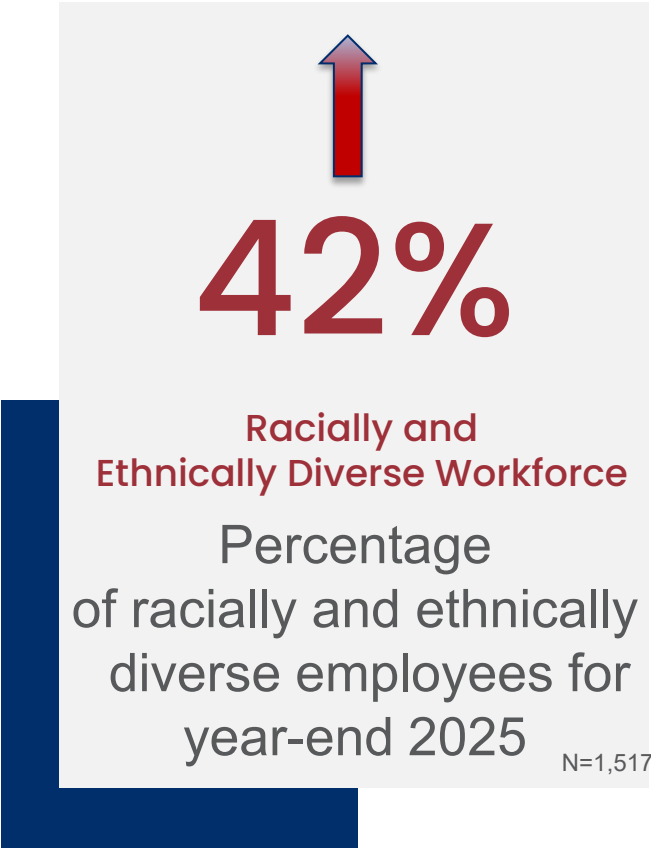
Ramsey County's Workforce Includes Four Generations



The background of the slide is a scenic landscape. On the left, there is a dense forest of trees with autumn foliage in shades of yellow, orange, and green. On the right, a wide river flows through a valley, with a town or city visible in the distance under a bright, hazy sky. A white rectangular box with a dark red and grey border is centered over the image, containing the title text.

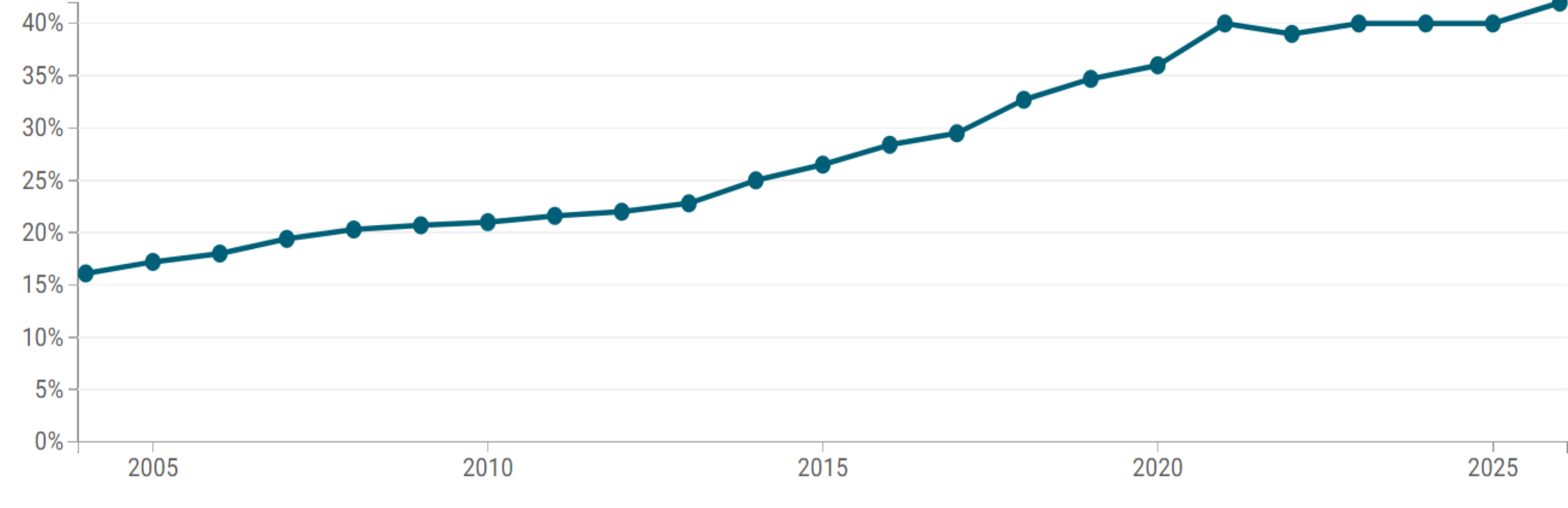
Workforce Diversity

Ramsey County By the Numbers



Workforce Diversity Stabilized at 40%

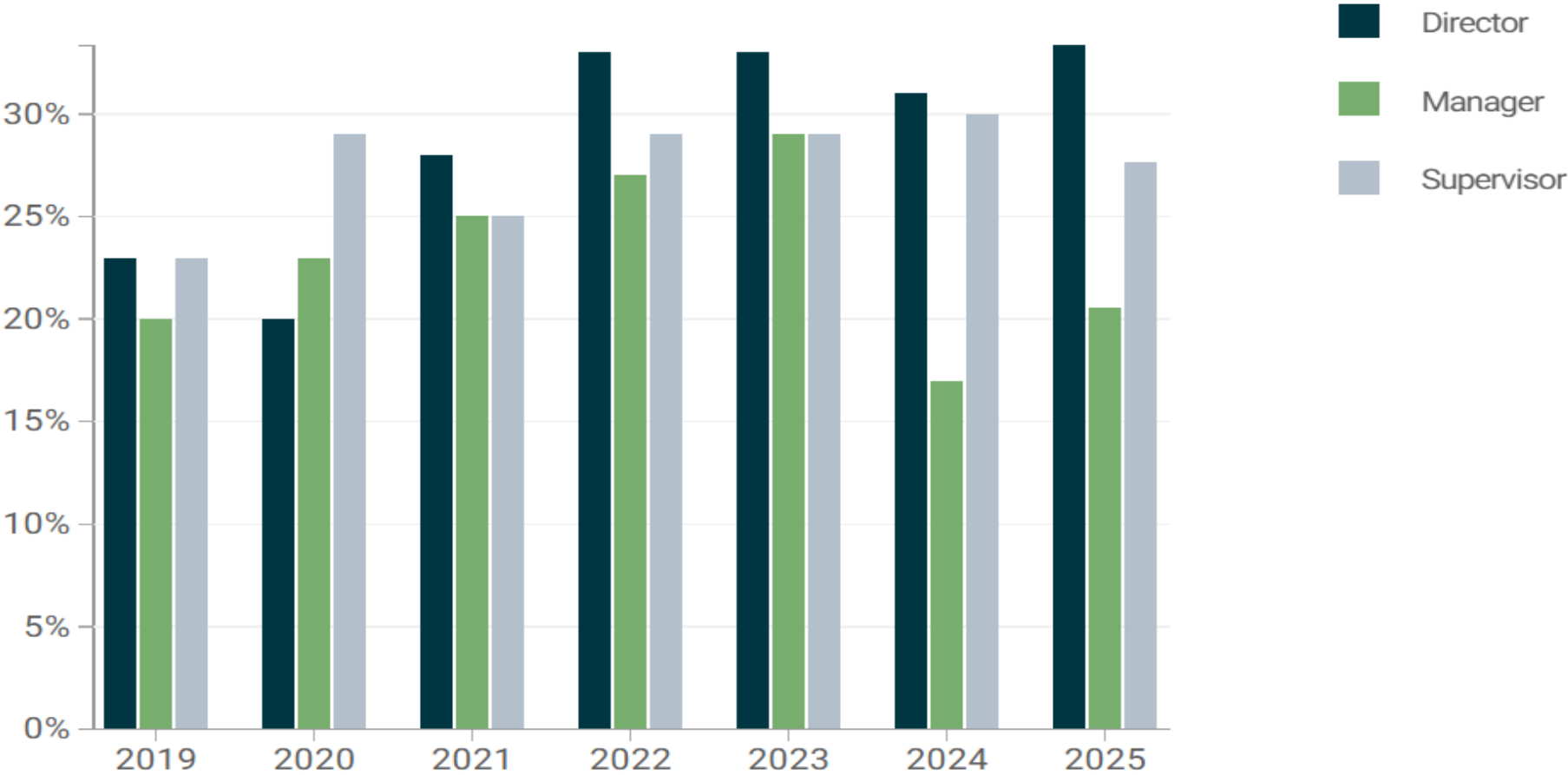
Racially and ethnically diverse employees over time



Leadership Diversity

Racially and ethnically diverse directors, managers and supervisors

Year-end 2025.





Workforce Stability, Growth, and Talent Retention

Promotions, Turnover and Separations



189

Promotions

Total promotions in 2025; **72 (38%)** were racially and ethnically diverse



11.1%

Turnover Rate

The turnover rate in 2025 was 11.1%

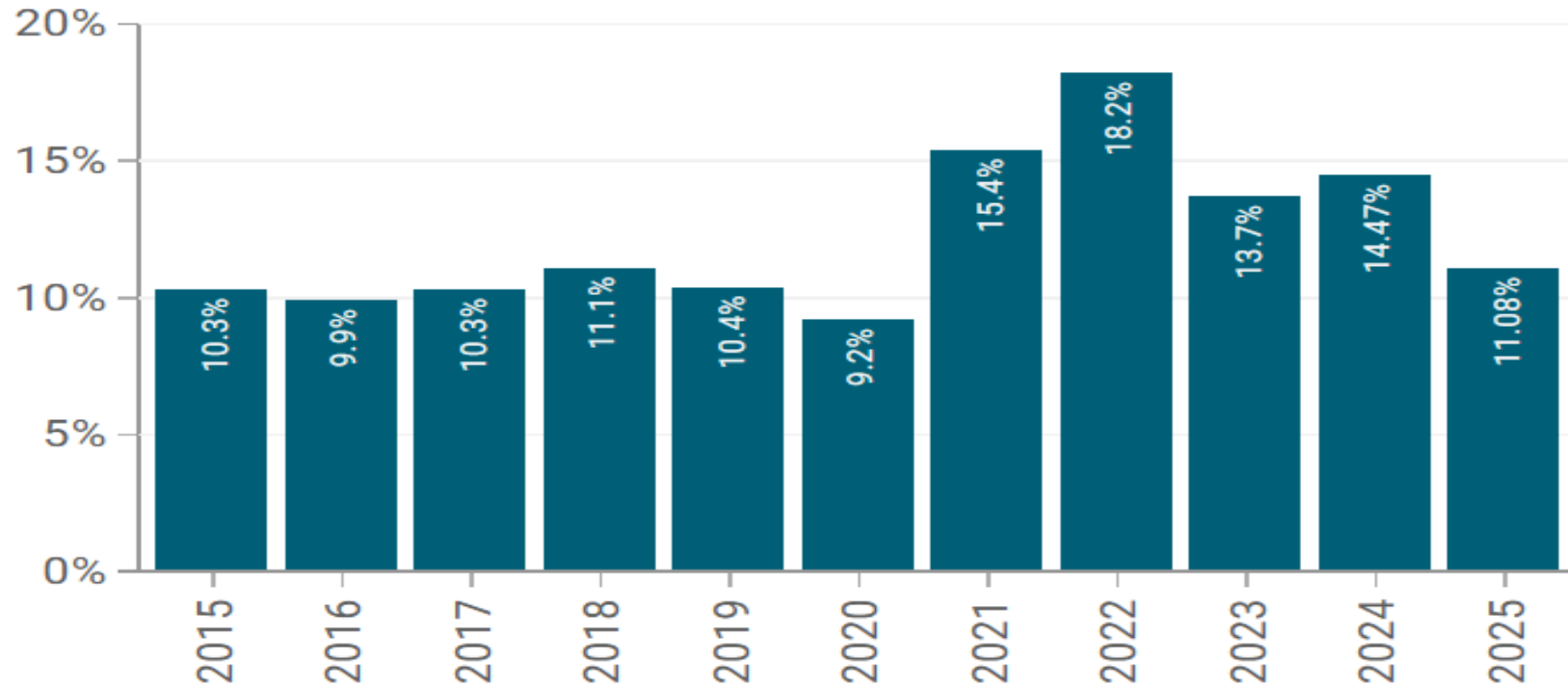


430

Total Separations

Total separations in 2025

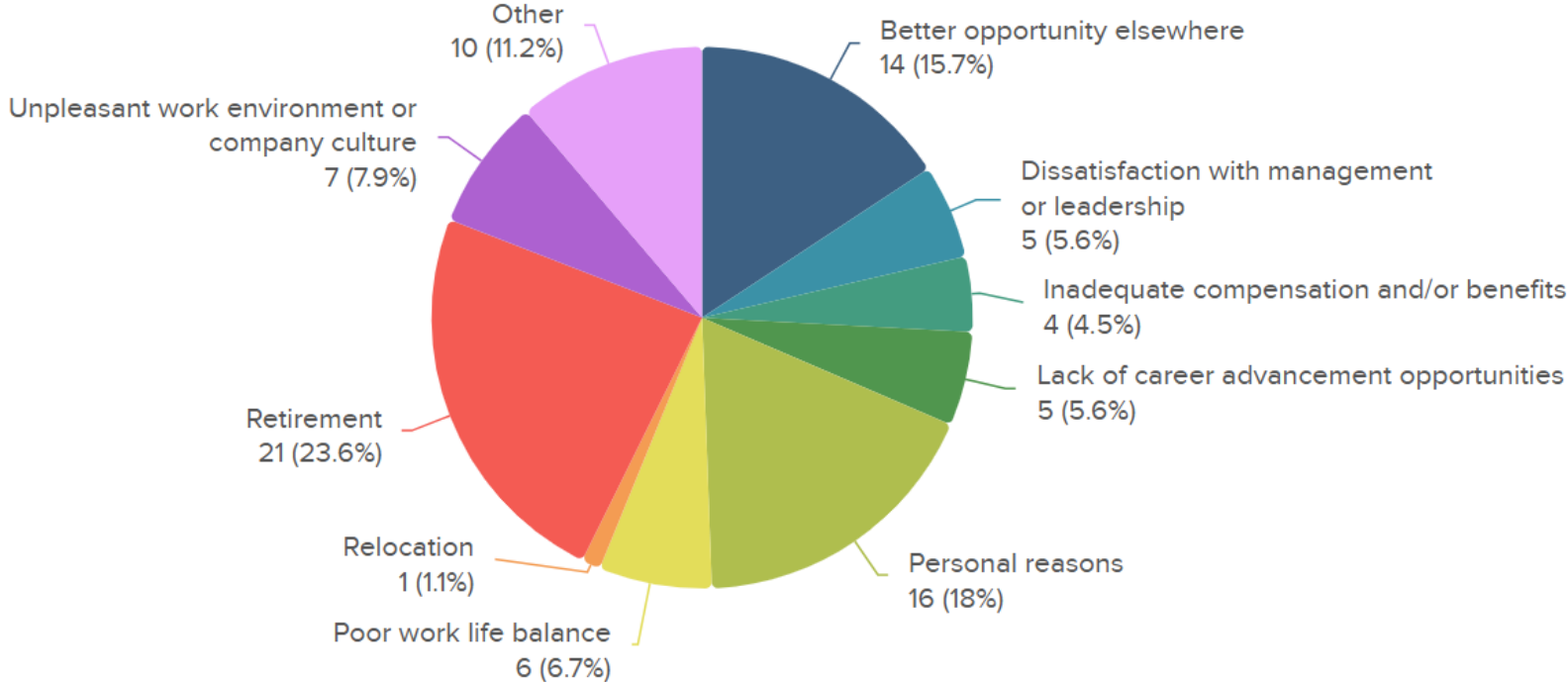
Turnover in the workforce



Exit Interview Data

4. Why are you leaving Ramsey County? Select the primary reason. *

ANSWERED: 89 SKIPPED: 0



Workforce Planning

Emerging Issues

- Younger
- Retirement eligibility in key roles
- Paid Family Medical Leave impact
- Competition for talent
- Technology
 - Artificial Intelligence
 - Data analytics
- Legislative impacts

Next Steps

- **Workforce Dashboards (Department Level)**
Standardized workforce dashboards provide consistent visibility into hiring, turnover, promotions, and workforce composition across departments.
- **Leadership Insight (Deputy County Managers & Directors)**
Data is used to support department leaders in identifying current needs, trends, and future workforce planning opportunities.
- **Employee Experience & Development**
Workforce data informs onboarding, manager support, and learning & development strategies to strengthen the employee experience.
- **Operational & Future Planning**
Data-driven insights guide operational decisions and establish the foundation for ongoing workforce planning and TARP-aligned strategy development.

2026 - 2027 HR Operational Excellence Goals

New evolution of TARP – Board Workshop July 28, 2026

- Enhance new employee onboarding experience to strengthen employee engagement and support employee retention.
- Develop a new people leader orientation that reinforces expectations and responsibilities.
- Develop a Leadership Essentials series that strengthens and enhances core leadership skills across all levels.
- Design and implement an enterprise-wide performance management strategy that improves consistency in performance, enhances retention and enhances employee development.



2026-2027 HR Performance Measures

Part of 2027 Supplemental Budget Process

1. New hire Racial Equity in Action (REiA) training completion rate since October 2025 baseline.
2. Average time to hire
3. New hire retention rate



Questions and Discussion

