

# MINORITIES & WOMEN IN KENTUCKY STATE GOVERNMENT

2009



Kentucky Commission  
on Human Rights

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## REPORT FORMAT

### Key Terms

- ❖ **Affirmative Action Plan (AAP):** A plan established by Executive Order # 96-621 in December 1996. The plan set goals of 52.42% for female employees and 7.51% for minority employees in all state agencies. However, the goal for minorities increased to 10% in July 1, 2004 by Executive Order # 2006-402.
- ❖ Therefore, the **Female Hiring Goal (FHG)** is 52.42% and the **Minority Hiring Goal (MHG)** is 10%.
- ❖ **Minority employees:** Employees belonging to ethnic/racial minority groups including those who are African American, American Indian, Asian American, Hispanic, Hawaiian/Pacific Islander, people of 2 Races, and those who classify themselves as "Other."
- ❖ All salary comparison is based on a **monthly** income.

### Report Format

The format of this report is basic; it addresses four aspects, size, gender, ethnicity, and salary for all Kentucky state cabinets.

- a. The size of the cabinet is helpful in putting the data in perspective. For example, within the Education Cabinet, the Education Professional Standards Board (EPSB) has 18.8% minority employees and the Department for Workforce Investment (DWI) has only 8.8% minorities; however, EPSB constitutes only 1.5% of the Education cabinet while DWI forms 57.1%. In this section, we provided two charts, one for the number of employees and the other for the percentage of employees, which determines the size of the department/board/commission.
- b. In gender, the report focuses on the Female Hiring Goal of 52.42%. Furthermore, the report looks at the gender distribution within each cabinet (at the department level). This is helpful when a cabinet is short of the FHG; the report looks at the shortage in departments and provides an estimated value to reach the FHG. In this section, we provided two charts, one for gender representation in the entire cabinet and the other at the department level.
- c. In the ethnicity/racial aspect, the report focuses on the Minority Hiring Goal of 10%. It also looks at the ethnic/racial makeup of each department within each cabinet as a suggestive means for the cabinet to reach the MHG. In this section, we provided a chart that illustrates the ethnic/racial makeup of the cabinet and a table that details that makeup within each department.
- d. With regard to pay comparisons, the monthly average salaries in each department were averaged based on gender and race/ethnicity, respectively. We focused on the gender aspect and not the ethnic/racial for mainly one reason, the numbers are too low for comparison. For example, in the Transportation Cabinet, there is only 1 employee who is Hawaiian/Pacific Islander with an average salary of \$5,353 and 4,238 White employees with an average salary of \$4,123; hence, we cannot insert that the average salary of Hawaiian/Pacific Islander is higher than the average salary of White. Therefore, we omitted the comparison of the average salary based on ethnicity/race. In this section we provided two charts, one for the average salary on the cabinet and one for each department. We have also provided a table for average salary of minority employees without providing any comparison.

**Data Source:** All the data used in this report was provided by the Personnel Cabinet.

## INTRODUCTION

The commission has produced “The Status of Minorities and Women in State Government” since late 1960s and addresses three issues for all full-time state employees: gender, race/ethnicity, and salary. The data presented in this report covers the period ending September 2009.

The state’s Female Hiring Goal is 52.42%. Women account for 50.5% of the total state government workforce, another 1.9% or 571 additional female employees would meet the state goal. Six cabinets out of twelve have reached the Female Hiring Goal: Health and Family Services, Personnel, Education, General Government, Economic Development, and Labor. Women account for the majority of the workforces in the Health and Family Services, Personnel, and Education cabinets. Health and Family Services has 80% or 5,774 females; Personnel has 72.1% or 165 females; and, Education has 67% or 1,373 females. The employer that falls shortest of its female hiring goal is the Transportation Cabinet, which employs only 19% or 857 females followed by the Energy & Environment Cabinet, which has 36.3% or 619 females.

The Minority Hiring Goal set by the Commonwealth of Kentucky Affirmative Action Plan is 10%. Minorities constitute 9.1% of the entire state government workforce, which consisted of 30,088 employees as of September 2009. Kentucky state government could reach its minority goal of 10% by employing .9% or 270 additional minority employees.

The breakdown of minority employees is as follows: 7.5% are African Americans, 0.5% are employees who identified their race as “Other;” 0.4% are Asian Americans, 0.3% are Hispanics, 0.2% are American Indians, .06% are from “2 Races”, and .01% are Hawaiian/Pacific Islander.

The Commonwealth of Kentucky has twelve cabinets, but only four have reached the Minority Hiring Goal – Health and Family Services, Economic Development, Personnel, and Education.

The Energy & Environment Cabinet has only 5.1% minority employees and the Transportation Cabinet has only 6.2%. Both cabinets fall well below the goal and have the lowest minority employment of the twelve cabinets.

The largest employer of minorities is the Health and Family Services Cabinet. It exceeds the 10% minority hiring goal with 986 minority employees, which is 13.6% of its workforce. This is also the largest cabinet in state government.

In the twelve state cabinets combined, the average male salary is higher than the female by 18.8% or \$741 a month. In the Economic Development Cabinet, the average male salary is higher than the female by 47.6% followed by General Government where the average male salary is higher than the female by 34.1%. In six cabinets, Labor, Energy & Environment, Personnel, Public Protection, Health & Family Services, and Transportation, the average male salary is higher than the female salary by a gap that ranges anywhere from 20% to 30%. In General Government,



with its 35 departments/commissions/boards, the average male salary is higher than the female salary by 19.6%, yet, women account for 62% of its workforce. The gap in salary is minimal in the Health and Public Services Cabinet. In other words, the average male salary is higher than the female salary by only 13.6%. However, women employees in the Health and Public Services Cabinet account for 80% of its total workforce.

## SUMMARY

### All Cabinets

- ✓ Current Female Employees : **50.5%**
- ✓ Females Needed to Reach FHG: **1.9%**
- ✓ Current Minority Employees: **9.1%**
- ✓ Minorities Needed to Reach MHG: **0.9%**
- ✓ The average male salary is higher than the female in all state cabinets by **18.8%**.

### Gender

#### Cabinets That Have Reached the Female Hiring Goal of 52.42%:

- ❖ Health & Family Services
  - Current Female Employees: **80%**
- ❖ Personnel
  - Current Female Employees: **72.1%**
- ❖ Education
  - Current Female Employees: **67%**
- ❖ General Government
  - Current Female Employees: **62%**
- ❖ Economic Development
  - Current Female Employees: **57.7%**
- ❖ Labor Cabinet
  - Current Female Employees: **57%**

#### Cabinets That Have **Not** Reached the Female Hiring Goal of 52.42%:

- ❖ Transportation
  - Current Female Employees: **19%**
  - Females Needed to Reach FHG: **33.4%**
- ❖ Energy & Environment
  - Current Female Employees: **36.3%**
  - Females Needed to Reach FHG: **16.1%**
- ❖ Justice & Public Safety
  - Current Female Employees: **40%**
  - Females Needed to Reach FHG: **12.4%**
- ❖ Public Protection
  - Current Female Employees: **42%**
  - Females Needed to Reach FHG: **10.4%**

- ❖ Tourism
  - Current Female Employees: **40.3%**
  - Females Needed to Reach FHG: **12.1%**
- ❖ Finance
  - Current Female Employees: **47.6%**
  - Females Needed to Reach FHG: **4.8%**

**Ethnicity:**

**Cabinets That Have Reached the Minority Hiring Goal of 10%:**

- ❖ Health & Family Services
  - Current Minority Employees: **13.6%**
- ❖ Personnel
  - Current Minority Employees: **10.9%**
- ❖ Economic Development
  - Current Minority Employees: **10.3%**
- ❖ Education
  - Current Minority Employees: **10%**

**Cabinets That Have **Not** Reached the Minority Hiring Goal of 10%:**

- ❖ Energy & Environment
  - Current Minority Employees: **5.1%**
  - Minorities Needed to Reach MHG: **4.9%**
- ❖ Transportation
  - Current Minority Employees: **6.2%**
  - Minorities Needed to Reach MHG: **3.8%**
- ❖ Tourism
  - Current Minority Employees: **6.2%**
  - Minorities Needed to Reach MHG: **3.8%**
- ❖ General Government
  - Current Minority Employees: **7.3%**
  - Minorities Needed to Reach MHG: **2.7%**
- ❖ Finance
  - Current Minority Employees: **8.3%**
  - Minorities Needed to Reach MHG: **1.7%**
- ❖ Justice & Public Safety
  - Current Minority Employees: **8.3%**
  - Minorities Needed to Reach MHG: **1.7%**
- ❖ Public Protection
  - Current Minority Employees: **9%**
  - Minorities Needed to Reach MHG: **1%**
- ❖ Labor
  - Current Minority Employees: **9.6%**
  - Minorities Needed to Reach MHG: **.4%**

## **Salary by Gender**

The average male salary is higher than the average female salary in all state cabinets.

- ❖ Economic Development
  - The average male salary is higher than the female by **47.6%**
- ❖ General Government
  - The average male salary is higher than the female by **34.1%**
- ❖ Labor
  - The average male salary is higher than the female by **28.4%**
- ❖ Energy & Environment
  - The average male salary is higher than the female by **22.8%**
- ❖ Personnel
  - The average male salary is higher than the female by **19.6%**
- ❖ Public Protection
  - The average male salary is higher than the female by **16.8%**
- ❖ Health & Family Services
  - The average male salary is higher than the female by **13.6%**
- ❖ Transportation
  - The average male salary is higher than the female by **13.6%**
- ❖ Justice & Public Safety
  - The average male salary is higher than the female by **9.2%**
- ❖ Education
  - The average male salary is higher than the female by **9%**
- ❖ Finance
  - The average male salary is higher than the female by **8.5%**
- ❖ Tourism
  - The average male salary is higher than the female by **2.5%**

## AUTHORITY FOR THE REPORT

The authority for this report comes from several Kentucky Statutes and Executive Orders by the Governor. The Kentucky Civil Rights Act, KRS 344, creates the Kentucky Commission on Human Rights (KCHR), which is empowered to resolve complaints of employment discrimination. State employees who believe they have been subjected to different terms or conditions of employment because of race, color, national origin, disability, religion, sex, smoking, or age (forty and over) may contact their agency's EEO Officer or KCHR to file a discrimination complaint.

The Kentucky Commission on Human Rights is authorized by KRS 344.180 to conduct research projects or make studies and publish reports on discrimination in Kentucky.

The State's Affirmative Action Plan (AAP) is established by statute in KRS 18A.138. The Plan reaffirms the Commonwealth's commitment to non-discrimination and equal employment opportunity through affirmative action to ensure equal treatment of applicants and employees without regard to race, color, national origin, disability, religion, sex, smoking, or age (40 and over). State government employees, under KRS 18A, are subject to provisions and protections under the law.

Executive Order 96-612 established the State's Affirmative Action Plan with goals of 52.42% for female employees and 10% (Executive Order # 2006-402) for minority employees in the Commonwealth's workforce.

Executive Order 96-612 required the Personnel Cabinet to implement, monitor, and report actions taken pursuant to the AAP to the Office of the Governor.

## ALL CABINETS

### Size of all Cabinets: Number of Employees

As of September 2009, the Commonwealth of Kentucky had 30,088 full-time employees. As chart 1 illustrates, the cabinets can be described in three categories, large, medium, and small. There are three large cabinets in the Commonwealth. The Health & Family Services Cabinet is the largest employer, it employs 7,243 employees. The Justice and Public Safety Cabinet is the second largest cabinet with 7,002 employees followed by the Transportation Cabinet with 4,521 employees. There are five medium cabinets that have more than 1,500 and less than 2,500 employees, General Government, Education, Tourism, Finance, and Energy & Environment. The small cabinets have less than 1,000 employees and are Public Protection, Labor, Personnel, and Economic Development.

**Chart 1: All Cabinets: Number of Employees**

September 2009

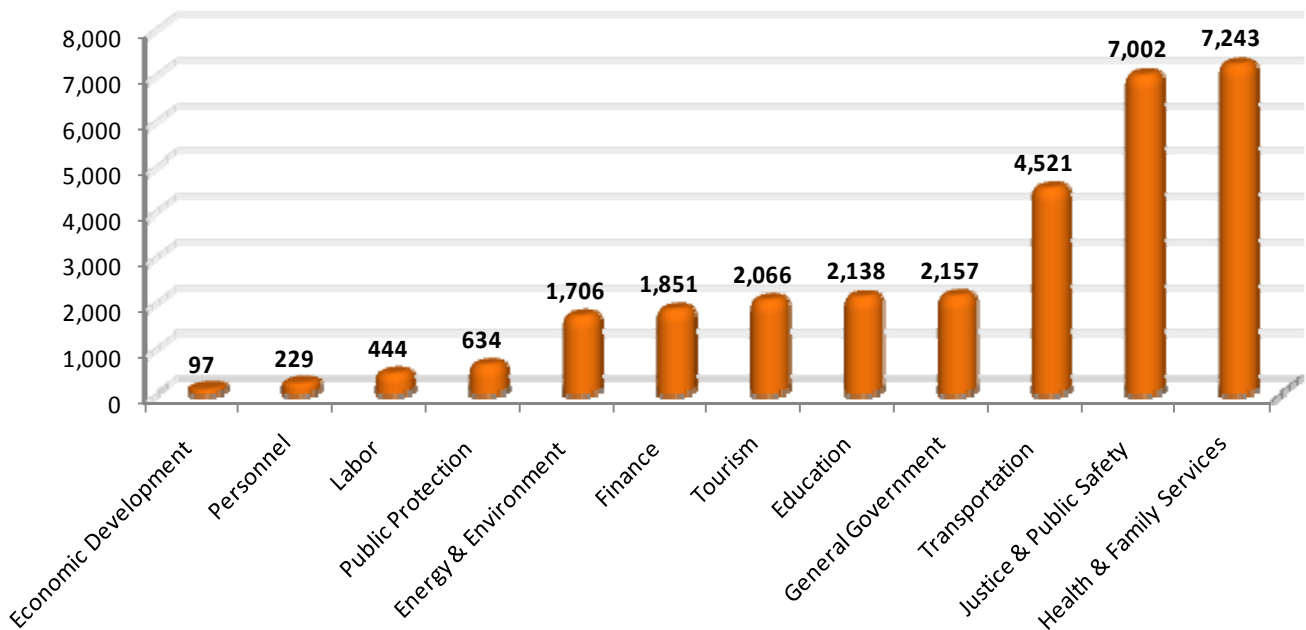
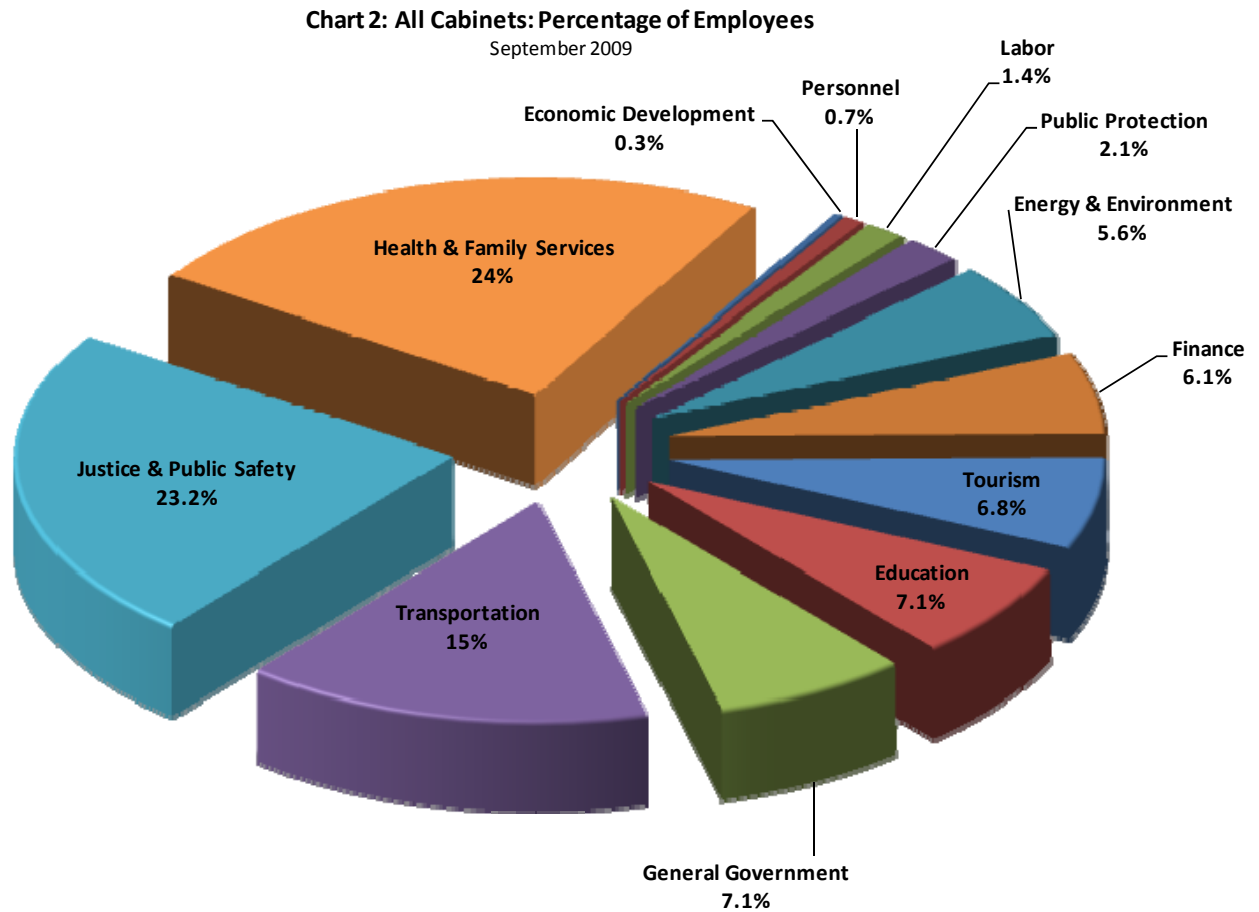




Chart 2 shows the percentage of employees. The three largest cabinets constitute 62.2% of the total workforce in state government while the medium cabinets form 32.7% and the small cabinets have 4.5%.

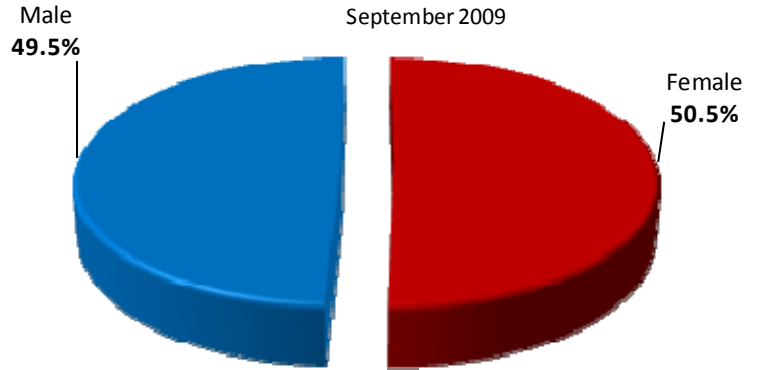


## All Cabinets: Gender Representation

In all cabinets, there are 15,200 female employees and 14,888 male employees as of September 2009, that is, 50.5% female and 49.5% male. There are six cabinets that employ more female than male and 6 cabinets that have more male employees than female. Chart 3 illustrates the gender distribution in all cabinets. Health and Family Services is the largest employer of females followed by Personnel while the Transportation Cabinet is the largest employer of males followed by the Energy & Environment Cabinet.

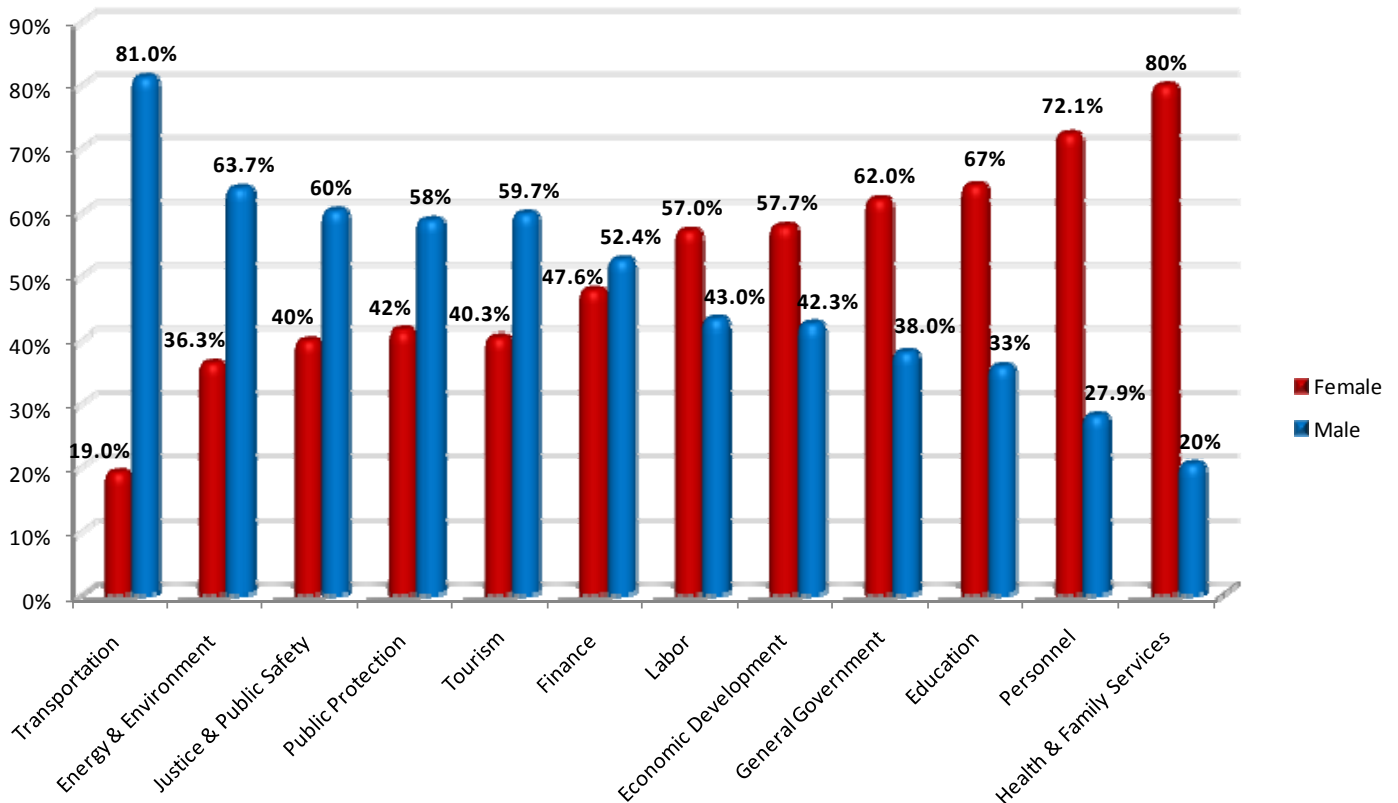
**Chart 3: All Full-time State Employees: Gender Representation**

September 2009



**Chart 4: Gender Representation in All Cabinets**

September 2009



## All Cabinets: Ethnic/Racial Representation

The percentage of minorities in Kentucky state government is 9.1%. African Americans represent the largest minority group with 7.5%. All other ethnic/racial groups form less than 1% each. Chart 5 illustrates the percentage of all ethnic/racial groups in state government.

**Chart 5: All Cabinets: Ethnic/Racial Representattion**

September 2009

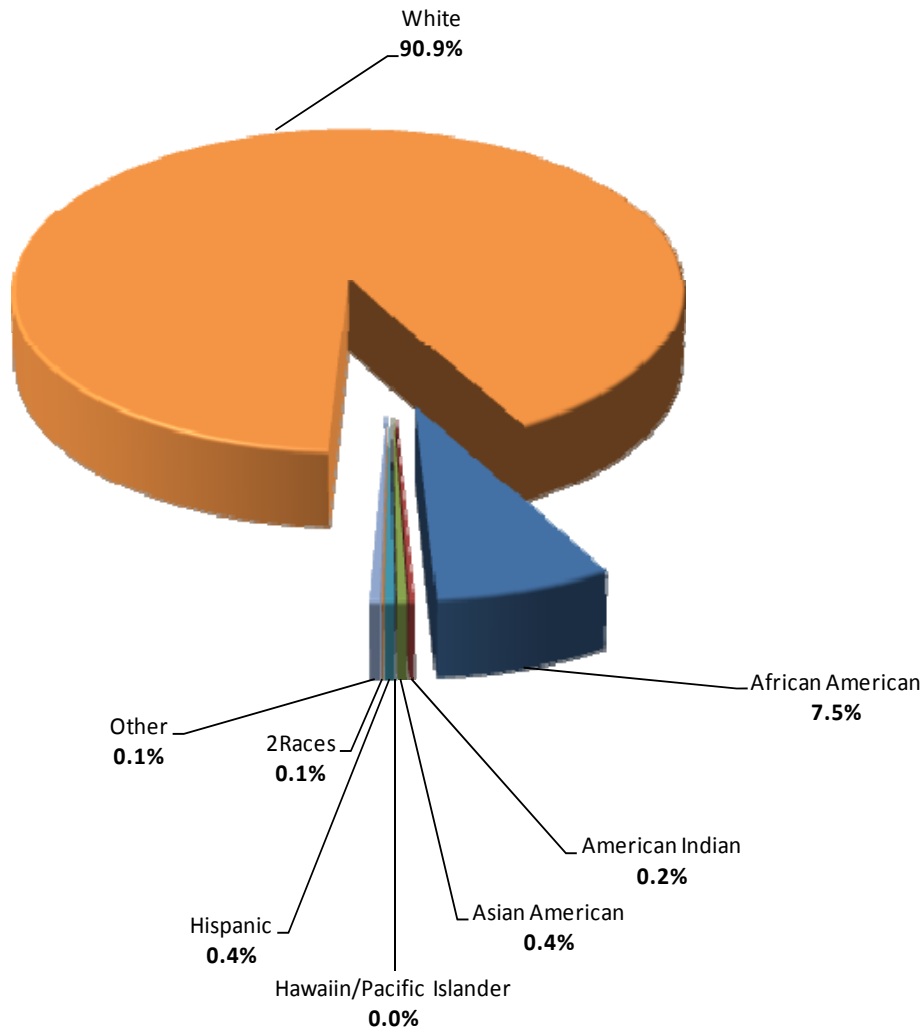


Table 1 shows the number of minority employees in each department while table 2 gives the percentage of minority employees. The Health & Family Services Cabinet is the most diversified cabinet with 13.6% minorities while the Energy and Environment Cabinet is the least diversified cabinet with only 5.2% minority employees.

TABLE 1

Cabinet	# of Employees	African American	American Indian	Asian American	HAWPAC	Hispanic	2Races	Other	White
Economic Development	97	7	0	3	0	0	0	0	87
Personnel	229	22	0	2	0	1	0	0	204
Labor	444	30	2	2	1	2	0	6	401
Public Protection	634	36	0	2	0	4	1	14	577
Energy & Environment	1,706	25	12	20	0	7	0	24	1,618
Finance	1,851	112	6	12	0	3	2	20	1,696
Tourism	2,066	114	1	2	0	5	1	7	1,936
Education	2,138	172	6	11	0	13	1	11	1,924
General Government	2,157	127	4	15	0	4	1	8	1,998
Transportation	4,521	246	4	12	1	6	1	13	4,238
Justice & Public Safety	7,002	500	12	20	0	34	7	10	6,419
Health & Family Services	7,243	874	14	29	0	35	4	30	6,257
<b>Total</b>	<b>30,088</b>	<b>2,265</b>	<b>61</b>	<b>130</b>	<b>2</b>	<b>114</b>	<b>18</b>	<b>143</b>	<b>27,355</b>

TABLE 2

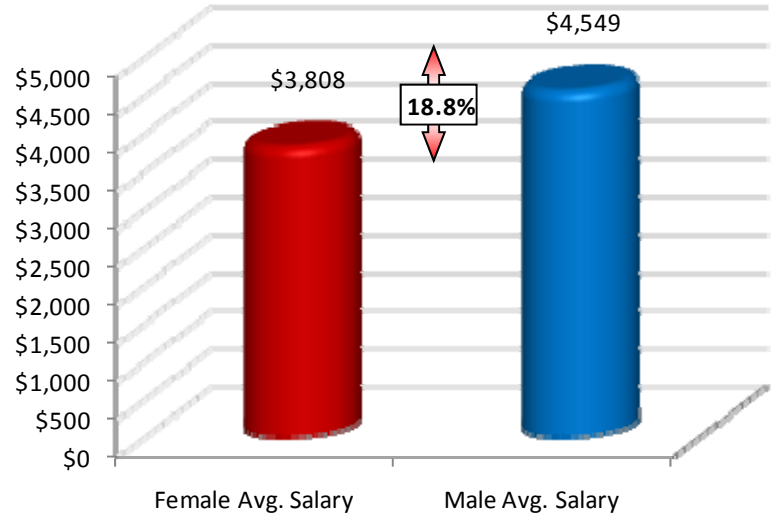
Cabinet	# of Employees	African American	American Indian	Asian American	HAWPAC	Hispanic	2Races	Other	White
Economic Development	97	7.2%	0.0%	3.1%	0.0%	0.0%	0.0%	0.0%	89.7%
Personnel	229	9.6%	0.0%	0.9%	0.0%	0.4%	0.0%	0.0%	89.1%
Labor	444	6.8%	0.5%	0.5%	0.2%	0.5%	0.0%	1.4%	90.3%
Public Protection	634	5.7%	0.0%	0.3%	0.0%	0.6%	0.2%	2.2%	91.0%
Energy & Environment	1,706	1.5%	0.7%	1.2%	0.0%	0.4%	0.0%	1.4%	94.8%
Finance	1,851	6.1%	0.3%	0.6%	0.0%	0.2%	0.1%	1.1%	91.6%
Tourism	2,066	5.5%	0.0%	0.1%	0.0%	0.2%	0.0%	0.3%	93.7%
Education	2,138	8.0%	0.3%	0.5%	0.0%	0.6%	0.0%	0.5%	90.0%
General Government	2,157	5.9%	0.2%	0.7%	0.0%	0.2%	0.0%	0.4%	92.6%
Transportation	4,521	5.4%	0.1%	0.3%	0.0%	0.1%	0.0%	0.3%	93.7%
Justice & Public Safety	7,002	7.1%	0.2%	0.3%	0.0%	0.5%	0.1%	0.1%	91.7%
Health & Family Services	7,243	12.1%	0.2%	0.4%	0.0%	0.5%	0.1%	0.4%	86.4%
<b>Total</b>	<b>30,088</b>	<b>7.5%</b>	<b>0.2%</b>	<b>0.4%</b>	<b>0.0%</b>	<b>0.4%</b>	<b>0.1%</b>	<b>0.5%</b>	<b>90.9%</b>

## Average Salary and Gender in All Cabinets

The average male salary in state government is higher than the female by 18.8% as chart 6 shows. In all cabinets, the average male salary is higher than the female. This gap of gender salary is highest in the Economic Development where the average male salary is higher than the female by 47.6% and lowest is in the Tourism Cabinet where the average male salary is higher than the female by 2.5%. Chart 7 shows the gap in all cabinets.

**Chart 6: All Cabinets: Avg. Salary by Gender**

September 2009



**Chart 7: All Cabinets: Avg. Salary by Gender and by Cabinet**

September 2009

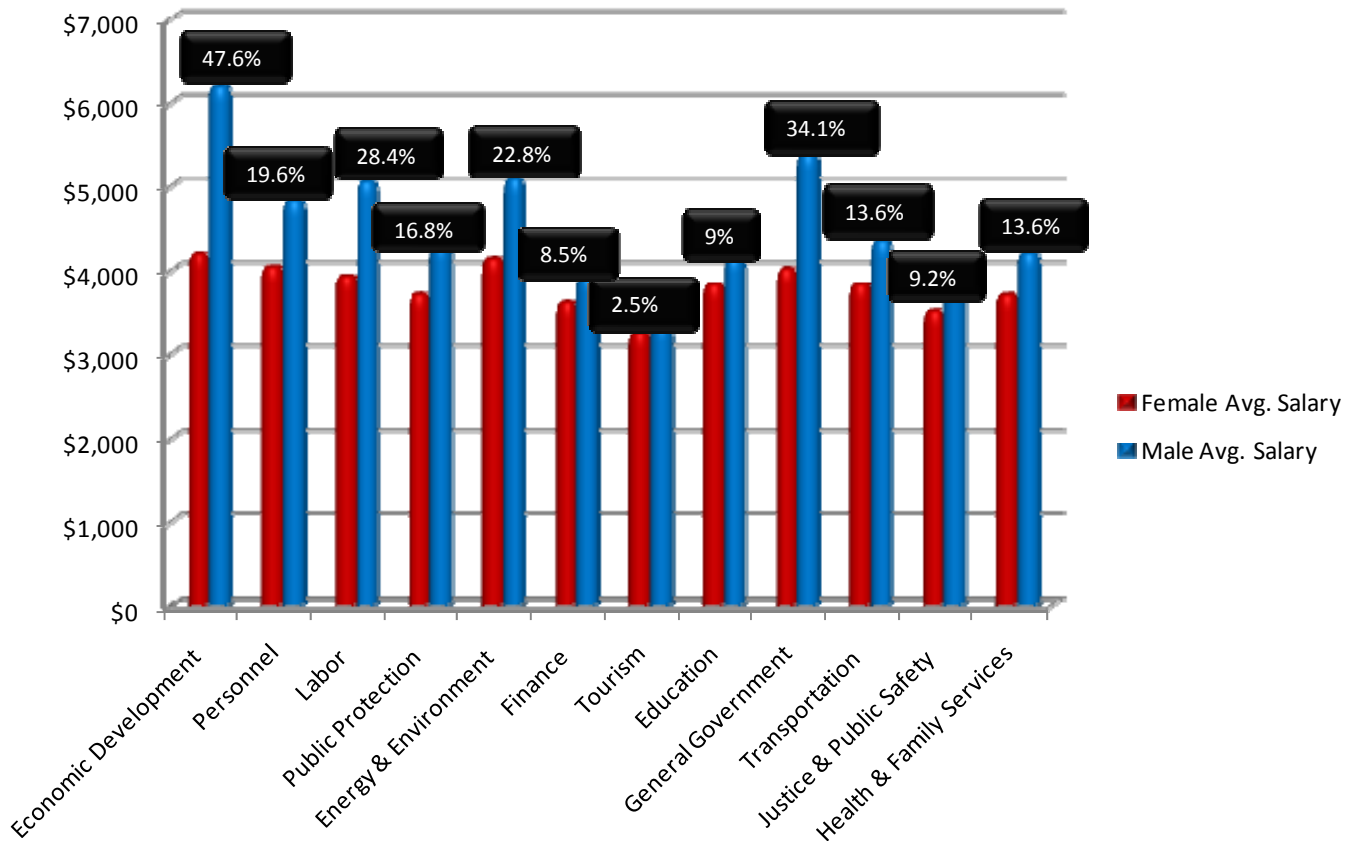


Table 3 shows the average salary of minority groups in all cabinets.

TABLE 3

Cabinet	AF AM	AF AM Avg. Salary	AM IN	AM IN Avg. Salary	AS AM	As AM Avg. Salary	HAWPAC	HA/PC Avg. Salary	Hispanic	Hisp Avg. Salary	2Races	2Races Avg. Salary	Other
Economic Development	7	\$3,770	0	\$0	3	\$4,340	0	\$0	0	\$0	0	\$0	0
Personnel	22	\$3,993	0	\$0	2	\$4,050	0	\$0	1	\$2,427	0	\$0	0
Labor	30	\$3,650	2	\$3,024	2	\$2,747	1	\$2,207	2	\$2,923	0	\$0	6
Public Protection	36	\$4,358	0	\$0	2	\$4,440	0	\$0	4	\$3,806	1	\$5,863	14
Energy & Environment	25	\$3,867	12	\$3,337	20	\$5,079	0	\$0	7	\$4,352	0	\$0	24
Finance	112	\$3,447	6	\$3,691	12	\$4,158	0	\$0	3	\$3,105	2	\$2,589	20
Tourism	114	\$2,761	1	\$2,547	2	\$2,842	0	\$0	5	\$2,263	1	\$3,410	7
Education	172	\$3,647	6	\$3,308	11	\$4,089	0	\$0	13	\$3,393	1	\$2,549	11
General Government	127	\$4,032	4	\$3,215	15	\$4,540	0	\$0	4	\$3,243	1	\$1,820	8
Transportation	246	\$3,844	4	\$2,877	12	\$3,346	1	\$5,353	6	\$3,569	1	\$4,280	13
Justice & Public Safety	500	\$3,812	12	\$3,127	20	\$3,121	0	\$0	34	\$3,414	7	\$3,228	10
Health & Family Services	874	\$3,411	14	\$2,681	29	\$3,306	0	\$0	35	\$3,767	4	\$2,907	30
Total	2,265	\$3,716	61	\$3,090	130	\$3,838	2	\$3,780	114	\$3,297	18	\$3,331	143



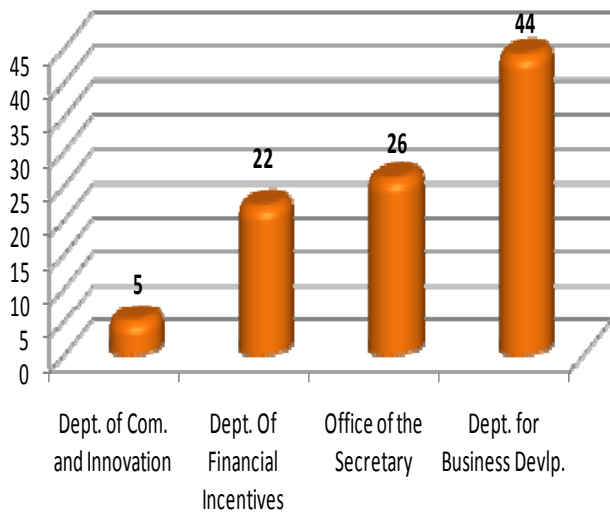
## ECONOMIC DEVELOPMENT CABINET

The Cabinet for Economic Development is the primary state agency in Kentucky responsible for creating new jobs and investment in the state. Programs administered by the Cabinet are designed to support and promote economic development within the state, primarily by attracting new industries to the state, assisting in the development of existing industries, and assisting communities in preparing for economic development opportunities.

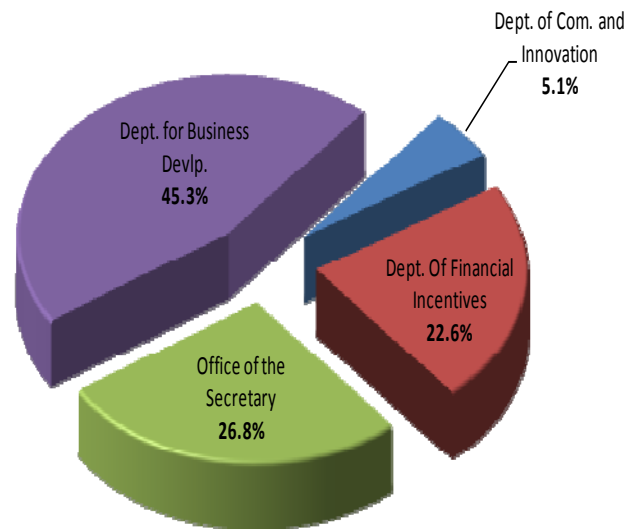
### Cabinet Size: Number of Employees

The Economic Development Cabinet is the smallest cabinet in the Commonwealth; it constitutes only 0.3% of the total employment in state government. It employs 97 full-time employees in 4 different departments: the Department for Business Development, Department of Financial Incentives, Department of Commercialization and Innovation, and the Office of the Secretary. Charts 1 and 2 illustrate the size of the Economic Development Cabinet<sup>1</sup>.

**Chart 1: Economic Development Cabinet: Number of Employees by Department**  
September 2009



**Chart 2: Economic Development Cabinet: Percentage of Employees by Department**  
September 2009

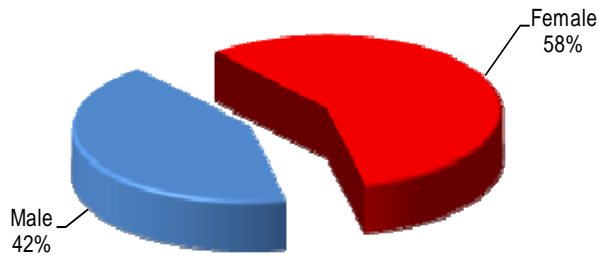


<sup>1</sup> To learn more about the Economic Development cabinet visit their website at [www.thinkkentucky.com](http://www.thinkkentucky.com).

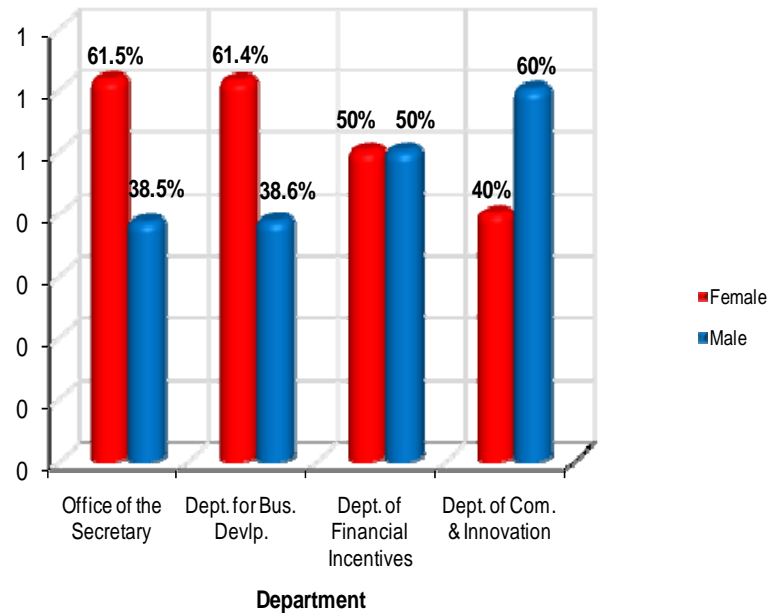
## Gender Representation

The Economic Development Cabinet has 58% females and 42% males. Therefore, it has surpassed the female hiring goal of 52.42% by 5.28%. Looking at the gender distribution of the Economic Development Cabinet, the Office of the Secretary and the Department for Business Development have over 52.42% of the Cabinet's female representation.

**Chart 3: Economic Development: Gender Representation**  
September 2009



**Chart 4: Economic Development Cabinet: Percentage of Gender Representation**  
September 2009

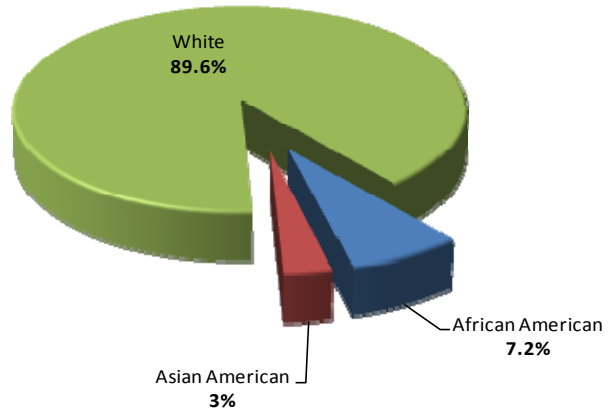


In the Department of Financial Incentives, the number of females is equal to the number of males. Department of Commercialization and Innovation has more males than females, and the total number of employees is only five.

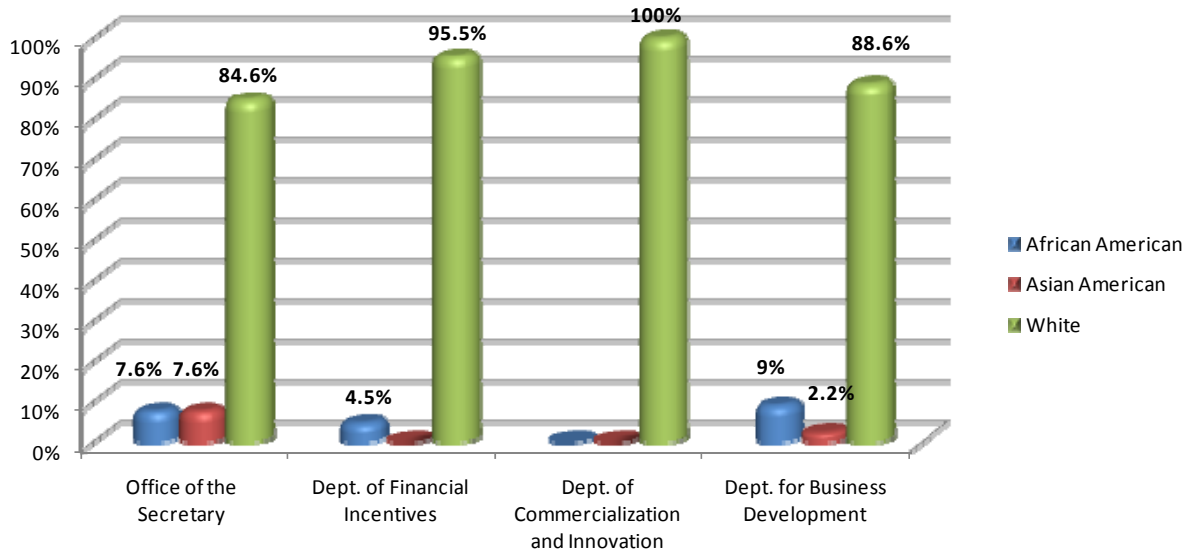
## Ethnic/Racial Representation

The Economic Development Cabinet employs 10.31% minorities. This includes 7.22% African Americans and 3.09% Asian Americans (no American Indians, Hispanics, or Others). The cabinet is 0.31% over of the minority hiring goal. The Office of the Secretary is the most diverse among all departments within the cabinet. Since 2007, there was a 1.5% decrease in minority employees.

**Chart 5: Economic Development Cabinet: Ethnic Representation**  
September 2009



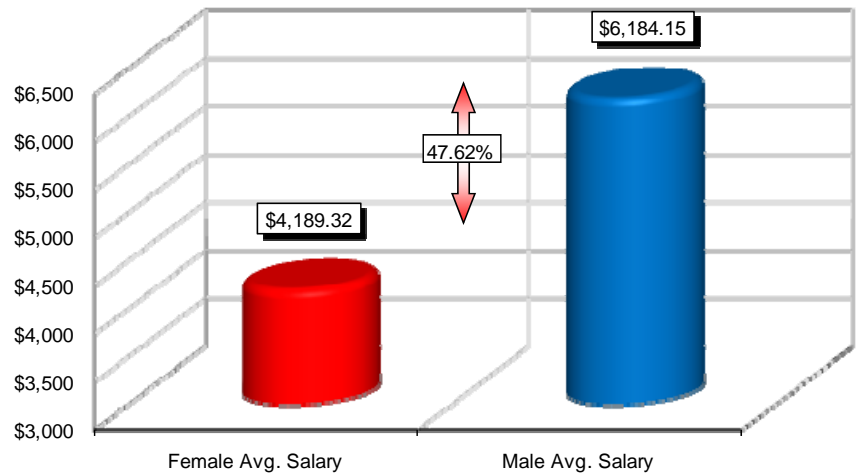
**Chart 6: Economic Development Cabinet: Ethnic Representation**  
September 2009



## Average Salary and Gender

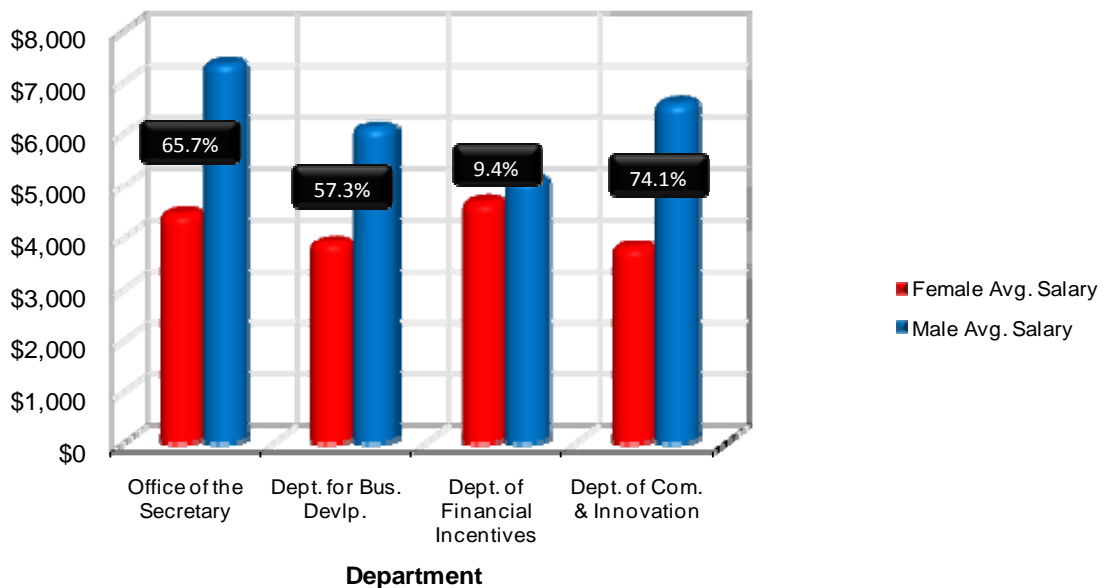
The average male salary in the Economic Development Cabinet is higher than the female by 47.62% as chart 7 shows. The salary gap based on gender is significant: the average male salary is \$6,184.15 and the average female salary is \$4,189.32. Since 2007, the gap between male average salary and female average salary has increased by 19.33% (the gap used to be 28.29% in 2007).

**Chart 7: Economic Development: Avg. Salary by Gender**  
September 2009



In all departments of Economic Development Cabinet, the male average salary is higher than the female average salary. Except for the Department of Financial Incentives, in all the Cabinet's departments, the male average salary is more than 50% higher than the female average salary. Chart 8 illustrates the percentage gap in each department.

**Chart 8: Economic Development Cabinet: Avg. Salary by Gender**  
September 2009



## Average Salary and Ethnicity/Race

There are only 7 African American employees and 3 Asians Americans, in the Economic Development Cabinet and the rest are White (87 employees).

The average monthly salary for the African American Employees is \$3,770.28, the Asian Americans is \$4340.04 and the White is \$5,249.38. The table below shows the average salary of each ethnic/racial group within each department.

**TABLE 4: ECONOMIC DEVELOPMENT CABINET: MONTHLY AVG SALARY BY ETHNICITY**

Department	AF AM Avg. Salary	AS AM Avg. Salary	White Avg. Salary
Office of the Secretary	\$2,725.91	\$5,208.17	\$5,849.86
Dept. of Financial Incentives	\$3,653.50	\$0.00	\$4,936.42
Dept. of Commercialization and Innovation	\$0.00	\$0.00	\$5,463.76
Dept. for Business Development	\$4,931.44	\$3,471.90	\$4,747.47
Cabinet Total	\$3,770.28	\$4,340.04	\$5,249.38

## PERSONNEL CABINET

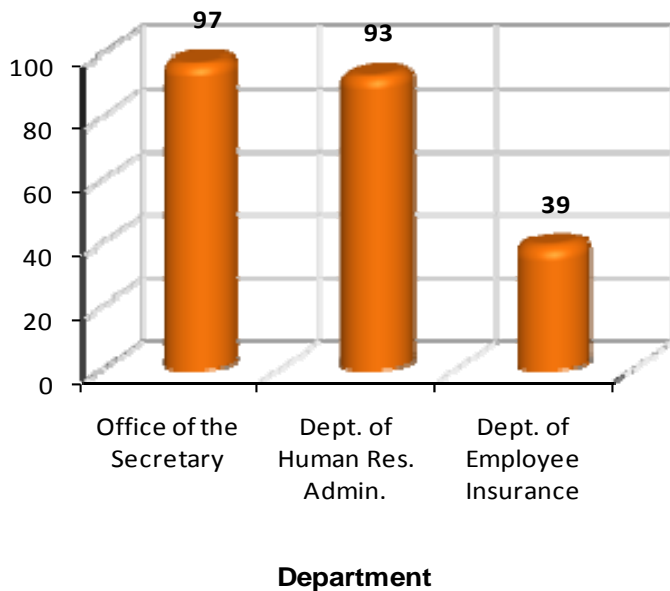
As the mission statement indicates, the Personnel Cabinet provides leadership and guidance to attract, develop, motivate and retain a talented, diverse workforce; foster an understanding of and adherence to regulatory requirements; and create a positive, supportive work environment that values all employees<sup>2</sup>.

### Cabinet Size: Number of Employees

The Personnel Cabinet is the second smallest agency in the Commonwealth after the Economic Development Cabinet. It constitutes only 0.7% of the total employment in state government. It employs 229 full-time employees in 3 different departments: the Office of the Secretary, Department of Human Resources Administration, and Department of Employee Insurance. Charts 1 and 2 illustrate the size of the Personnel Cabinet.

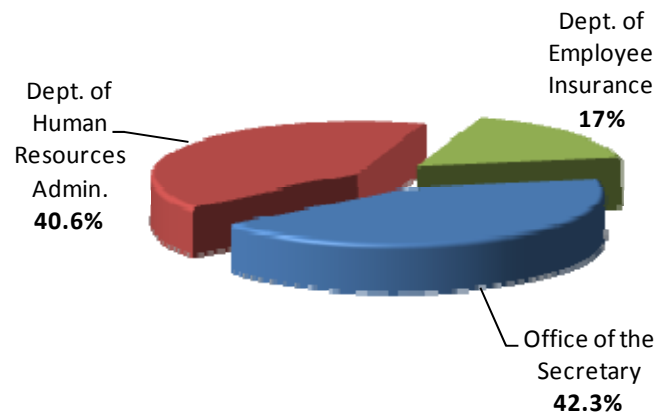
**Chart 1: Personnel Cabinet: Number of Employees**

September 2009



**Chart 2: Personnel Cabinet: Percentage of Employees**

September 2009



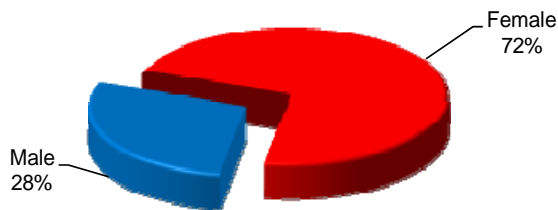
<sup>2</sup> To learn more about the Personnel Cabinet, visit their website: [www.personnel.ky.gov](http://www.personnel.ky.gov).



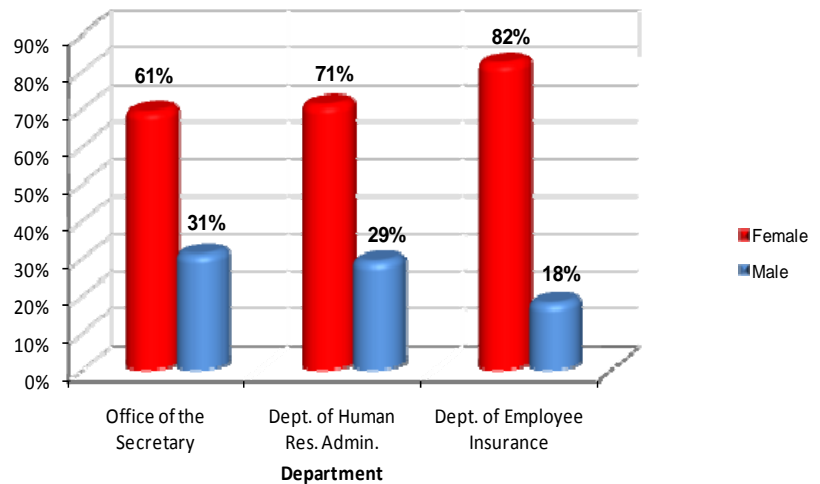
## Gender Representation

The Personnel Cabinet has 72% females and 28% males. Therefore, it has surpassed the female hiring goal of 52.42% by 19.58%. Looking at the gender distribution of the Personnel Cabinet, all the departments have surpassed the hiring female goal of 52.42%: Office of the Secretary, 69%, Department of Human Resources Administration, 71%, and Department of Employee Insurance, 82%.

**Chart 3: Personnel Cabinet: Gender Representation**  
September 2009



**Chart 4: Personnel Cabinet: Gender Representation by Department**  
September 2009



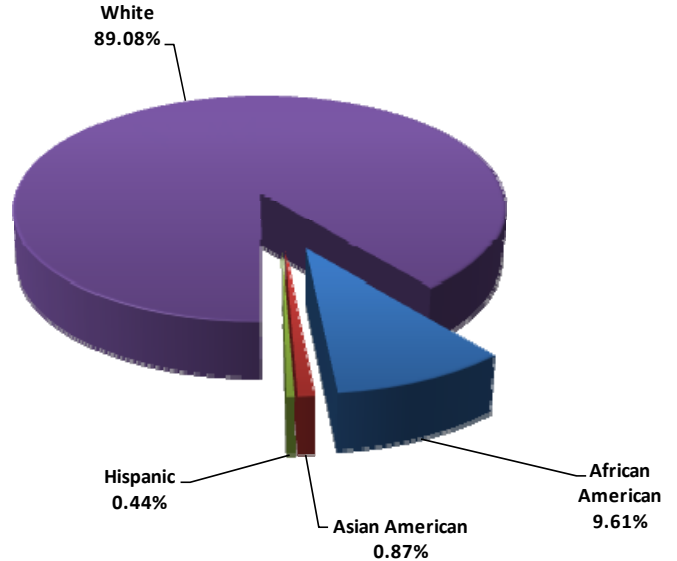
## Ethnic/Racial Representation

The Personnel Cabinet employs a total of 10.92% minorities of which 9.61% are African Americans. The cabinet has surpassed the minority hiring goal by 0.92%.

Chart 5 illustrates the ethnic distribution in the entire Personnel Cabinet. Chart 6 details the distribution in each department. The Department of Employee Insurance has the highest percentage of African American employees, 15.3%. The Department of Resources Administration has six African Americans, two Asians, and one Hispanic. The Office of the Secretary has 12.3% African Americans.

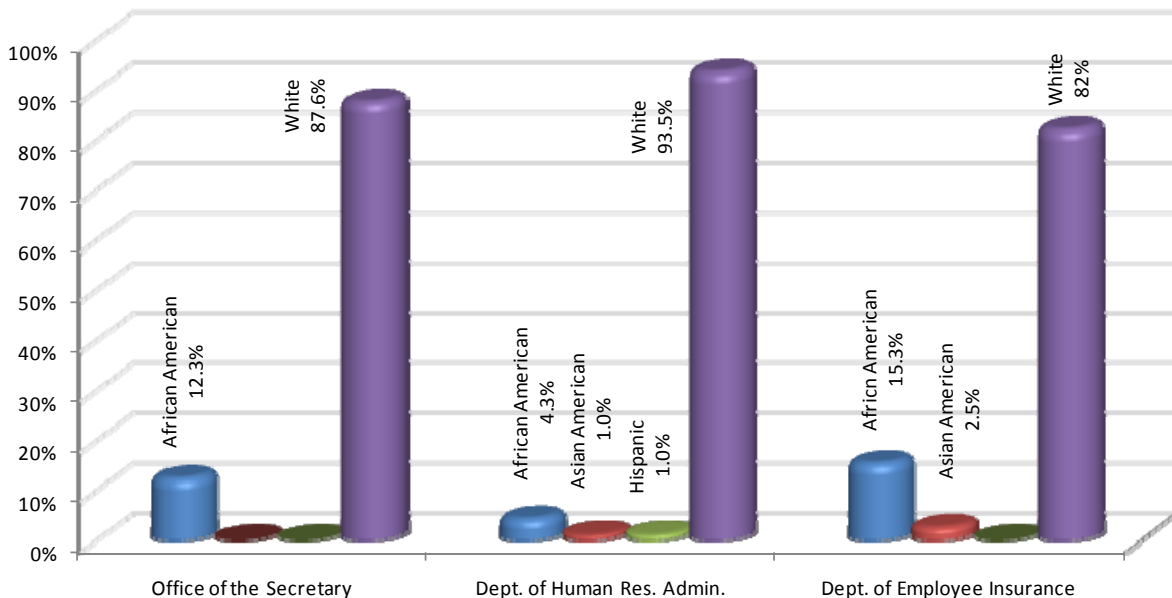
**Chart 5: Personnel Cabinet: Ethnic Representation**

September 2009



**Chart 6: Personnel Cabinet: Ethnic Representation by Department**

September 2009

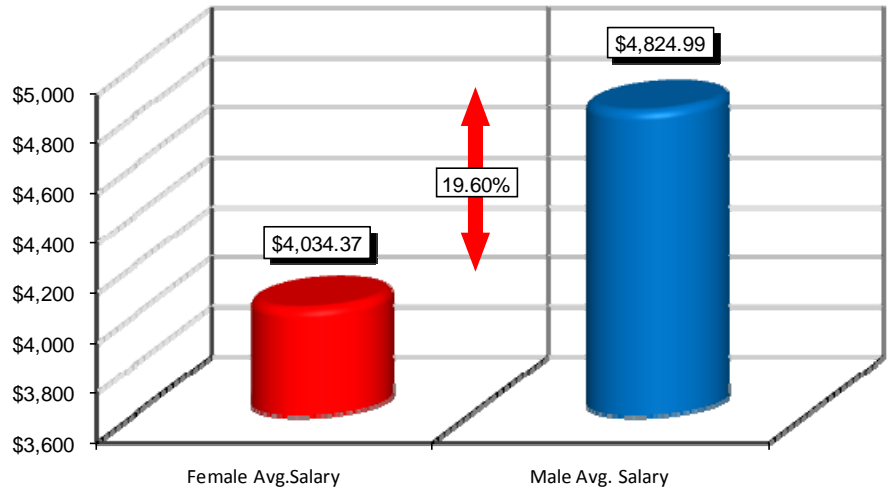


## Average Salary and Gender

The average monthly male salary is \$4,824.99 and the average monthly female salary is \$4,034.37. The average male salary is higher than the female by 19.60% as chart 7 shows. The Personnel Cabinet has 64 males and 165 females.

The Office of the Secretary has 67 females and 30 males; however, the average male salary is higher than the female by 36.24%. The Department of Employee Insurance has 32 females and 7 males but the average male salary is higher than the female by 24.60%. The department of Human resources Administration has 66 females and 27 males. The female average salary is higher than the male by 2.57%.

**Chart 7: Personnel Cabinet: Avg. Salary by Gender**  
September 2009



## Average Salary and Ethnicity/Race

The following table shows the average monthly salary of ethnic/racial groups in each department.

**TABLE 5: PERSONNEL CABINET: MONTHLY AVG SALARY BY ETHNICITY**

Department	AFAM # Empl	AF AM Avg Salary	AS AM # Empl	AS AM Avg Salary	Hispanic # Empl	Hispanic Avg Salary	White # Empl	White Avg Salary
Office of the Secretary	12	\$5,049	0	\$0	0	\$0	85	\$4,551
Dept. of Human Res. Admin.	4	\$3,265	1	\$5,132	1	\$2,427	87	\$4,012
Dept. of Employee Insurance	6	\$3,664	1	\$2,967	0	\$0	32	\$4,248
Cabinet Total	22	\$3,993	2	\$4,050	1	\$2,427	204	\$4,270

## LABOR CABINET

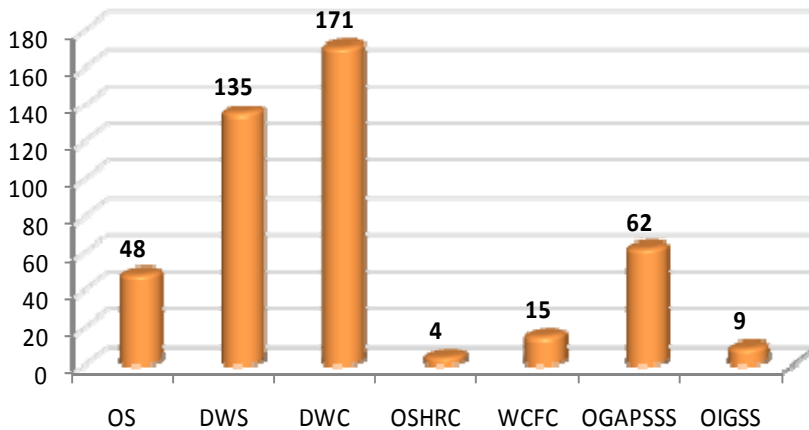
### Cabinet Size: Number of Employees

The Labor Cabinet emerged from the Environment and Public Protection Cabinet in 2008. The Labor Cabinet employs 444 employees in 7 different departments: Office of the Secretary, Department of Workplace Standards, Department of Workers' Claims, KY Occupation Safety & Health Review Commission, Workers Compensation Funding Commission, and Office of General Adm/Prog Support for Shared Services, and Office of Inspector General for Shared Services.

The Department of Workers' Claims is the largest department with 171 employees followed by the Department of Workplace Standards with 135 employees. The Occupation Safety & Health Review Commission and Office of Inspector General for Shared Services are the smallest departments with 4 and 9 employees, respectively.

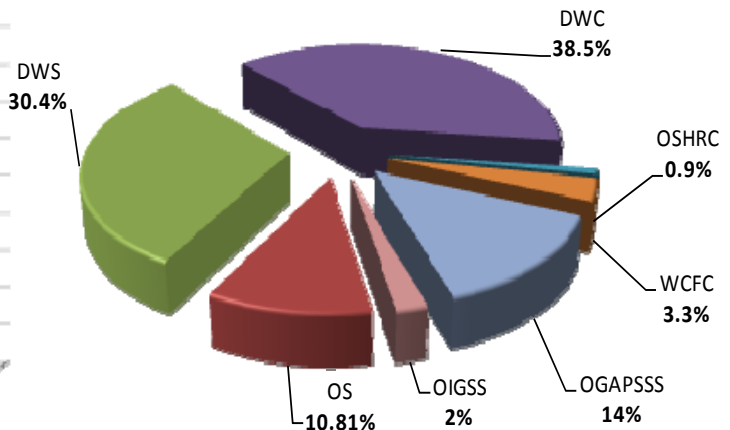
**Chart 1: Labor Cabinet: Number of Employees**

September 2009



**Chart 2: Labor Cabinet: Percentage of Employees**

September 2009



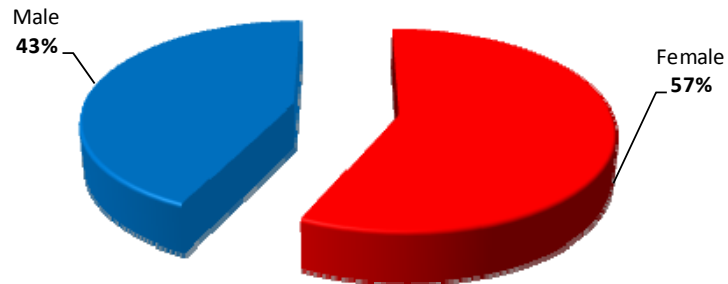
Department	Abbrev.
Office of the Secretary	OS
Department of Workplace Standards	DWS
Department of Workers' Claims	DWC
KY Occupation Safety & Health Review Commission	OSHRC
Workers Compensation Funding Commission	WCFC
Office of General Adm/Prog Support for Shared Services	OGAPSSS
Office of Inspector General for Shared Services	OIGSS

## Gender Representation

The Labor Cabinet employs 57% females and 43% male, which surpasses the Female Hiring Goal of 52.42% by 4.58%. Nearly all its departments have over 52.42% female employs, except for the Department of Workplace Standards and Office of the Secretary, which both have 40% and 50%, respectively. The Department of Workers' Claims has nearly 70% female, and this constitutes 38.5% of the total number of employees. The Occupation Safety & Health Review Commission has 75% female; however, this constitutes only .9% of the total number of employees.

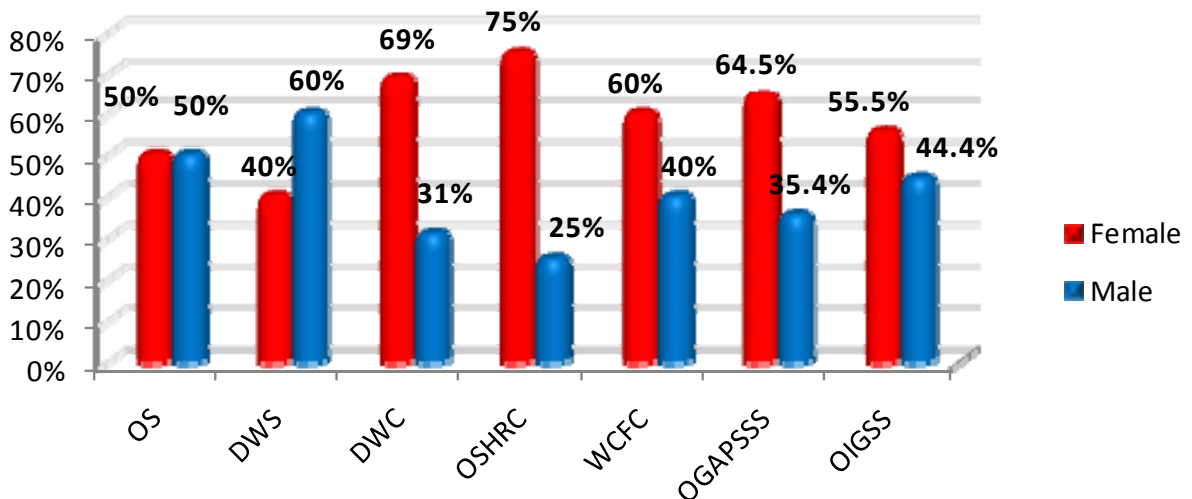
**Chart 3: Labor Cabinet: Gender Representation**

September 2009



**Chart 4: Labor Cabinet: Gender Representation by Department**

September 2009



## Ethnic/Racial Representation

The Labor Cabinet has 9.68% minorities, which is less than the Minority Hiring Goal of 10% by only .32%.

The 9.68% of minorities is composed of 6.7% African Americans, 1.3% Others, .4% American Indians, Hispanics and Asian Americans, and .2% Hawaiians/Pacific Islanders.

The Occupation Safety & Health Review

Commission and Workers

Compensation Funding

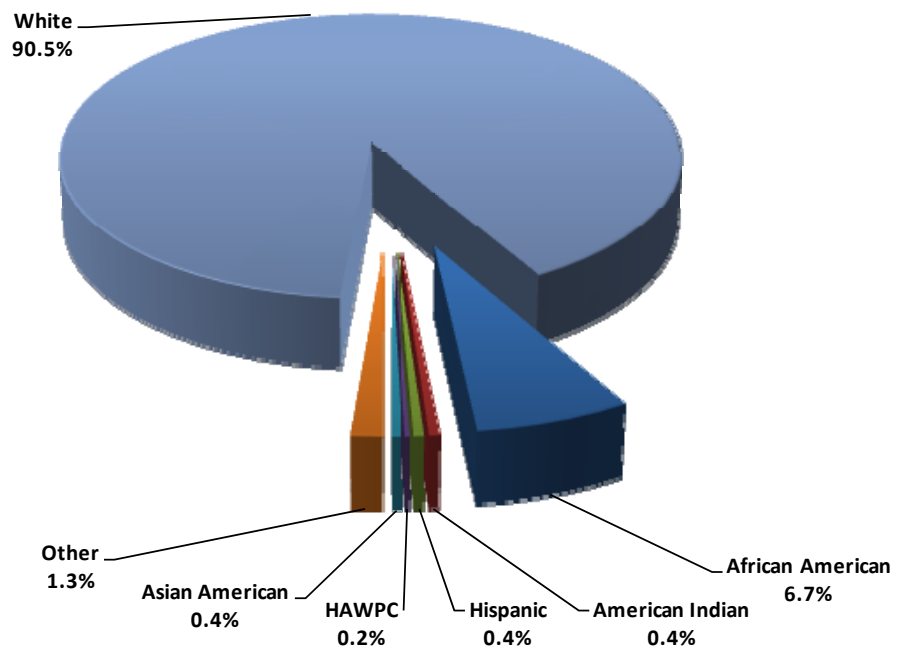
Commission both have no minorities, however, they have only 4 and 15 employees, respectively.

Nearly all other departments have just over 10% minorities.

The table below details the percentage of minorities in each department.

**Chart 5: Labor Cabinet: Ethnic/Racial Representation**

September 2009



**TABLE 6: LABOR CABINET: ETHNIC REPRESENTATION**

Department	African American	American Indian	Asian American	HAWPC	Hispanic	Other	White
Office of the Secretary	6.3%	0.0%	0.0%	0.0%	0.0%	6.3%	87.5%
Department of Workplace Standards	8.9%	0.0%	0.7%	0.7%	0.7%	0.0%	88.9%
Department of Workers' Claims	7.0%	0.0%	0.6%	0.0%	0.0%	0.6%	91.8%
KY Occupation Safety & Health Review Commission	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	100.0%
Workers Compensation Funding Commission	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	100.0%
Office of General Adm/Prog Support for Shrded Services	4.8%	1.6%	0.0%	0.0%	1.6%	3.2%	88.7%
Office of Inspector General for Shared Services	0.0%	11.1%	0.0%	0.0%	0.0%	0.0%	88.9%
<b>Cabinet Total</b>	<b>6.76%</b>	<b>0.45%</b>	<b>0.45%</b>	<b>0.23%</b>	<b>0.45%</b>	<b>1.35%</b>	<b>90.32%</b>



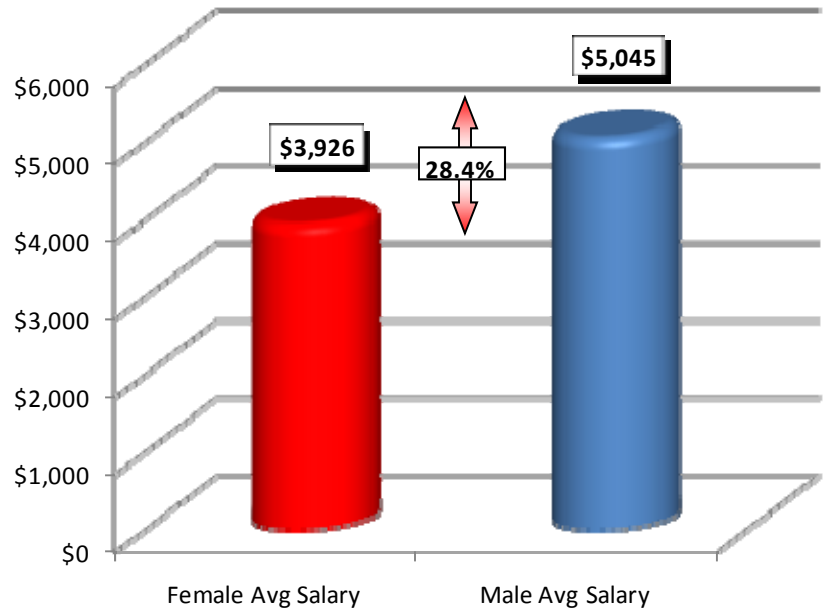
## Average Salary and Gender

The average male salary is higher than the female by 28.4% as chart 6 shows. In nearly all departments of the Labor Cabinet, the male average salary is higher than the female. The Office of Inspector General for Shared Services is the only department in which the female average salary is higher than the male by 6%.

The Department of Workers' Claims has almost 70% female employees, yet the male average salary is higher than the female by 70%. Chart 7 details the gap in salary in gender in all departments of the Labor Cabinet.

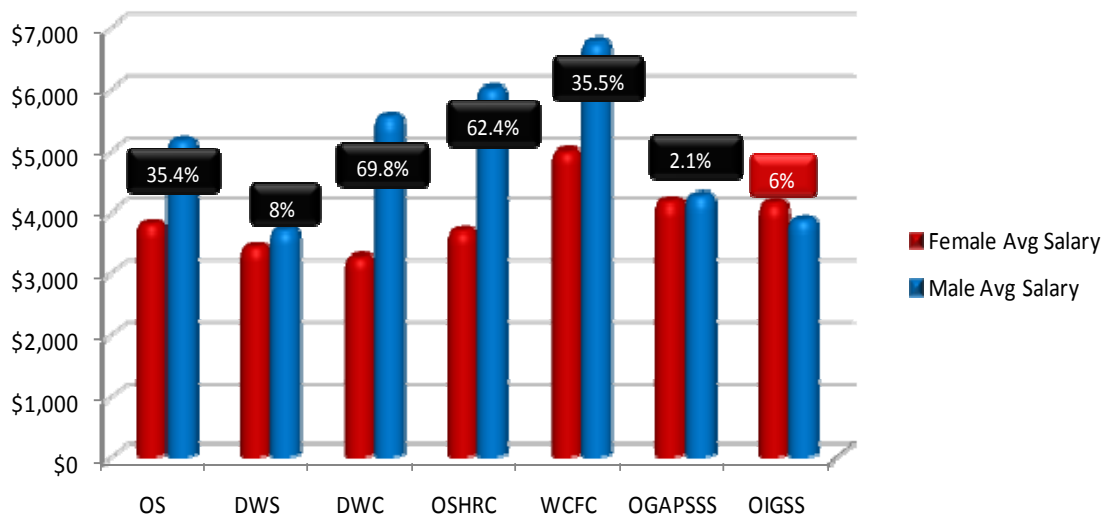
**Chart 6: Labor Cabinet: Avg Slary by Gender**

September 2009



**Chart 7: Labor Cabinet: Avg Salary by Gender and by Department**

September 2009



## Average Salary and Ethnicity/Race

The White monthly average salary is the highest among ethnic/racial groups with an average of \$4,363 and the lowest is the Hawaiian/Pacific Islander with an average of \$2,207 (only 1 employee). The African American employee has an average salary of \$3,650, which is 19.5% lower than the White average salary. All other ethnic/racial groups have one or two employees, which makes comparison not useful.

The table below shows the average monthly salary along with the number of employees in all Labor Cabinet departments.

**TABLE 7: LABOR CABINET: MONTHLY AVG SALARY BY ETHNICITY**

Department	OS	DWS	DWC	OSHRC	WCFC	OGAPSSS	OIGSS	Cabinet Total
AF AM # Empls	3	12	12	0	0	3	0	30
AF AM Avg Salary	\$3,932	\$3,239	\$3,796	\$0	\$0	\$3,633	\$0	<b>\$3,650</b>
AM IN # Empls	0	0	0	0	0	1	1	2
AM IN Avg Salary	\$0	\$0	\$0	\$0	\$0	\$3,527	\$2,521	<b>\$3,024</b>
AM AS # Empls	0	1	1	0	0	0	0	2
AM AS Avg Salary	\$0	\$2,777	\$2,716	\$0	\$0	\$0	\$0	<b>\$2,747</b>
HAWPC # Empls	0	1	0	0	0	0	0	1
HAWPC Avg Salary	\$0	\$2,207	\$0	\$0	\$0	\$0	\$0	<b>\$2,207</b>
Hispanic # Empls	0	1	0	0	0	1	0	2
Hispanic Avg Salary	\$0	\$2,879	\$0	\$0	\$2,967	\$0	\$0	<b>\$2,923</b>
Other # Empls	3	0	1	0	0	2	0	6
Other Avg Salary	\$5,168	\$0	\$6,266	\$0	\$0	\$4,381	\$0	<b>\$3,811</b>
White # Empls	42	120	157	4	15	55	8	401
White Avg Salary	\$4,481	\$3,656	\$3,973	\$4,271	\$5,701	\$4,252	\$4,210	<b>\$4,363</b>

## PUBLIC PROTECTION CABINET

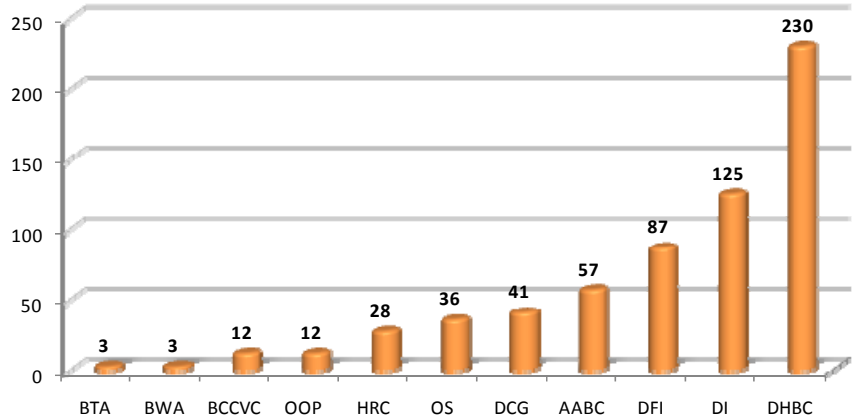
“The Public Protection Cabinet and its employees touch the lives of many Kentucky citizens. If your money is deposited into a state bank or other financial institution, if you have ever watched a horse race, purchased an insurance policy or played a bingo game sponsored by a local charitable group, you have benefited from our work. If you have ever appealed a property tax assessment or applied for a building permit, you have dealt with one of our agencies.”<sup>3</sup>

### Cabinet Size: Number of Employees

The Public Protection Cabinet has 634 employees dispersed over 11 departments.

The Department of Housing, Building and Construction is the largest department with 230 employees followed by the Department of Insurance with 125 employees. The Board of Tax Appeals and Boxing and Wrestling Authority are the smallest entities within the cabinet and with 3 employees each. Chart 1 illustrates the size of the cabinet and the number of employees in each department.

**Chart 1: Public Protection Cabinet: Number of Employees by Department**  
September 2009

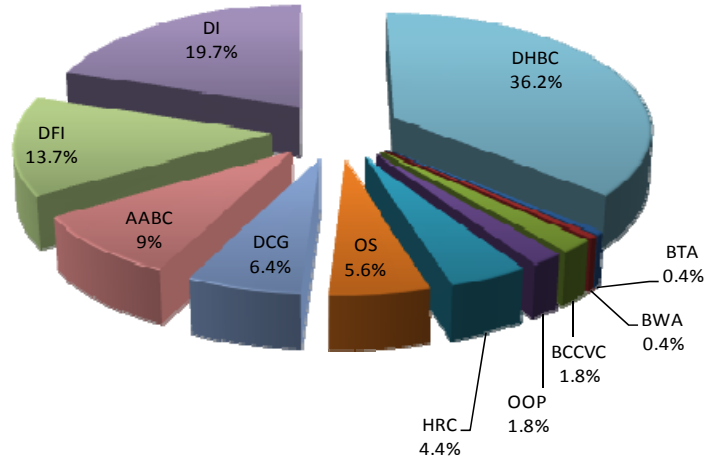


Department	Abbrev.	Department	Abbrev.
KY Board of Tax Appeals	BTA	Dept. of Charitable Gaming	DCG
KY Boxing & Wrestling Authority	BWA	Dept. of Alcoholic Beverage Control	AABC
Board of Claims & Crime Victims Compensation	BCCVC	Dept. of Financial Institutions	DFI
Office of Occupations and Professions	OOP	Department of Insurance	DI
KY Horse Racing Commission	HRC	Dept. of Housing, Buildings and Construction	DHBC
Office of the Secretary	OS		

<sup>3</sup> Public Protection Cabinet website: <http://ppc.ky.gov/>

Chart 2 illustrates the size of each department as a percentage of the entire cabinet. The Public Protection Cabinet constitutes only 2.1% of the total employment in all state government.

**Chart 2: Public Protection Cabinet: Percentage of Employees by Department**  
September 2009



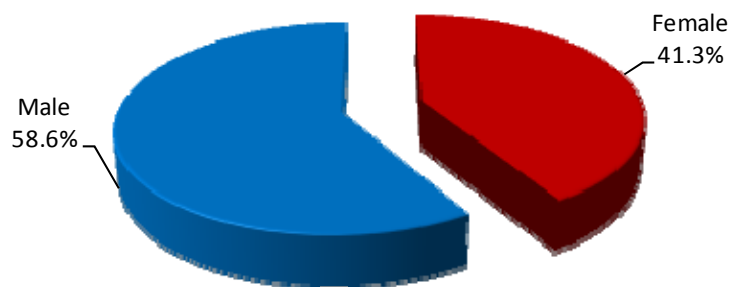
## Gender Representation

The Public Protection Cabinet has 58.6% male employees and 41.3% females. The cabinet has not reached the Female Hiring Goal of 52.42%. The cabinet needs to hire 11.1% more females to reach FHG.

There are six departments that have more female employees than males and the rest have more males. The Department of Housing, Buildings and Construction, the largest department within the cabinet, has only 18.2% females. However, the second largest department, Department of Insurance, has 61.6% females. Department of Financial Institutions, with its 87 employees, has 47.1% females. The department with the most females is the Office of Occupations and Professions with 83.3% females. Chart 4 details the distribution of gender in each department in the Public Protection cabinet.

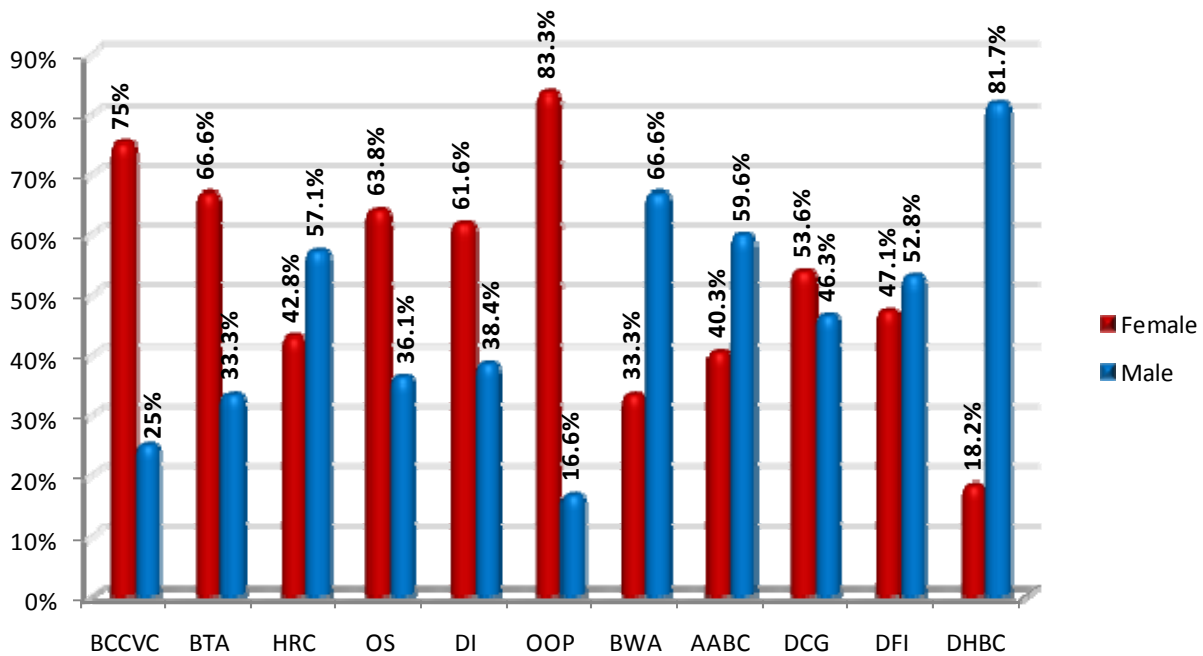
**Chart 3: Public Protection Cabinet: Gender Representation**

September 2009



**Chart 4: Public Protection Cabinet: Gender Representation by Department**

September 2009



## Ethnic/Racial Representation

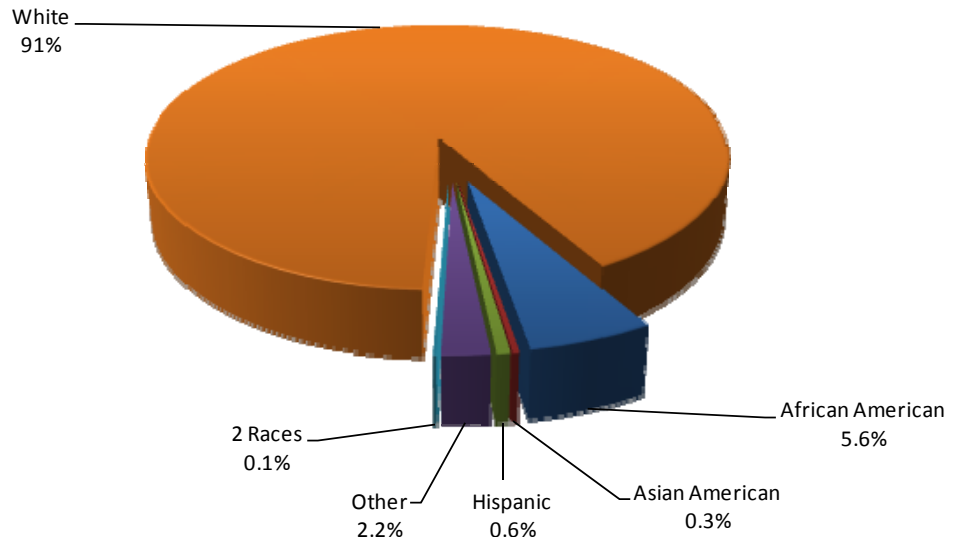
The Public Protection Cabinet has 9% minority employees, which is 1% less the Minority Hiring Goal of 10%.

The 9% consists of 5.6% African Americans, 2.2% Others, .6% Hispanics, .3% Asian Americans, and .1% 2 Races.

The three smallest departments, with 18 employees combined, have no minorities, Board of Tax Appeals, Boxing and Wrestling Authority, and Board of Claims & Crime Victims Compensation. Five Departments have less than 10% minority employees,

**Chart 6: Public Protection Cabinet: Ethnic Representation**

September 2009



and three departments have about or more than 10%. The table below shows the distribution of minorities in the cabinet:

**TABLE 8: PUBLIC PROTECTION CABINET: ETHNIC DISTRIBUTION**

Department	African American	Asian American	Hispanic	Other	2Races	White
Board of Claims & Crime Victims Comp.	0.0%	0.0%	0.0%	0.0%	0.0%	100.0%
KY Board of Tax Appeals	0.0%	0.0%	0.0%	0.0%	0.0%	100.0%
KY Horse Racing Commission	0.0%	0.0%	3.6%	0.0%	0.0%	96.4%
Office of the Secretary	2.8%	0.0%	2.8%	0.0%	2.8%	91.7%
Department of Insurance	9.6%	0.8%	0.8%	4.0%	0.0%	84.8%
Office of Occupations and Professions	8.3%	0.0%	0.0%	8.3%	0.0%	83.3%
KY Boxing & Wrestling Authority	0.0%	0.0%	0.0%	0.0%	0.0%	100.0%
Dept. of Alcoholic Beverage Control	5.3%	0.0%	0.0%	0.0%	0.0%	94.7%
Dept. of Charitable Gaming	4.9%	0.0%	0.0%	2.4%	0.0%	92.7%
Dept. of Financial Institutions	6.9%	1.1%	1.1%	1.1%	0.0%	89.7%
Dept. of Housing, Buildings and Construction	4.8%	0.0%	0.0%	2.6%	0.0%	92.6%
Cabinet Total	5.7%	0.3%	0.6%	2.2%	0.2%	91.0%

## Average Salary and Gender

At the Public Protection Cabinet, the average male average salary is \$4,297 and the female average salary is \$3,701. Therefore, the male average salary is higher by 16.8% than the female average salary as chart 6 shows.

In eight departments, the male average salary is higher than the female and the other three departments; the female average salary is higher than male.

**Chart 6: Public Protection Cabinet: Avg. Salary by Gender**

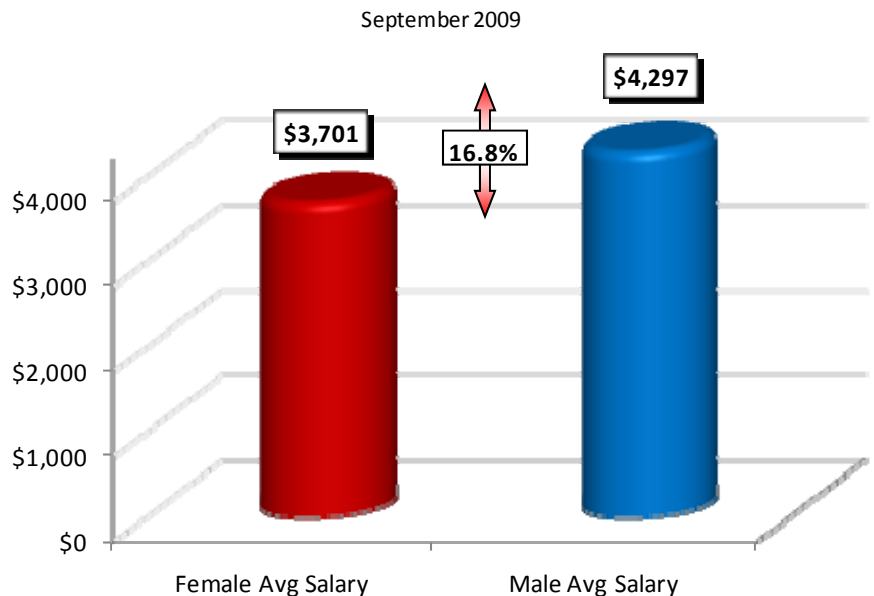
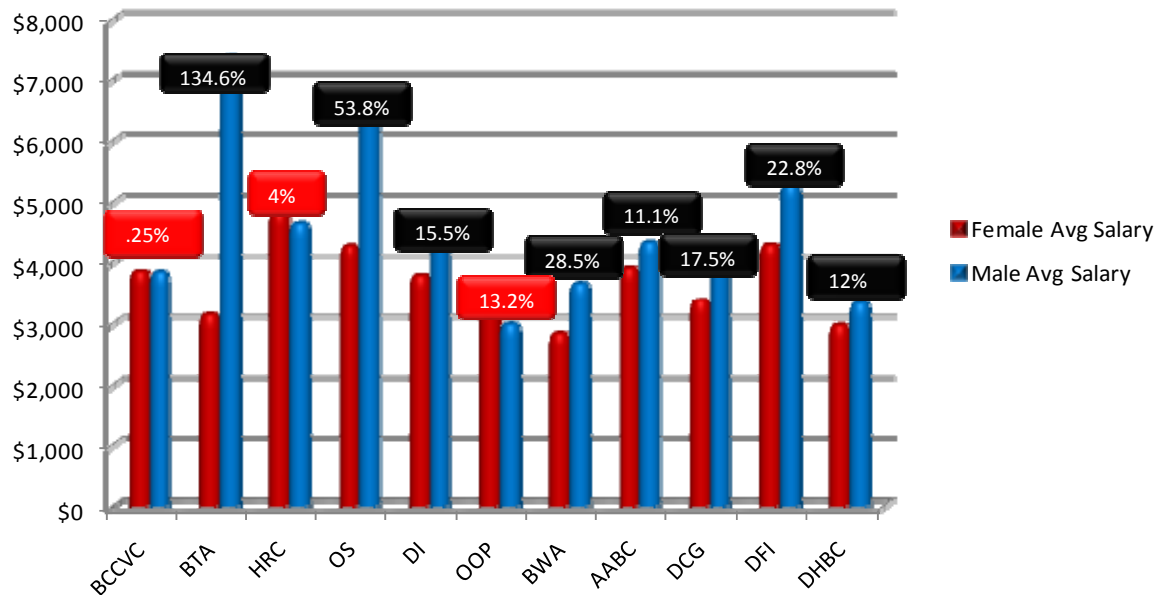


Chart 7 illustrates the gap in salaries between genders.

Although the largest department, the Department of Housing, Buildings and Construction, has only 18.2% female employees, the gap in the average salary is 12%; that is, the male average salary is higher than the female by 12%. The gap is a little higher in the next largest department, Department of Insurance, which has 61.6% females, yet the average salary of the male is higher than the female by 15.5%. The third largest department, Department of Financial Services, has 47.1% females, and the male average salary is higher than the female by nearly 23%. The Office of the Secretary has 63.8% females, and the male average salary is higher than the female by 58.8%.

**Chart 7: Public Protection Cabinet: Avg. Salary by Gender and by Department**  
September 2009



## Average Salary and Ethnicity/Race

The following table shows the number of minority employees along with their average salary in each department.

**TABLE 9: PUBLIC PROTECTION CABINET: MONTHLY AVG SALARY BY ETHNICITY**

	African American		Asian American		Hispanic		Other		2 Race		White	
Department	# Empls	Avg Salary	# Empls	Avg Salary	# Empls	Avg Salary	# Empls	Avg Salary	# Empls	Avg Salary	# Empls	Avg Salary
Board of Claims & Crime Victims Comp.	0	\$0	0	\$0	0	\$0	0	\$0	0	\$0	12	\$3,844
KY Board of Tax Appeals	0	\$0	0	\$0	0	\$0	0	\$0	0	\$0	3	\$4,558
KY Horse Racing Commission	0	\$0	0	\$0	1	\$2,252	0	\$0	0	\$0	27	\$4,807
Office of the Secretary	1	\$6,667	0	\$0	1	\$5,553	0	\$0	1	\$5,863	33	\$5,027
Department of Insurance	12	\$4,148	1	\$6,134	1	\$4,401	5	\$3,339	0	\$0	106	\$3,999
Office of Occupations and Professions	1	\$2,983	0	\$0	0	\$0	1	\$2,871	0	\$0	10	\$3,459
KY Boxing & Wrestling Authority	0	\$0	0	\$0	0	\$0	0	\$0	0	\$0	3	\$3,382
Dept. of Alcoholic Beverage Control	3	\$5,541	0	\$0	0	\$0	0	\$0	0	\$0	54	\$4,083
Dept. of Charitable Gaming	2	\$2,424	0	\$0	0	\$0	1	\$2,458	0	\$0	38	\$3,747
Dept. of Financial Institutions	6	\$5,251	1	\$2,746	1	\$3,017	1	\$3,017	0	\$0	78	\$4,853
Dept. of Housing, Buildings and Construction	11	\$3,492	0	\$0	0	\$0	6	\$3,252	0	\$0	213	\$3,255
Cabinet Total	36	\$4,358	2	\$4,440	4	\$3,806	14	\$2,987	1	\$5,863	577	\$4,092



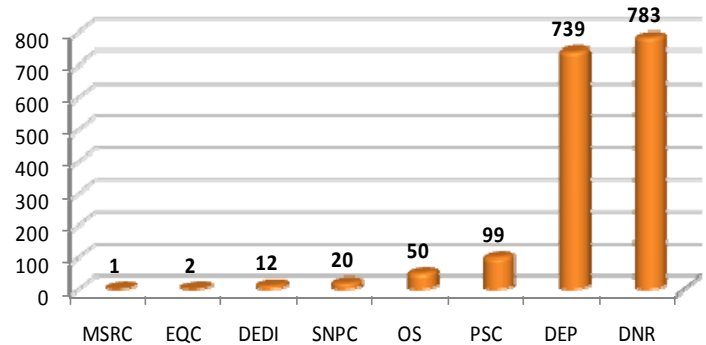
## ENERGY AND ENVIRONMENT CABINET

“In Kentucky’s EEC, we take seriously our role of overseers of how we carefully and thoughtfully address the energy needs of our citizens. Whether from our historic coal operations and seeking ways in which to mine and deliver that mineral more safely and cleanly, or developing stringent regulations that make certain Kentucky’s natural beauty is not harmed, EEC employees continue to work diligently to bring vital services to all Kentuckians.”<sup>4</sup>

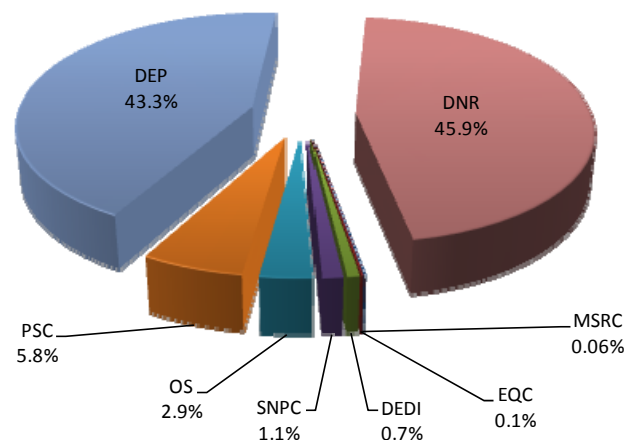
### Cabinet Size: Number of Employees

The Energy and Environment Cabinet has 1,706 employees in eight departments. The Department for Natural Resources and the Department for Environmental Protection account for nearly 90% of the total employees of the Energy and Environment Cabinet.

**Chart 1: Energy & Environment Cabinet: Number of Employees by Department**  
September 2009



**Chart 2: Energy & Environment Cabinet: Percentage of Employees by Department**  
September 2009



Abbrev.	Department
EQC	Environmental Quality Commission
MSRC	Mine Safety Review Commission
PSC	KY Public Service Commission
SNPC	State Nature Preserves Commission
OS	Office of the Secretary
DEDI	Dept. for Energy Development & Independence
DNP	Dept. for Natural Resources
DEP	Dept. for Environmental Protection

<sup>4</sup> The Energy & Environment Cabinet website: <http://www.eec.ky.gov/>

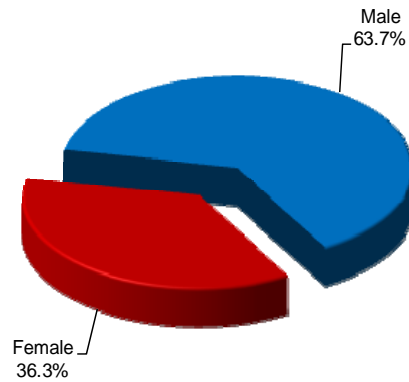
## Gender Representation

The Energy and Environment Cabinet employs 36.3% females and 63.7% males. Therefore, the cabinet is 16.1% short from the Female Hiring Goal of 52.42%.

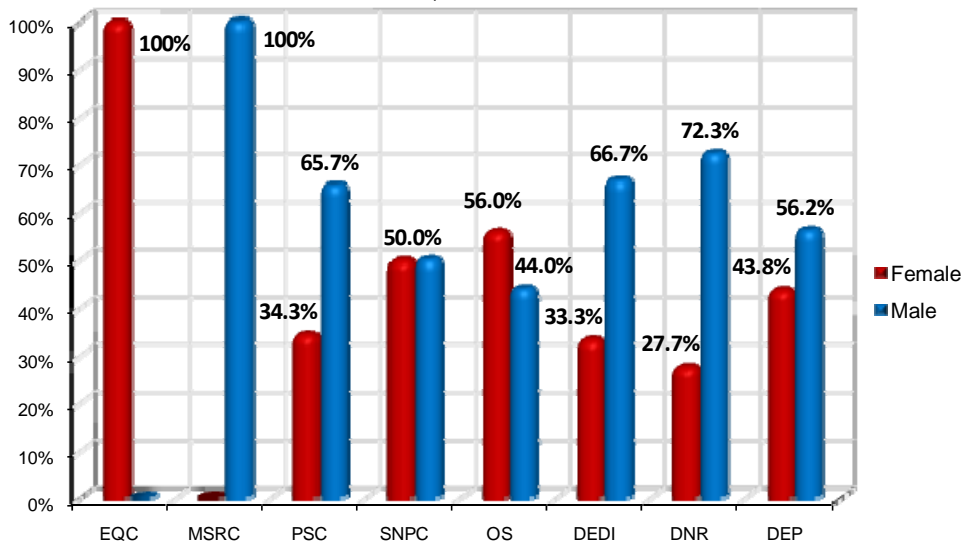
There are five departments that have more males than females. The two largest departments, the Department for Natural Resources and the Department for Environmental Protection have 27.7% and 43.8% females, respectively (981 males and 541 females).

Chart 4 illustrates the gender distribution of each department of the Energy & Environment Cabinet.

**Chart 3: Energy & Environment Cabinet: Gender Representation**  
September 2009



**Chart 4: Energy & Environment Cabinet: Gender Representation by Department**  
September 2009



## Ethnic/Racial Representation

The Energy & Environment Cabinet has only 5.1% minority employees, that is, 5% short from the Minority Hiring Goal of 10%. Out of 1,706 employees only 88 are minorities. African Americans and Other, both form only 1.4% each, while American Indians and Hispanics are less than 1% Asian Americans form 1.1% of the cabinet's total employment.

One of the two largest departments, the

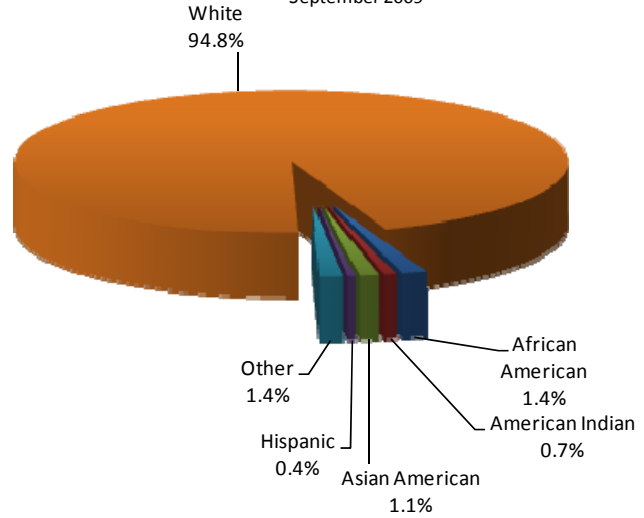
Department for Natural Resources, has 783

employees. There are only 8 African Americans or 1%, 2 American Indians or .3%, 1 Asian American or .1%, and 10 with classification of Other, which is 1.3%. Therefore, the entire department has only 2.7% minority employees. The second largest department, Department for Environmental Protection has 739 employees with 12 African Americans or 1.6%, 9 American Indians or 1.2%, 18 Asian Americans or 2.4%, 5 Hispanic or .7%, and 10 Other or 1.4%.

The table below furthers the distribution of ethnic/racial distribution of employees.

**Chart 5: Energy & Environment Cabinet: Ethnic/Racial Representation**

September 2009



**TABLE 10**

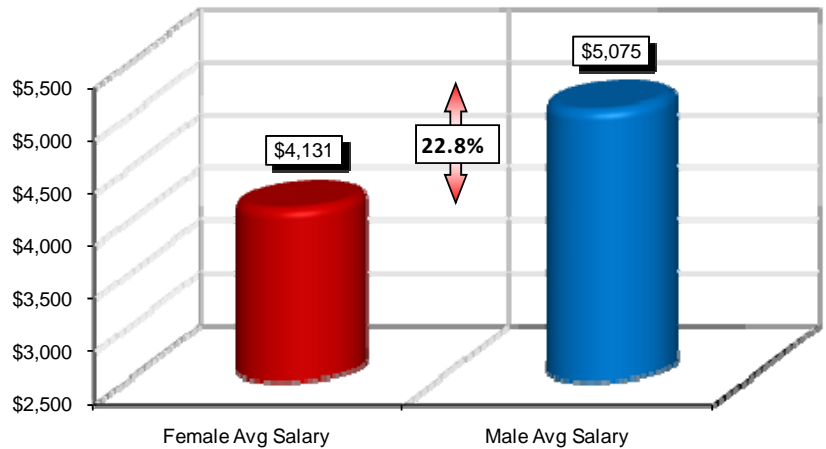
Department	African American	American Indian	Asian American	Hispanic	Other	White
Enviromental Qulaity Commission	<b>100.0%</b>	0.0%	0.0%	0.0%	0.0%	<b>0.0%</b>
Mine Safety Review Commission	0.0%	0.0%	0.0%	0.0%	0.0%	<b>100.0%</b>
Public Service Commission	<b>2.0%</b>	0.0%	<b>1.0%</b>	<b>1.0%</b>	<b>3.0%</b>	<b>92.9%</b>
State Nature Preserves Commission	<b>5.0%</b>	0.0%	0.0%	0.0%	0.0%	<b>95.0%</b>
Office of the Secretary	0.0%	<b>2.0%</b>	0.0%	<b>2.0%</b>	<b>2.0%</b>	<b>94.0%</b>
Dept. for Energy Development & Independence	0.0%	0.0%	0.0%	0.0%	0.0%	<b>100.0%</b>
Dept.for Natural Resources	<b>1.0%</b>	<b>0.3%</b>	<b>0.1%</b>	0.0%	<b>1.3%</b>	<b>97.3%</b>
Dept.for Enviromental Protection	<b>1.6%</b>	<b>1.2%</b>	<b>2.4%</b>	<b>0.7%</b>	<b>1.4%</b>	<b>92.7%</b>
Cabinet Total	<b>1.5%</b>	<b>0.7%</b>	<b>1.2%</b>	<b>0.4%</b>	<b>1.4%</b>	<b>94.8%</b>

## Average Salary and Gender

Chart 6 shows that the male average salary is higher than the female by 22.8%. Chart 7 looks at each department. The Environmental Quality Commission has only 2 females while the Mine Safety Review Commission has only one male employee. The State Nature Preserves Commission has the smallest gender gap in salary, that is, the male average salary is higher than the female by 4.7%. The Department of Environmental Protection follows with a gap of 12.8%. The Department for Natural Resources gender gap in salary is 24.1%.

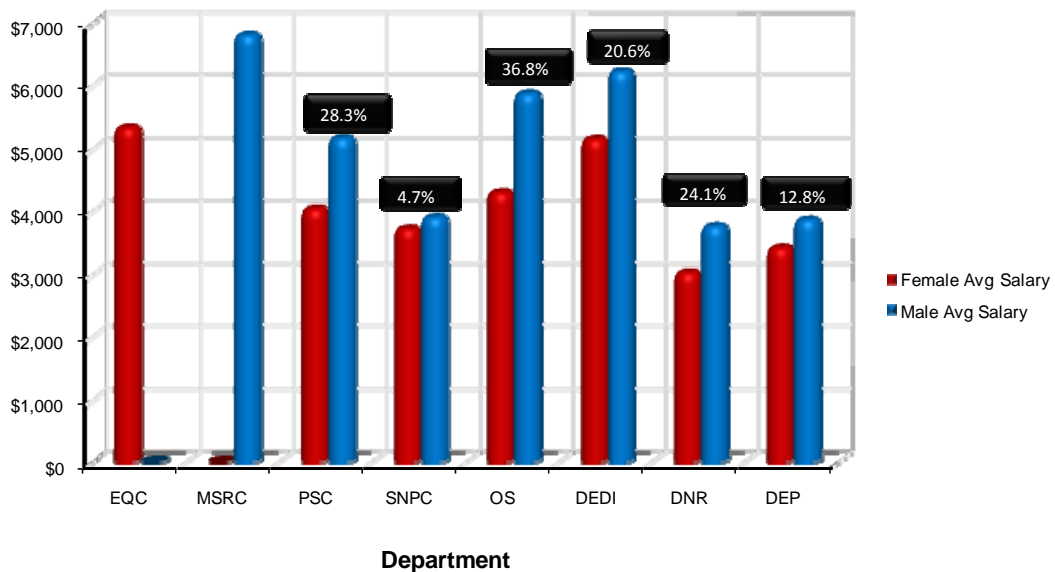
**Chart 6: Energy & Environment Cabinet: Avg. Salary by Gender**

September 2009



**Chart 7: Energy & Environment Cabinet: Avg. Salary by Gender in each Department**

September 2009



## Average Salary and Ethnicity/Race

This is another cabinet where the number of minority employees is dismal for a useful comparison. The table below, however, shows the average salary of all ethnic/racial employees in each department.

**TABLE 11: ENERGY AND ENVIRONMENT CABINET: MONTHLY AVG SALARY BY ETHNICITY**

Department	AF AMI#	AF AMI Avg Salary	AMI IN#	AMI IN Avg Salary	AS AMI#	AS AMI Avg Salary	HISP #	HISP Avg Salary	Other #	Other Avg Salary	White #	White Avg Salary
Environmental Quality Commission	2	\$5,325	0	\$0	0	\$0	0	\$0	0	\$0	0	\$0
Mine Safety Review Commission	0	\$0	0	\$0	0	\$0	0	\$0	0	\$0	1	\$6,807
Public Service Commission	2	\$5,051	0	\$0	1	\$5,062	1	\$4,453	3	\$4,559	92	\$4,770
State Nature Preserves Commission	1	\$2,048	0	\$0	0	\$0	0	\$0	0	\$0	19	\$3,893
Office of the Secretary	0	\$0	1	\$4,289	0	\$0	1	\$4,814	1	\$4,145	47	\$5,012
Dept. for Energy Development & Independence	0	\$0	0	\$0	0	\$0	0	\$0	0	\$0	12	\$5,855
Dept. for Natural Resources	8	\$3,252	2	\$2,673	1	\$6,065	0	\$0	10	\$3,430	762	\$3,551
Dept. for Environmental Protection	12	\$3,658	9	\$3,050	18	\$4,111	5	\$3,790	10	\$3,506	685	\$3,655
Cabinet Total	25	\$3,867	12	\$3,337	20	\$5,079	7	\$4,352	24	\$3,910	1,618	\$4,792

## FINANCE CABINET

The Kentucky Finance and Administration Cabinet is responsible for the construction of state facilities, property management, expenditure control, state purchasing and postal and printing services. They provide the administrative support and the facilities to enable agencies to provide the access to government that the public needs and deserves.<sup>5</sup>

### Cabinet Size: Number of Employees

The Finance Cabinet employs 1,851 employees in seven different departments. The Department of Revenue is the largest with nearly 900 employees. The Finance Cabinet represents 6.1% of the entire state workforce.

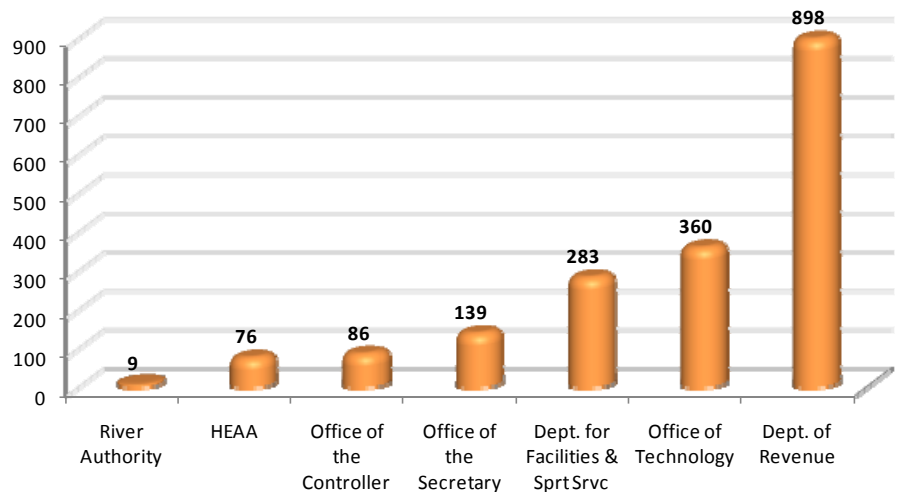
Chart 1 illustrates the size of the Finance Cabinet and its departments.

Chart 2 shows the percentage of employees in each department.

The three largest departments, the Department of Revenue, Office of Technology, and Department of Facilities, represent 83.2% of the total employment in the Finance Cabinet.

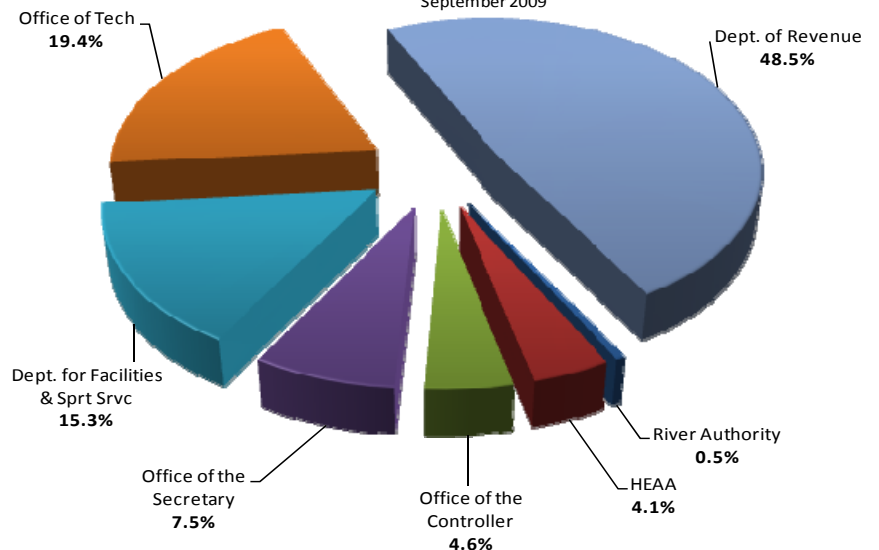
**Chart 1: Finance Cabinet: Number of Employees**

September 2009



**Chart 2: Finance Cabinet: Percentage of Employees in Each Department**

September 2009



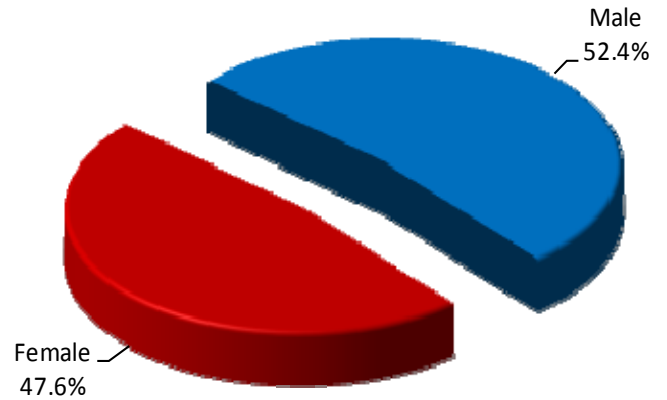
<sup>5</sup> Finance Cabinet: <http://finance.ky.gov/>

## Gender Representation

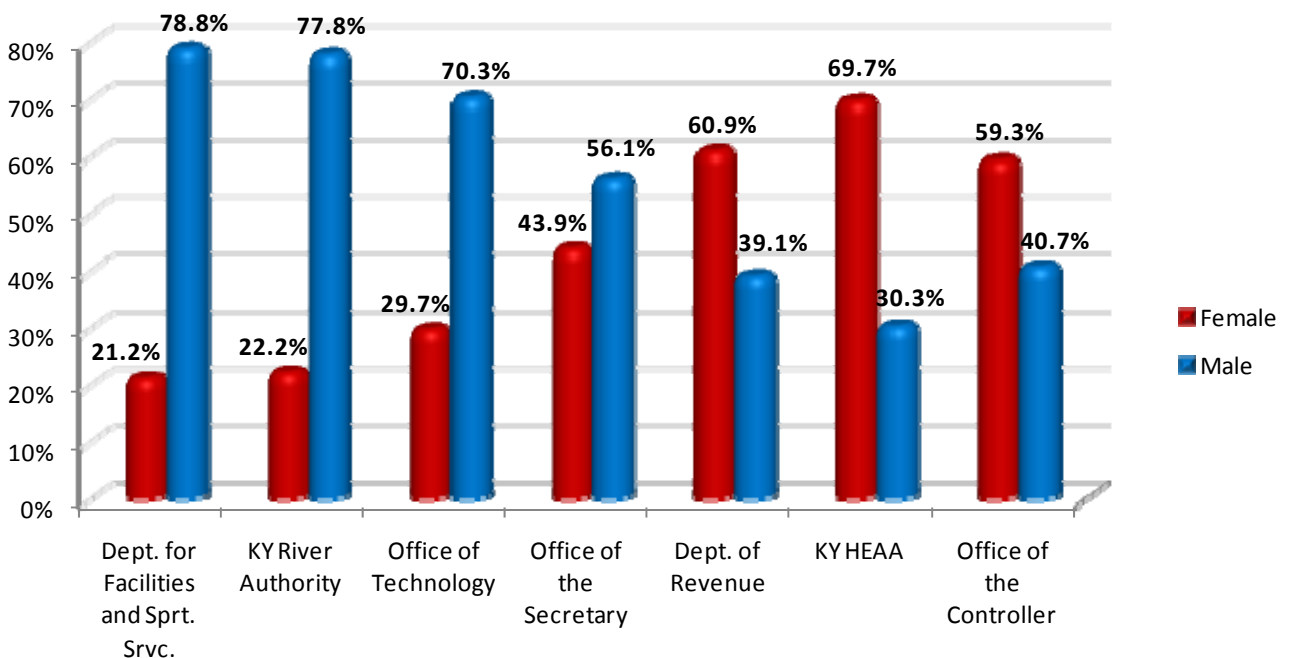
As chart 1 shows, the Finance Cabinet has 52.4% males and 47.6% females; therefore, it has not reached the Female Hiring Goal of 52.42%. The Finance Cabinet needs 4.8% more females to reach the FHG.

Chart 2 looks at the gender representation of all the cabinet's departments. There are three departments where there are more female employees than male employees. The Kentucky Higher Education Assistance Authority has the highest percentage of females, 69.7%, however, this amounts to only 4.1% of the cabinet's total employment. The Department of Revenue, the largest department in the cabinet, employs 61% females. The Office of Controller has 59.3% females and constitutes 4.6% of all its employees.

**Chart 3: Finance Cabinet: Gender Representation**  
September 2009



**Chart 4: Finance Cabinet: Gender Representation in each Department**  
September 2009



There are four departments that have more male employees than female. The Department for Facilities and Support Services has only 21.2% female employees and constitutes 15.3% of all the cabinet's employees (283). River Authority has 77.8% male but it's only .5% of all cabinet's employees. Office of Technology has 77.8% male employees and it comprises 19.4% of all cabinet's employees (360).

## Ethnic/Racial Representation

Table 1 illustrates minority employees in the Finance Cabinet. The cabinet has 8.3% minority employees; therefore, it has not reached the Minority Hiring Goal of 10%. The cabinet needs 1.7% more minority employees. The largest minority group is African American with 6.1%. The rest of minorities consist of about 1% or less. Looking at the three largest departments, the Department of Revenue has 8.2% minorities. The Office of Technology has almost 10% (9.7%) minorities and the Department for Facilities and Support Services has only 6.7%.

TABLE 12

Department	African American	American Indian	Asian American	Hispanic	Other	White
HEAA	<b>3.9%</b>	<b>1.3%</b>	0.0%	0.0%	0.0%	<b>94.7%</b>
Office of Technology	<b>4.7%</b>	<b>0.6%</b>	<b>1.9%</b>	<b>0.6%</b>	<b>1.9%</b>	<b>90.0%</b>
River Authority	0.0%	0.0%	0.0%	0.0%	0.0%	<b>100.0%</b>
Dept. of Revenue	<b>5.9%</b>	<b>0.3%</b>	<b>0.6%</b>	<b>0.1%</b>	<b>1.2%</b>	<b>91.8%</b>
Office of the Secretary	<b>12.9%</b>	0.0%	0.0%	0.0%	0.0%	<b>87.1%</b>
Office of the Controller	<b>4.7%</b>	0.0%	0.0%	0.0%	0.0%	<b>95.3%</b>
Dept. for Facilities & Spr Svc	<b>6.0%</b>	0.0%	0.0%	0.0%	<b>0.7%</b>	<b>93.3%</b>
Totals	<b>6.1%</b>	<b>0.3%</b>	<b>0.6%</b>	<b>0.2%</b>	<b>1.1%</b>	<b>91.6%</b>

The Office of the Secretary has the highest percentage of minority employees, 13%, with African Americans representing the entire percentage. Other than African Americans, no department has more than 2% in minority employees.



## Average Salary and Gender

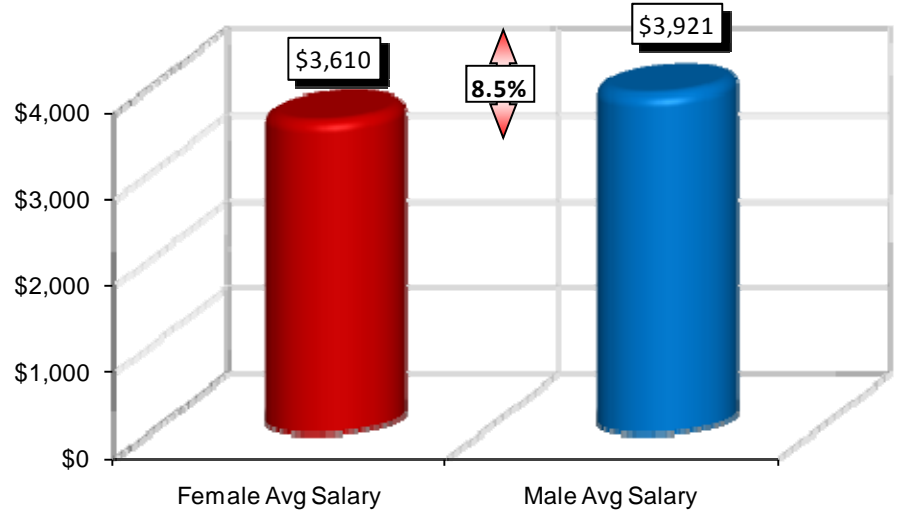
In the Finance Cabinet, the average monthly male salary is higher than the female by 8.5%, as chart 5 illustrates. Chart 6 looks at each department to see the salary gap. In only two departments, the female average salary is higher than the male, the Office of the Secretary and the Higher Education Assistance Authority by 6.8% and 4.2%, respectively.

In the largest department, the Department of Revenue, the gap is 9.2%, with male salaries higher than females.

In two departments, the Department for Facilities and Support Services and the Office of the Controller, the average male salary is higher than the female by 20.2% and 17.4%, respectively.

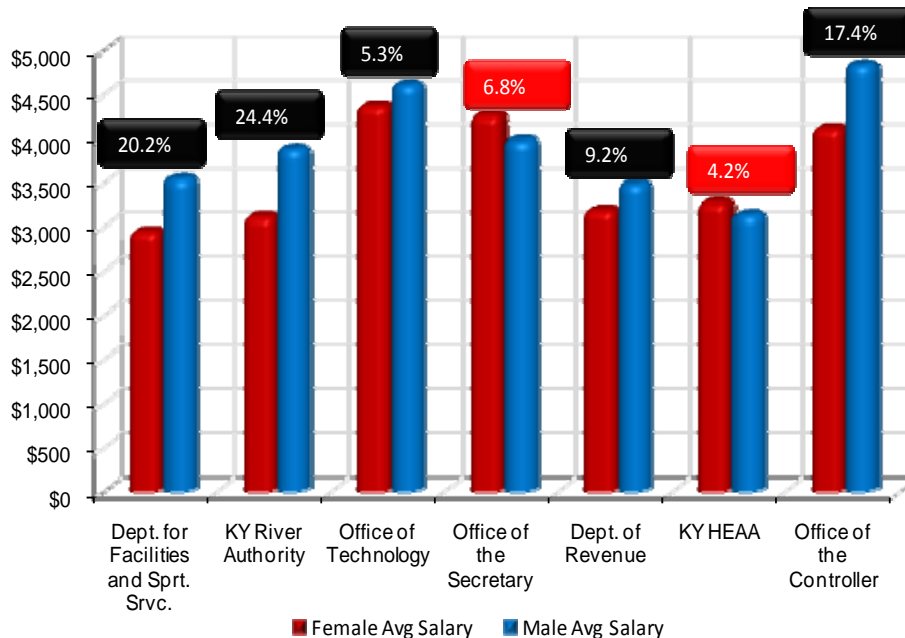
**Chart 5: Finance Cabinet: Avg. Salary by Gender**

September 2009



**Chart 6: Finance Cabinet: Avg. Salary by Gender in Each Department**

September 2009



## Average Salary and Ethnicity/Race

The table below shows the average salaries of minority and white employees in each department of the Finance Cabinet.

**TABLE 13: FINANCE CABINET: MONTHLY AVG SALARY BY ETHNICITY**

Department	AF AM #	AF AM Avg Salary	AM IN #	AM IN Avg Salary	AS AM #	AS AM Avg Salary	Hisp #	Hisp Avg Salary	Other #	Other Avg Salary	2Races #	2Race Avg Salary	White #	White Avg Salary
HEAA	3	\$3,431	1	\$3,606	0	\$0	0	\$0	0	\$0	0	\$0	72	\$3,218
Office of Technology	17	\$4,075	2	\$4,784	7	\$5,495	2	\$3,470	7	\$4,614	1	\$2,589	324	\$4,548
River Authority	0	\$0	0	\$0	0	\$0	0	\$0	0	\$0	0	\$0	9	\$3,709
Dept. of Revenue	53	\$3,165	3	\$2,682	5	\$2,822	1	\$2,741	11	\$2,580	1	\$2,589	824	\$3,329
Office of the Secretary	18	\$3,867	0	\$0	0	\$0	0	\$0	0	\$0	0	\$0	121	\$4,083
Office of the Controller	4	\$3,671	0	\$0	0	\$0	0	\$0	0	\$0	0	\$0	82	\$4,440
Dept. for Facilities & Spr. Srvcs.	17	\$2,412	0	\$0	0	\$0	0	\$0	2	\$2,012	0	\$0	264	\$3,474
Totals	112	\$3,437	6	\$3,691	12	\$4,158	3	\$3,105	20	\$3,069	2	\$2,589	1,696	\$3,829

## TOURISM, THE ARTS AND HERITAGE CABINET

Tourism, the arts and Kentucky heritage are the focus of our cabinet. Tourism development includes new attractions, new accommodations, expansion of existing tourism venues, convention/conference marketing, and sports venues. We encourage and provide support in market development for our artists, historic downtown redevelopment, equine headquarter expansion, expanding recreation opportunities, attracting international trade shows or sporting events, and expanding museums and special exhibits. All these activities contribute to Kentucky's economic success.

Tourism is a ten billion dollar a year industry in Kentucky and has earned recognition at the cabinet level. The arts are an essential part of quality life in the Commonwealth and a major component in everything we do including educating our children. Heritage preserves our traditions and tells our life stories. It includes the history, heritage and humanities groups that this cabinet represents. Kentucky places a high value on tourism, arts and heritage.

### Cabinet Size: Number of Employees

The Tourism Cabinet has 2,066 employees working in 10 different departments, of which the Department of Parks is by far the largest with 1,045 employees, followed by the Department of Fish & Wildlife Resources and the State Fair Board with 430 and 271 employees, respectively. Chart 1 shows the number of employees in each department.

**Chart 1: Tourism Cabinet: Number of Employees by Department**

September 2009

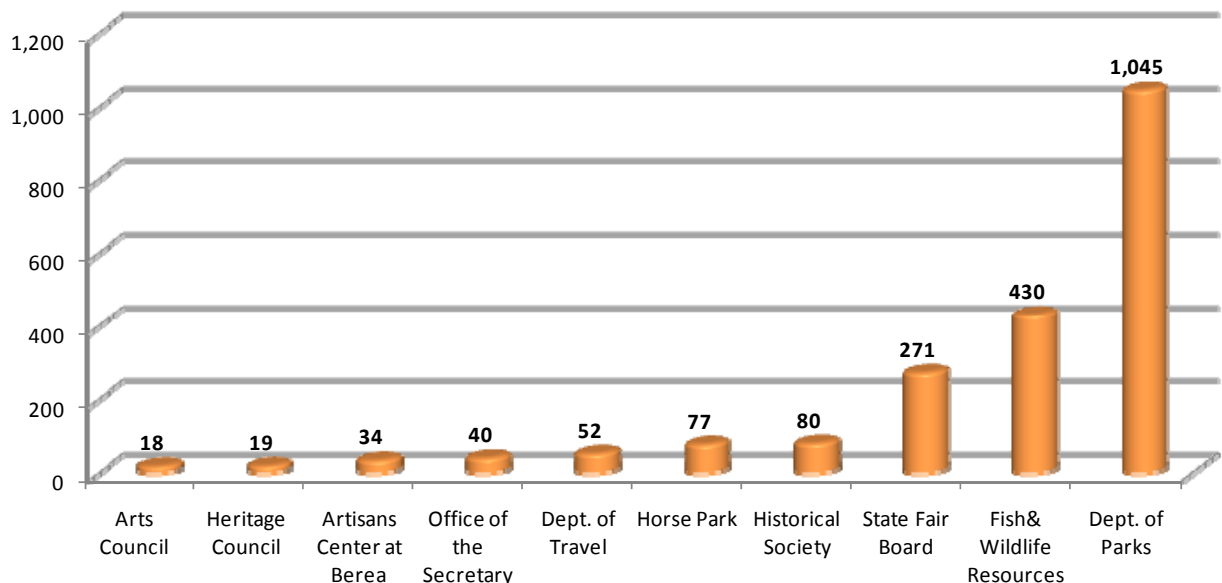
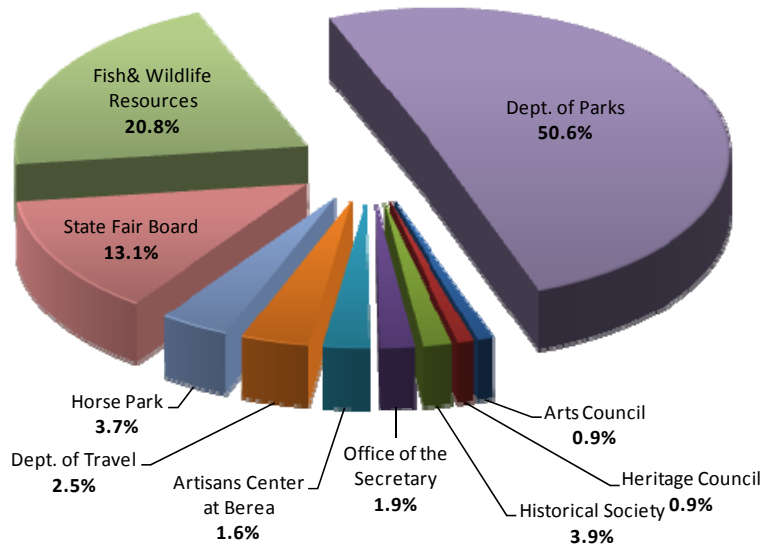


Chart 2 shows the percentage of employees in each department. The three largest departments, Department of Parks, Department of Fish & Wildlife Resources and State Fair Board, constitute nearly 85% of all the cabinet's employees.

**Chart 2: Tourism Cabinet: Percentage of Employees in each Department**  
September 2009

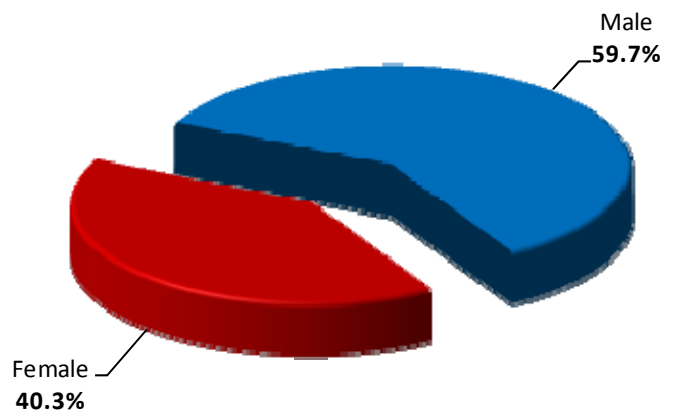


## Gender Representation

As chart 3 illustrates, the Tourism Cabinet employs nearly 60% males and 40% females, therefore, the cabinet has not reached the Female Hiring Goal of 52.42%, and it needs 12.2% more females in its workforce.

Chart 4 details the gender distribution in all the cabinet's departments. There are six departments that have more females than males; however, those departments are small in size. Looking at the three largest departments, the Department of Parks employs 46.2% females out of a total of 1,045 employees; Department of Fish & Wildlife Resources has only 16.3% females of total of 430 employees; and the State Fair Board has only 34.3% females out of a total of 271 employees.

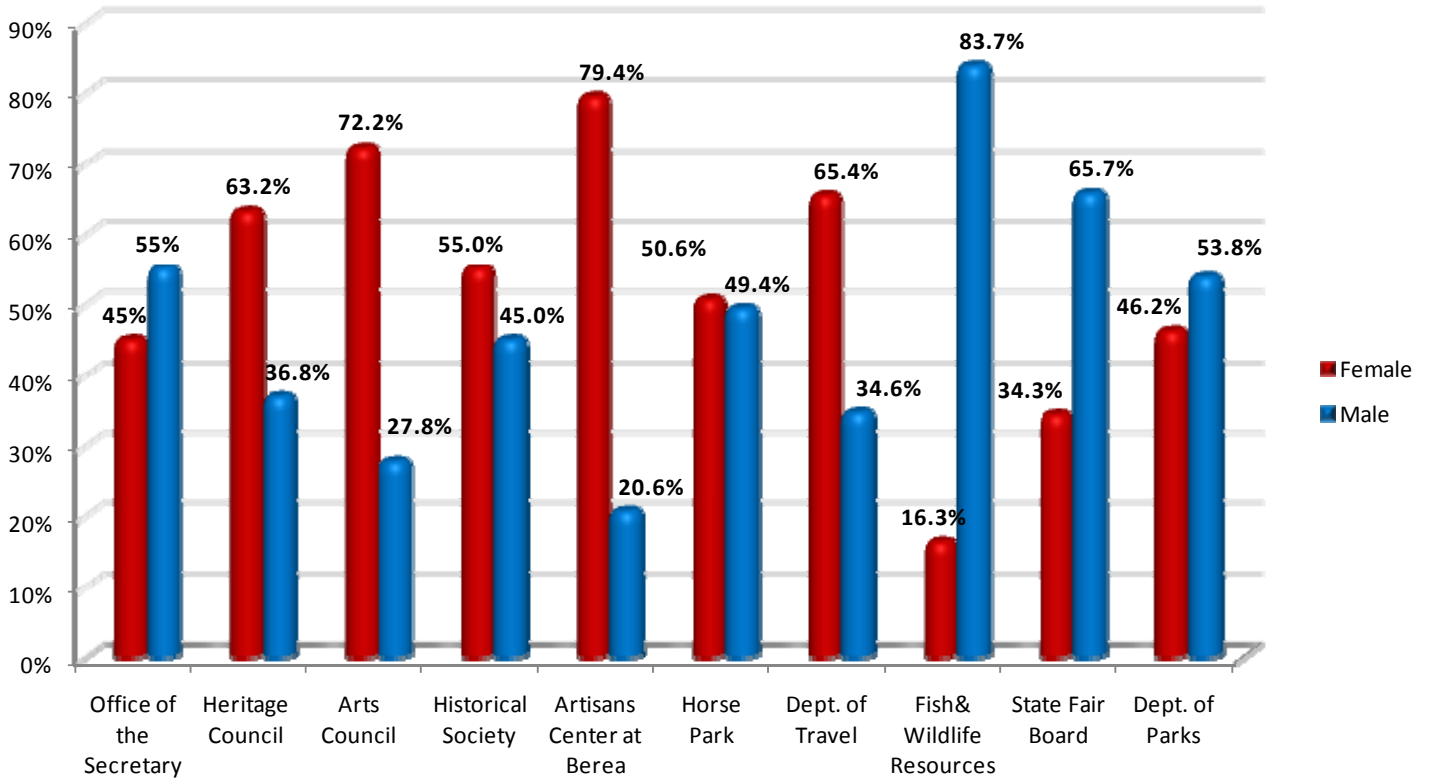
**Chart 3: Tourism Cabinet: Gender Representation**  
September 2009



Gender representation in each department is best understood when knowing the size of each department.

**Chart 4: Tourism Cabinet: Percentage of Gender Representation**

September 2009

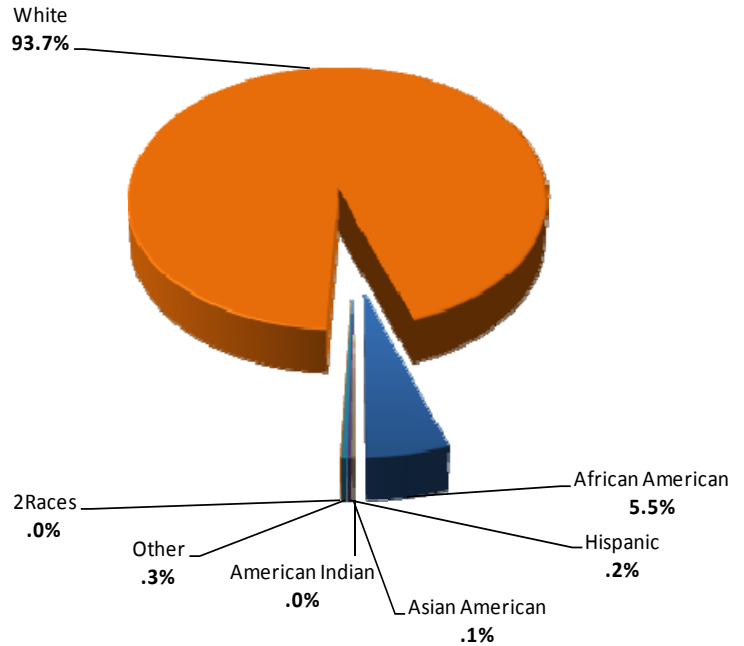


## Ethnic/Racial Representation

The Tourism Cabinet employs only 6.3% minority employees; therefore, it has not reached the Minority Hiring Goal of 10%. It needs 3.7% more minorities. African American is the largest minority group with 5.5% of all the cabinet's employees. Although chart 5 shows that American Indian and two-races both have .0%, there is 1 employee of each group.

The table below shows the percentage of minorities in all departments. All minorities combined form less than 10% in each department except for the State Fair Board, which has 21% African Americans.

**Chart 5: Tourism Cabinet: Ethnic/Racial Representation**  
September 2009



**TABLE 14: TOURISM CABINET: ETHNIC/RACIAL REPRESENTATION**

Department	African American	American Indian	Asian American	Hispanic	Other	2 Races	White
Arts Council	0.0%	0.0%	0.0%	5.6%	0.0%	0.0%	94.4%
Heritage Council	0.0%	0.0%	0.0%	0.0%	0.0%	5.3%	94.7%
Office of the Secretary	7.5%	0.0%	0.0%	0.0%	0.0%	0.0%	92.5%
Historical Society	2.5%	0.0%	0.0%	1.3%	1.3%	0.0%	95.0%
Artisans Center at Berea	8.8%	0.0%	0.0%	0.0%	0.0%	0.0%	91.2%
Dept. of Tourism	7.7%	0.0%	0.0%	0.0%	0.0%	0.0%	92.3%
Horse Park	3.9%	0.0%	0.0%	1.3%	1.3%	0.0%	93.5%
State Fair Board	21.0%	0.0%	0.0%	0.4%	0.4%	0.0%	78.2%
Fish & Wildlife Resources	2.1%	0.2%	0.2%	0.0%	0.5%	0.0%	97.0%
Dept. of Parks	3.2%	0.0%	0.1%	0.1%	0.2%	0.0%	96.5%
<b>CABINET TOTAL</b>	<b>5.5%</b>	<b>0.0%</b>	<b>0.1%</b>	<b>0.2%</b>	<b>0.3%</b>	<b>0.0%</b>	<b>93.7%</b>

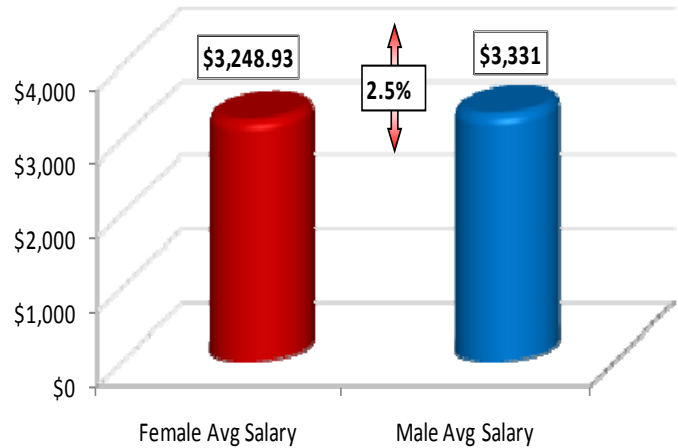
## Average Salary and Gender

The average male salary is higher than the female average salary by 2.5% in the Tourism Cabinet as chart 6 shows.

Chart 7 shows that there are only 3 departments where the female has higher salary than the male, the Office of the Secretary, 18.1%, Artesian Center at Berea, 16%, and State Fair Board, 15.3% (given that females represent only 34.3%). The largest gap exists at the largest department, Department of Parks, where the male average salary is higher than the female by 26.5% given that females represent 46.2% of its employees.

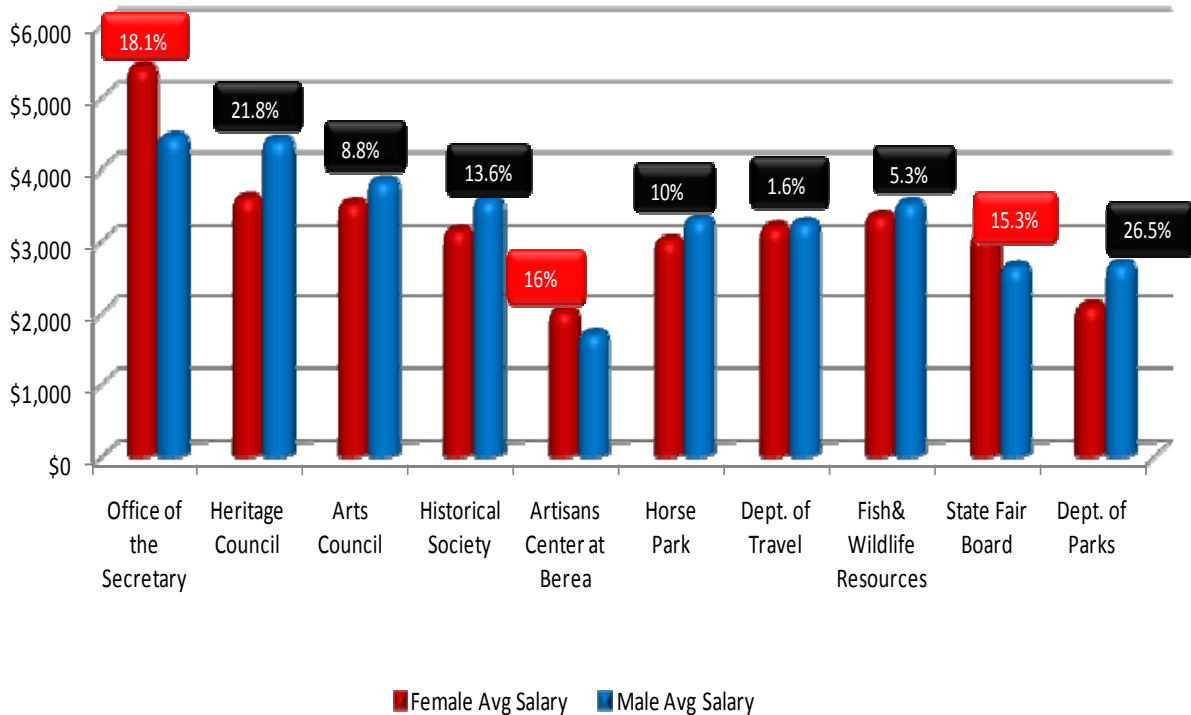
**Chart 6: Tourism Cabinet: Avg. Salary by Gender**

September 2009



**Chart 7: Tourism Cabinet: Avg. Salary by Gender**

September 2009



## Average Salary and Ethnicity/Race

The following table shows the average salaries of all minorities in the Tourism Cabinet.

**TABLE 15: TOURISM CABINET: MONTHLY AVG SALARY BY ETHNICITY**

Department	AF AM #	AF AM Avg Salary	AM IN #	AM IN Avg Salary	AS AM #	AS AM Avg Salary	Hisp #	Hisp Avg Salary	Other #	Other Avg Salary	2Races #	2Races Avg Salary	White #	White Avg Salary
Arts Council	0	\$0.00	0	\$0.00	0	\$0.00	1	\$3,998.36	0	\$0.00	0	\$0.00	17	\$3,591.20
Heritage Council	0	\$0.00	0	\$0.00	0	\$0.00	0	\$0.00	0	\$0.00	1	\$3,409.52	18	\$3,918.82
Office of the Secretary	3	\$5,123.41	0	\$0.00	0	\$0.00	0	\$0.00	0	\$0.00	0	\$0.00	37	\$4,862.58
Historical Society	2	\$2,046.30	0	\$0.00	0	\$0.00	1	\$2,211.66	1	\$5,416.68	0	\$0.00	76	\$3,359.05
Artisans Center at Berea	3	\$1,717.12	0	\$0.00	0	\$0.00	0	\$0.00	0	\$0.00	0	\$0.00	31	\$1,987.07
Dept. of Travel	4	\$3,075.41	0	\$0.00	0	\$0.00	0	\$0.00	0	\$0.00	0	\$0.00	48	\$3,224.17
Horse Park	3	\$2,018.41	0	\$0.00	0	\$0.00	1	\$1,462.07	1	\$3,535.13	0	\$0.00	72	\$3,218.35
State Fair Board	57	\$2,126.47	0	\$0.00	0	\$0.00	1	\$2,090.05	1	\$3,579.16	0	\$0.00	212	\$2,972.09
Fish & Wildlife Resources	9	\$3,502.40	1	\$2,546.92	1	\$3,749.42	0	\$0.00	2	\$3,109.11	0	\$0.00	417	\$3,504.13
Dept. of Parks	33	\$2,478.63	0	\$0.00	1	\$1,935.44	1	\$1,550.64	2	\$2,199.95	0	\$0.00	1,008	\$2,398.56
CABINET TOTAL	114	\$2,761.02	1	\$2,546.92	2	\$2,842.43	5	\$2,262.56	7	\$3,568.01	1	\$3,409.52	1,936	\$3,303.60



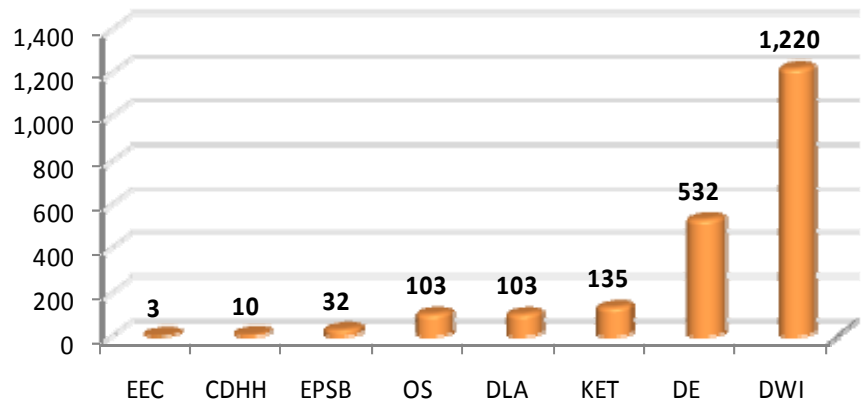
## EDUCATION CABINET

### Cabinet Size: Number of Employees

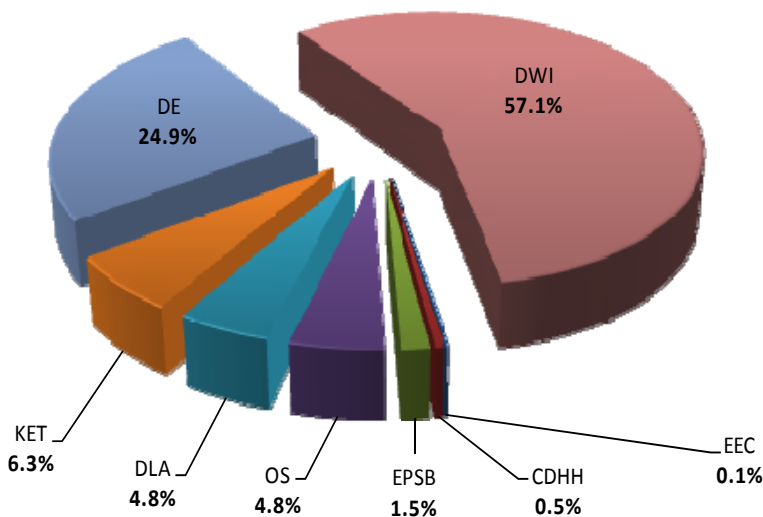
The Education Cabinet has 2,138 employees in eight different departments.

The Department of Workforce Investment and the Department of Education are by far the largest; together, they constitute 82% of the Education Cabinet's total employees. Three cabinets, Kentucky Educational Television, Department for Libraries and Archives, and Office of the Secretary, have about 100 employees. Chart 2 shows the percentage of employees in each department.

**Chart 1: Education Cabinet: Number of Employees by Department**  
September 2009



**Chart 2: Education Cabinet: Percentage of Employees by Department**  
September 2009



Department	Abbrev.
Education Professional Standards Board	EPSB
Commission on Deaf & Hard Hearing	CDHH
Environmental Education Council	EEC
Office of the Secretary	OS
Department for Workforce Investment	DWI
Department of Education	DE
KY Educational TV	KET
Department For Libraries and Archives	DLA

## Gender Representation

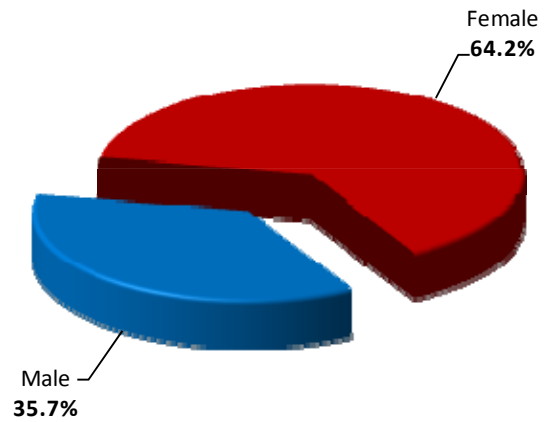
As chart 3 illustrates, the Education Cabinet has 64.2% female employees and 35.7% male; therefore, the cabinet has surpassed the Female Hiring Goal of 52.42%, by 9.5%.

Except in one department, Kentucky Educational Television, all departments have more female than male employees.

Chart 4 details the gender distribution in all departments.

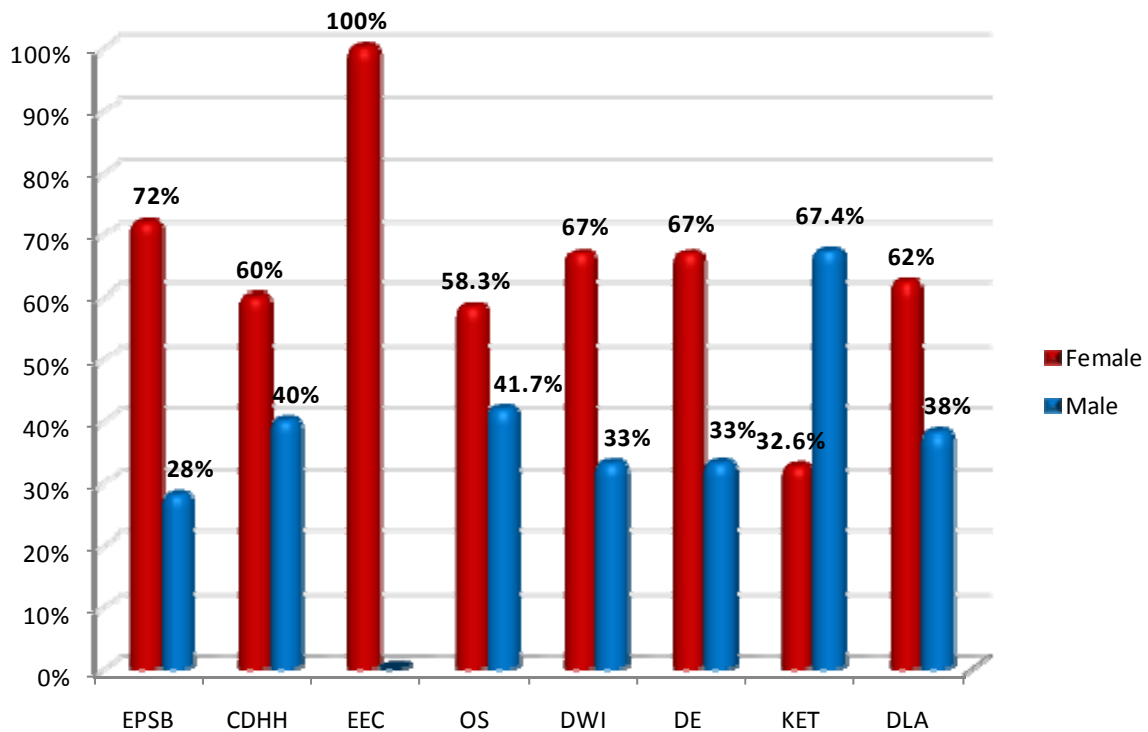
**Chart 3: Education Cabinet: Gender Representation**

September 2009



**Chart 4: Education Cabinet: Gender Representation by Department**

September 2009



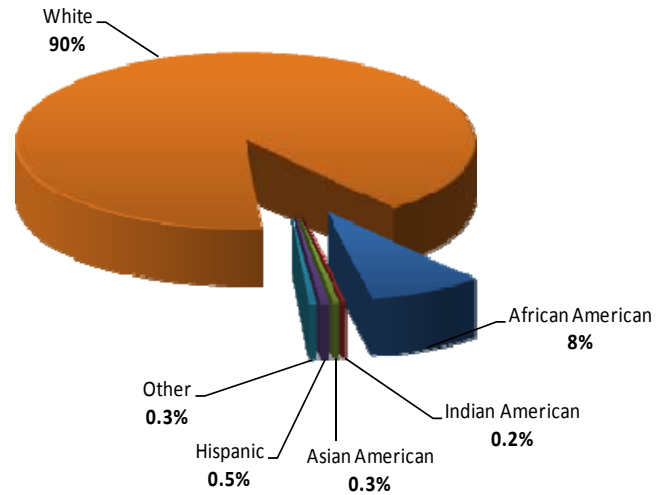
## Ethnic/Racial Representation

The Education Cabinet has reached the Minority Hiring Goal of 10%. African Americans are the largest minority, forming 8% of all employees, Indian Americans, .2%, Asian Americans, .3%, Hispanic, .5%, and Other, .3% as chart 5 shows.

The table below looks at how the minorities distributed throughout the Education Cabinet departments.

The largest department, Department for Workforce Investment, has less than 10% minorities while the second largest department, Department of Education, has 14.3% minority employees.

**Chart 5: Education Cabinet: Ethnic Representation**  
September 2009



**TABLE 16: EDUCATION CABINET: ETHNIC/RACIAL REPRESENTATION**

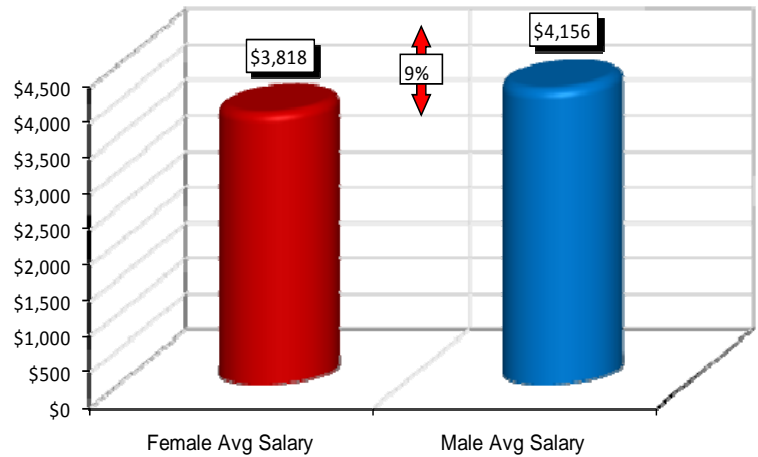
Department	African American	Indian American	Asian American	Hispanic	Other	White
EPSB	12.5%	3.1%	3.1%	0.0%	0.0%	81.3%
CDHH	10.0%	0.0%	0.0%	0.0%	0.0%	90.0%
EEC	0.0%	33.3%	0.0%	0.0%	0.0%	66.7%
OS	6.8%	0.0%	0.0%	0.0%	0.0%	93.2%
DWI	6.7%	0.2%	0.6%	0.9%	0.4%	91.1%
DE	12.0%	0.2%	0.6%	0.4%	1.1%	85.7%
KET	7.4%	0.0%	0.0%	0.0%	0.0%	92.6%
DLA	3.9%	0.0%	0.0%	0.0%	0.0%	96.1%
Cabinet Total	8.0%	0.3%	0.5%	0.6%	0.5%	90.0%

## Average Salary and Gender

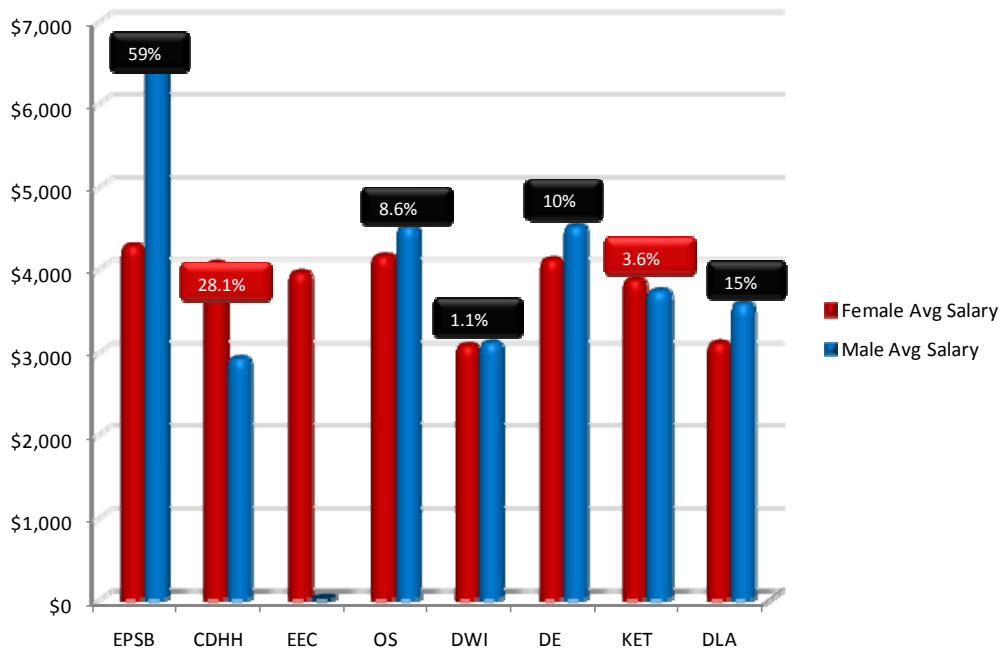
Although females form 62.4% of the Education Cabinet, the male average salary is higher by 9% than the female average salary.

In five departments, the average male salary is higher than the female and in two departments, the female average salary is higher than the male as chart 7 shows. The Education Professional Standards Board has only 3 females. In the largest department, Department of Investment, the gender gap in salary is 1.1%.

**Chart 6: Education Cabinet: Avg. Salary Based on Gender**  
September 2009



**Chart 7: Education Cabinet: Avg. Salary by Gender in Each Department**  
September 2009



## Average Salary and Ethnicity/Race

**TABLE 17: EDUCATION CABINET: AVG MONTHLY SALARY BY ETHNICITY**

Department	AF AM Avg Salary	IN AM Avg Salary	AS AM Avg Salary	HISP Avg Salary	Other Avg Salary	2R Avg Salary	White Avg Salary
EPSB	\$5,270	\$3,182	\$4,725	\$0	\$0	\$0	\$5,011
CDHH	\$2,717	\$0	\$0	\$0	\$0	\$0	\$3,697
EEC	\$0	\$2,719	\$0	\$0	\$0	\$0	\$4,554
OS	\$3,852	\$0	\$0	\$0	\$0	\$0	\$4,324
DWI	\$3,022	\$2,915	\$3,000	\$2,536	\$2,663	\$2,549	\$3,095
DE	\$3,896	\$4,416	\$4,543	\$4,250	\$3,067	\$0	\$4,296
KET	\$3,837	\$0	\$0	\$0	\$0	\$0	\$3,757
DLA	\$2,937	\$0	\$0	\$0	\$0	\$0	\$3,291
Cabinet Total	\$3,647	\$3,308	\$4,089	\$3,393	\$2,865	\$2,549	\$4,003

## GENERAL GOVERNMENT CABINET

The General Government is comprised of a large number of departments, commissions, and boards. For the sake of simplicity, this report divides these entities into two sections, one for boards and the other for departments and commissions. The General Government has 47 entities that employ 2,157 employees; some of them have only one employee while others have hundreds.

### Cabinet Size: Number of Employees

Chart 1a shows the size of the General Government's departments and commissions. These 26 departments and commissions have 1,971 employees. The Department of Veterans Affairs is the largest department with 765 employees and is followed by the Department of Agriculture, which has 263 employees.

**Chart 1a: General Government: Number of Employees by Department**

September 2009

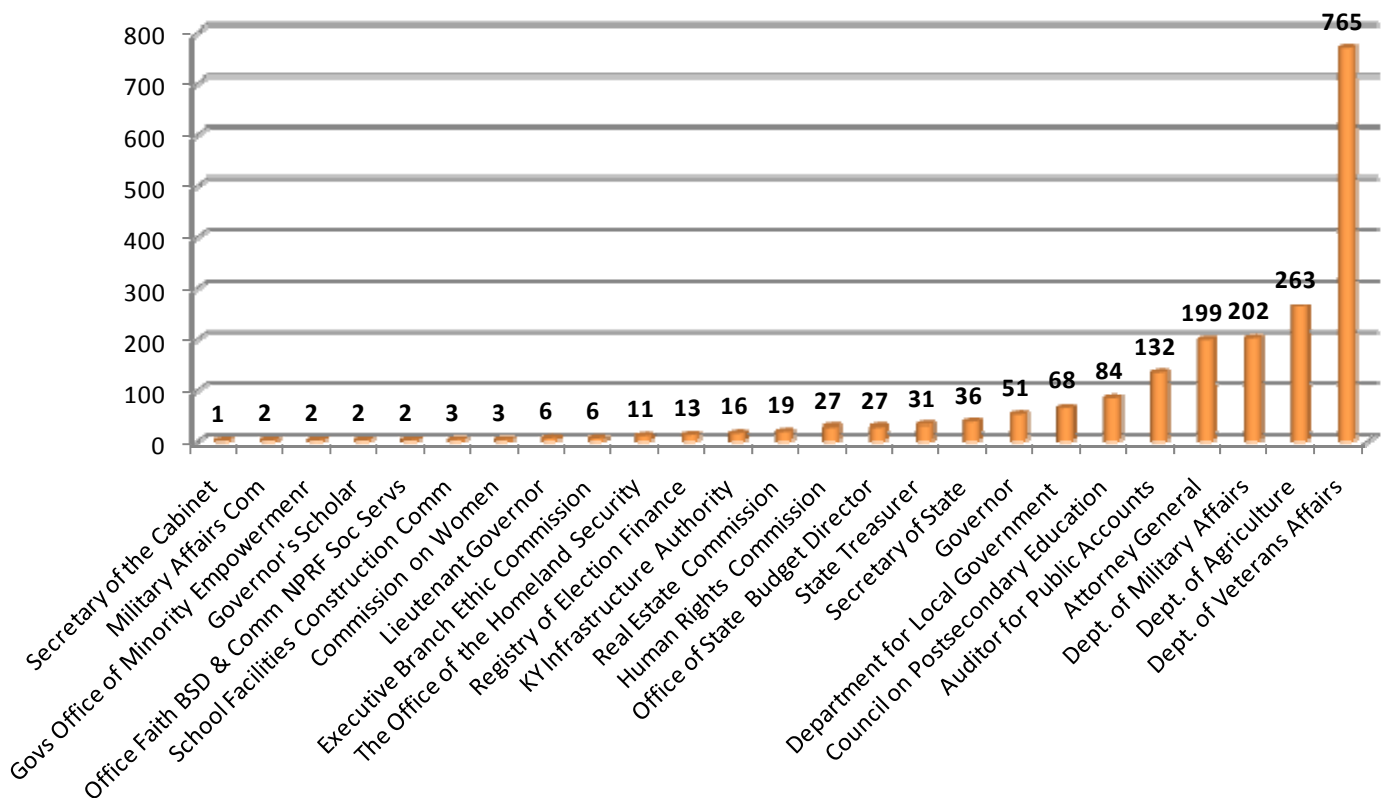
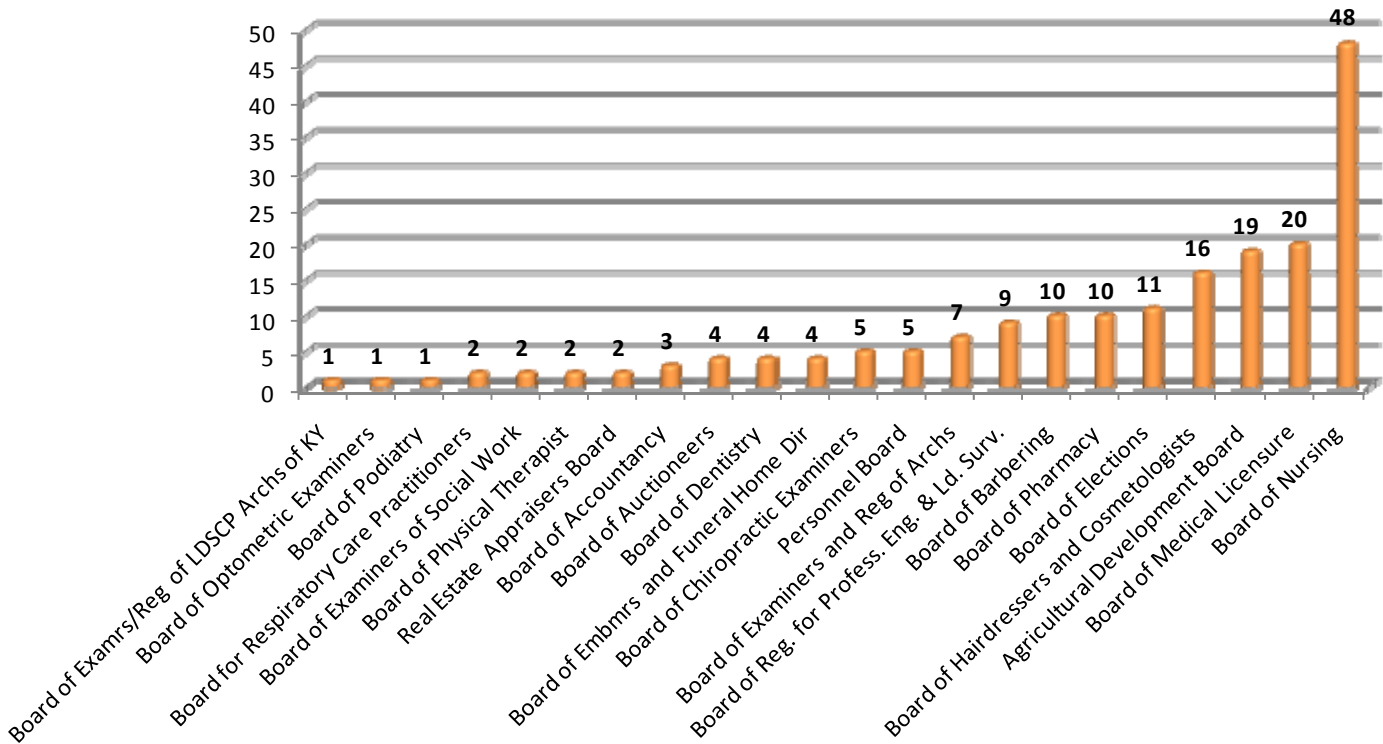


Chart 1b shows the size of General Government's boards. These 22 boards employ 186 employees. The Board of Nursing is the largest with 48 employees followed by the Board of Medical Licensing which has 20 employees.

**Chart 1b: General Government: Number of Employees by Board**

September 2009



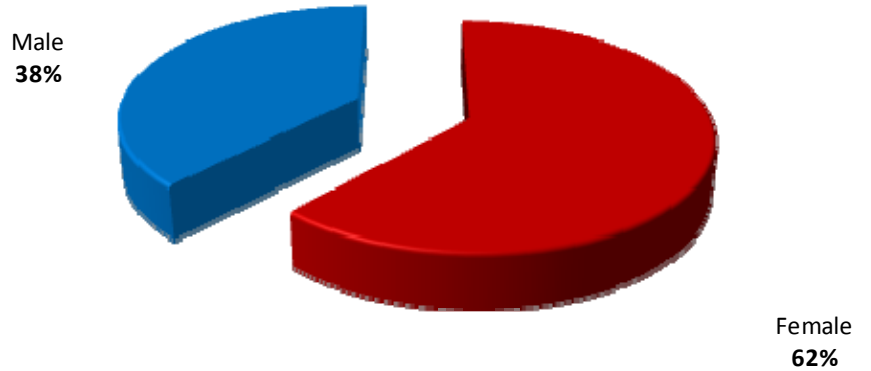
## Gender Representation

Overall, the entire General Government body has 62% females and 38% males; therefore, it surpasses the Female Hiring Minority Goal by 9.58%.

in almost all General Government's departments and commissions, the percentage of female employees is higher than that of male employees as figure 3a shows.

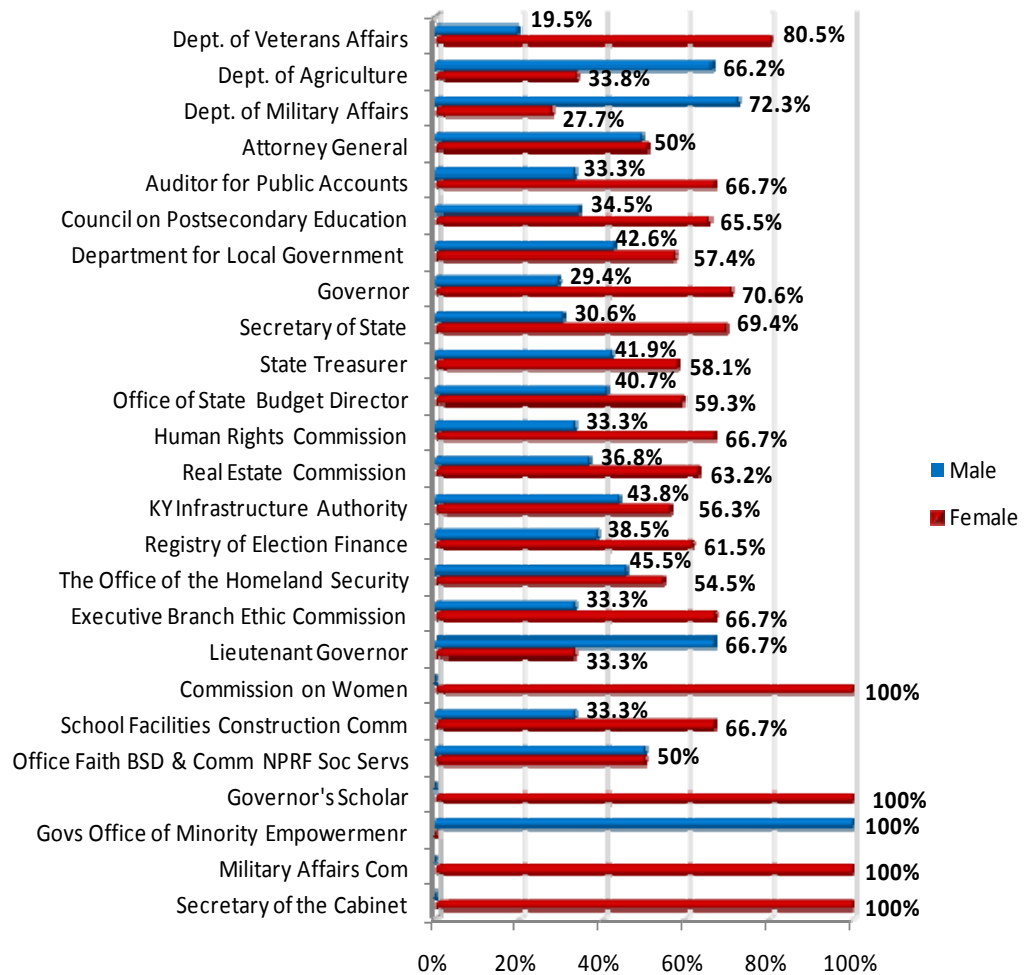
**Chart 2: General Government: Gender Representation**

September 2009



**Chart 3a: General Government: Gender Representation in Departments/Commissions**

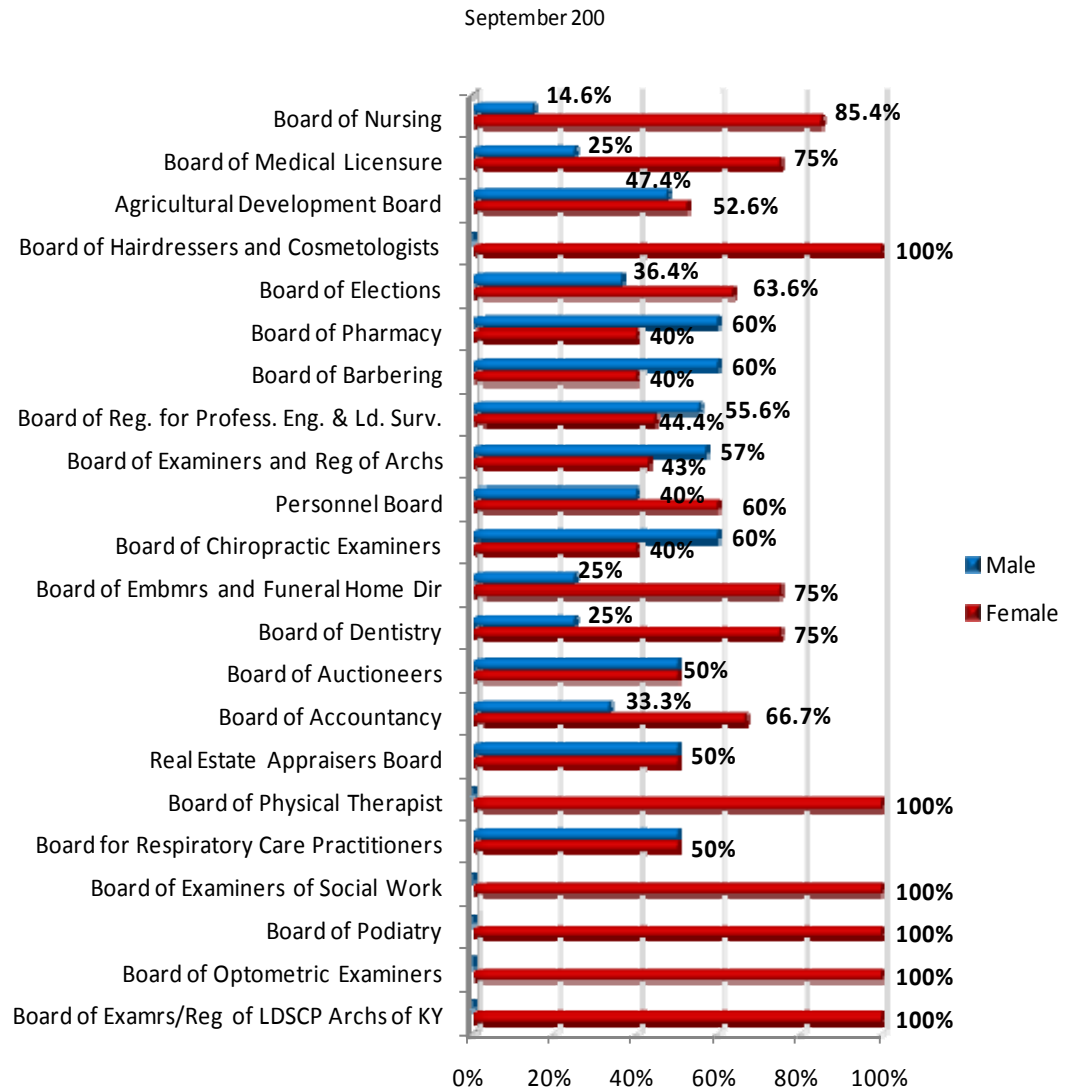
September 2009





Regarding the boards, women are also well represented. In most of the staff's boards, the percentage of women is higher than that of the men, as chart 3b illustrates.

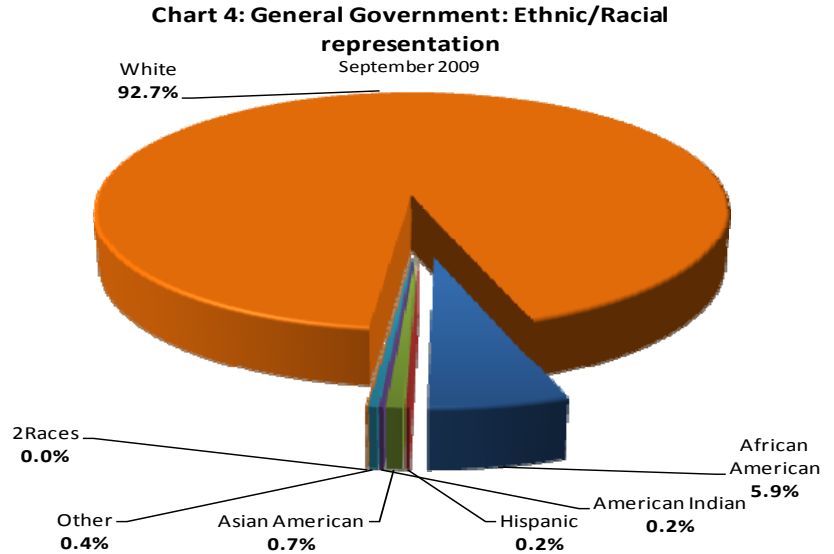
**Chart 3b: General Government: Gender Representation in Boards**



## Ethnic/Racial Representation

The General Government has only 7.3% minority employees; therefore, it has not reached the Minority Hiring Goal of 10%. The General Government needs 2.7% minority employees to reach the MHG. African American employees form nearly 6% and all other ethnic groups form less than 1% each.

The following table shows all ethnic/racial groups in all departments and commissions. Considering the size of each department or commission, the Kentucky Commission on Human Rights is the most diversified commission in the entire General Government with 52% minority employees.



**TABLE 18: GENERAL GOVERNMENT: ETHNIC/RACIAL REPRESENTATION**

Department	African American	American Indian	Asian American	Hispanic	Other	2 Races	White
Agricultural Development Board	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	100.0%
Board of Accountancy	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	100.0%
Board of Auctioneers	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	100.0%
Board of Barbering	20.0%	0.0%	0.0%	0.0%	0.0%	0.0%	80.0%
Board of Chiropractic Examiners	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	100.0%
Board of Dentistry	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	100.0%
Board of Elections	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	100.0%
Board of Embmrs and Funeral Home Dir	25.0%	0.0%	0.0%	0.0%	0.0%	0.0%	75.0%
Board of Examiners and Reg of Archs	14.3%	0.0%	0.0%	0.0%	0.0%	0.0%	85.7%
Board of Examrs/Reg of LDSCP Archs of KY	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	100.0%
Board of Examiners of Social Work	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	100.0%
Board of Hairdressers and Cosmetologists	0.0%	0.0%	6.3%	0.0%	0.0%	0.0%	93.8%
Board of Medical Licensure	0.0%	0.0%	0.0%	0.0%	5.0%	0.0%	95.0%
Board of Nursing	18.8%	0.0%	4.2%	0.0%	0.0%	0.0%	77.1%
Board of Optometric Examiners	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	100.0%
Board for Respiratory Care Practitioners	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	100.0%
Personnel Board	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	100.0%
Board of Pharmacy	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	100.0%
Board of Physical Therapist	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	100.0%
Board of Podiatry	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	100.0%
Real Estate Appraisers Board	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	100.0%
Board of Reg. for Profess. Eng. & Ld. Surv.	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	100.0%
<b>Total</b>	<b>7.0%</b>	<b>0.0%</b>	<b>1.6%</b>	<b>0.0%</b>	<b>0.5%</b>	<b>0.0%</b>	<b>90.9%</b>

The following table illustrates the second part of the General Government, the boards. All the boards have 9.1% minority employees.

**TABLE 19: GENERAL GOVERNMENT: ETHNIC/RACIAL REPRESENTATION**

Department	African American	American Indian	Asian American	Hispanic	Other	2Races	White
Dept. of Agriculture	3.4%	0.4%	1.1%	0.4%	1.1%	0.0%	93.5%
Attorney General	6.0%	0.0%	0.5%	0.0%	0.0%	0.0%	93.5%
Auditor for Public Accounts	6.1%	0.0%	1.5%	0.0%	0.0%	0.0%	92.4%
Registry of Election Finance	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	100.0%
Governor	7.8%	2.0%	2.0%	0.0%	0.0%	0.0%	88.2%
Dept. of Veterans Affairs	5.4%	0.1%	0.5%	0.3%	0.0%	0.1%	93.7%
Military Affairs Com	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	100.0%
KY Infrastructure Authority	0.0%	0.0%	0.0%	0.0%	6.3%	0.0%	93.8%
Lieutenant Governor	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	100.0%
The Office of the Homeland Security	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	100.0%
Dept. of Military Affairs	2.5%	0.5%	0.0%	0.0%	0.5%	0.0%	96.5%
Govs Office of Minority Empowerment	100.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Governor's Scholar	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	100.0%
Office Faith BSD & Comm NPRF Soc Servs	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	100.0%
Secretary of the Cabinet	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	100.0%
Department for Local Government	7.4%	0.0%	0.0%	0.0%	0.0%	0.0%	92.6%
Secretary of State	2.8%	0.0%	0.0%	0.0%	0.0%	0.0%	97.2%
State Treasurer	6.5%	0.0%	0.0%	0.0%	0.0%	0.0%	93.5%
School Facilities Construction Comm	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	100.0%
Executive Branch Ethic Commission	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	100.0%
Human Rights Commission	51.9%	0.0%	0.0%	3.7%	0.0%	0.0%	44.4%
Real Estate Commission	15.8%	0.0%	0.0%	0.0%	0.0%	0.0%	84.2%
Commission on Women	33.3%	0.0%	0.0%	0.0%	0.0%	0.0%	66.7%
Council on Postsecondary Education	8.3%	0.0%	1.2%	0.0%	1.2%	0.0%	89.3%
Office of State Budget Director	0.0%	0.0%	0.0%	0.0%	3.7%	0.0%	96.3%
Total	5.8%	0.2%	0.6%	0.2%	0.4%	0.1%	92.8%

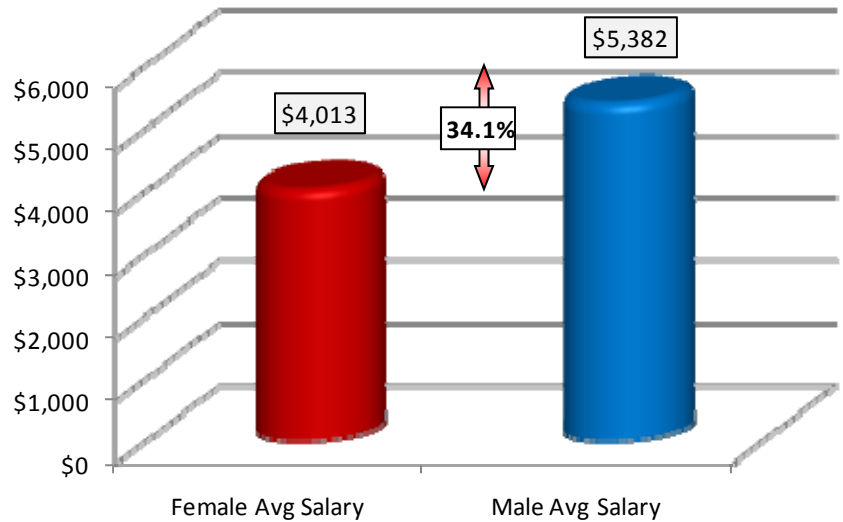
## Average Salary and Gender

In the General Government, the average male salary is higher than the female by 34.1%.

By looking at the two charts, chart 6a & chart 6b, it is clearly shown that the average male salary is higher in almost all departments, commissions, and boards except the entities where the only employees are females.

**Chart 5: General Government: Avg. Salary by Gender**

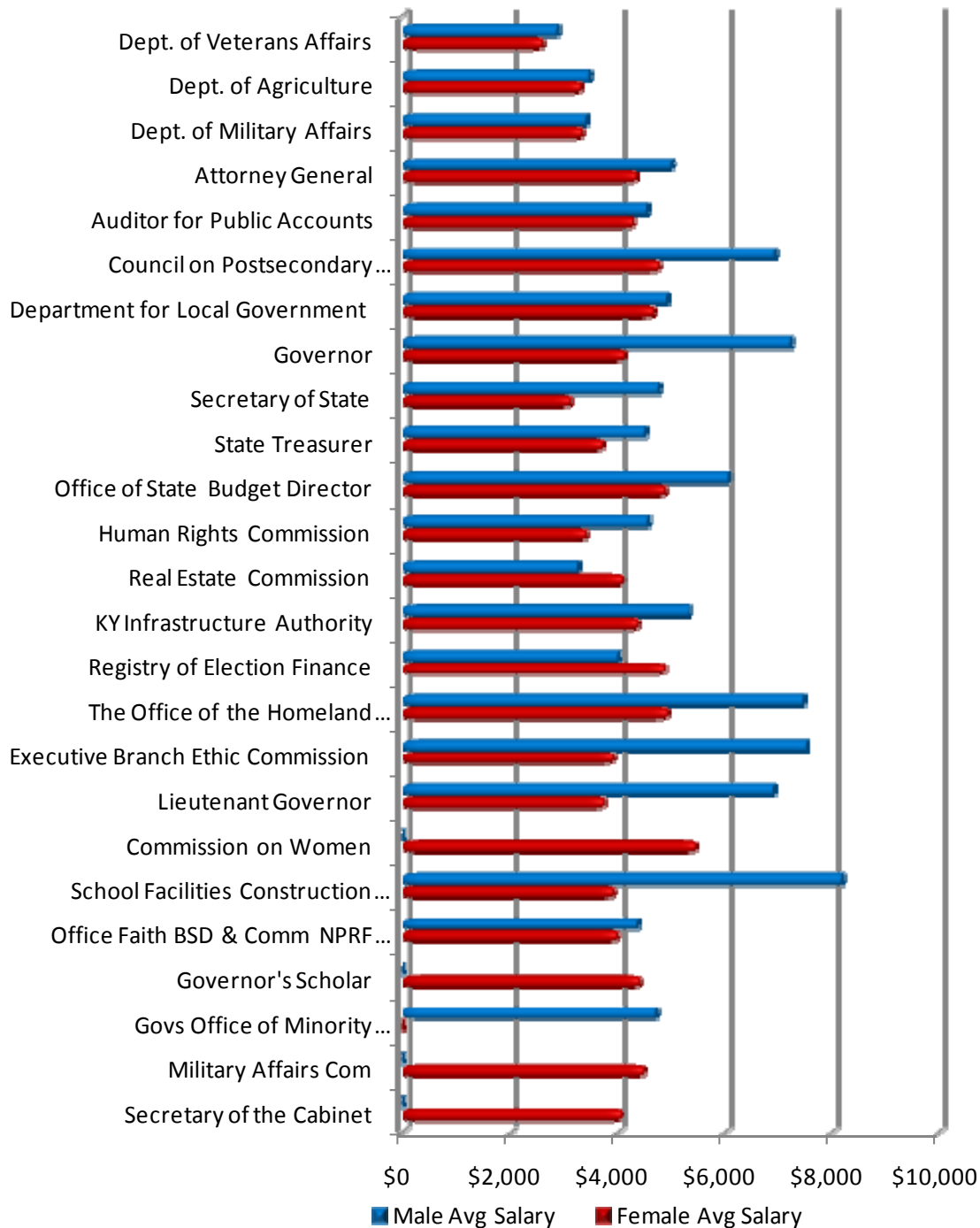
September 2009



**Chart 6: General Government: Avg. Salary by Gender in Each**

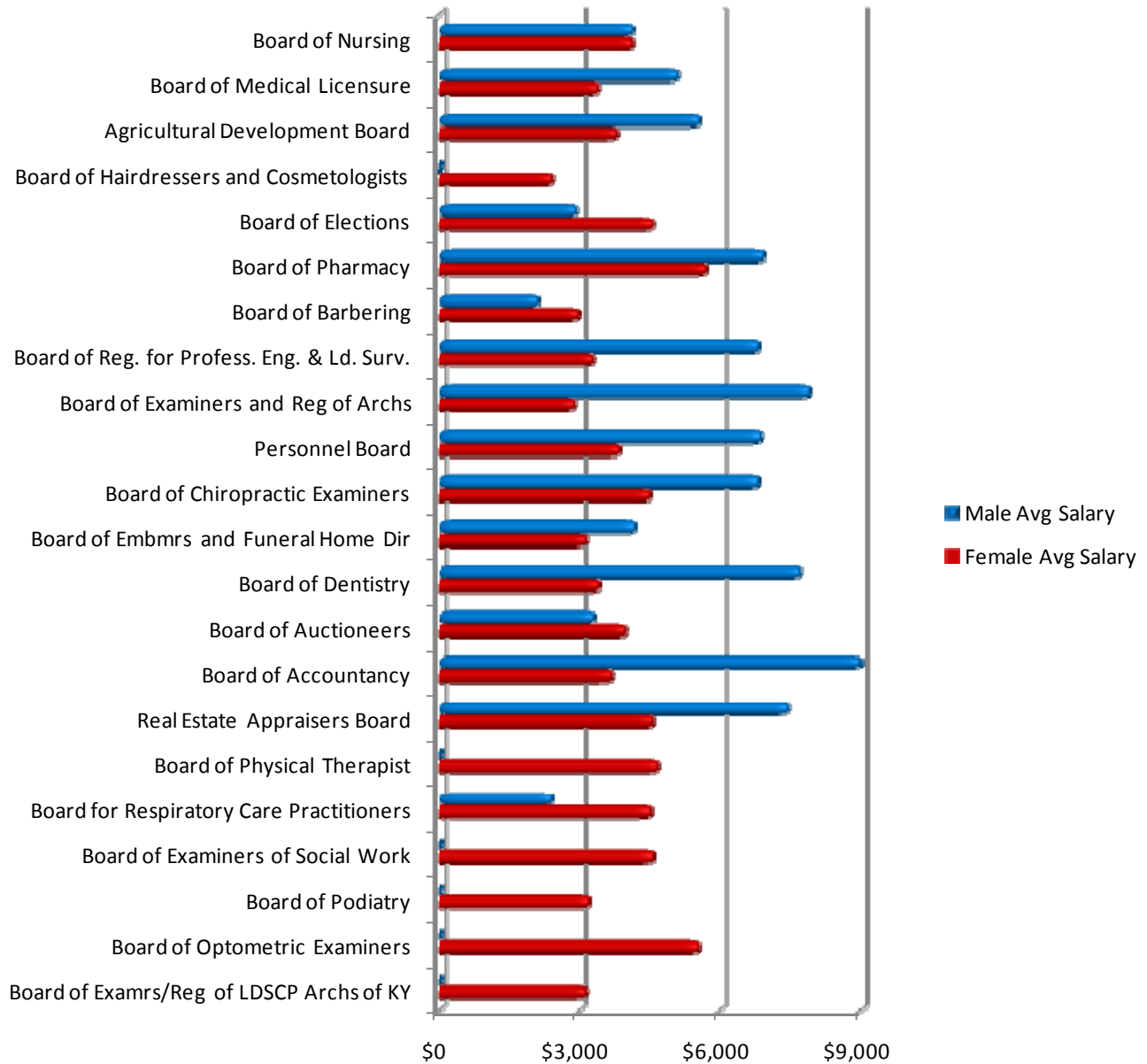
**Dept/Comm.**

September 2009



**Chart 6: General Government: Avg. Salary by Gender in Each Board**

September 2009



## Average Salary and Ethnicity/Race

The two tables below show the average salary of all ethnic/racial groups in all departments, commissions, and boards.

TABLE 20

Department	AF AM Avg Salary	AM IN Avg Salary	AS AM Avg Salary	Hisp Avg Salary	Other Avg Salary	2Races Avg Salary	White Avg Salary
Dept. of Agriculture	\$3,447	\$3,140	\$4,477	\$3,570	\$3,229	\$0	\$3,412
Attorney General	\$4,430	\$0	\$6,628	\$0	\$0	\$0	\$4,676
Auditor for Public Accounts	\$3,351	\$0	\$2,883	\$0	\$0	\$0	\$4,477
Registry of Election Finance	\$0	\$0	\$0	\$0	\$0	\$0	\$4,536
Governor	\$4,776	\$4,861	\$2,867	\$0	\$0	\$0	\$5,098
Dept. of Veterans Affairs	\$2,400	\$1,746	\$5,462	\$2,576	\$0	\$1,820	\$2,647
Military Affairs Com	\$0	\$0	\$0	\$0	\$0	\$0	\$4,492
KY Infrastructure Authority	\$0	\$0	\$0	\$0	\$5,886	\$0	\$4,725
Lieutenant Governor	\$0	\$0	\$0	\$0	\$0	\$0	\$5,855
The Office of the Homeland Security	\$0	\$0	\$0	\$0	\$0	\$0	\$6,073
Dept. of Military Affairs	\$2,360	\$3,114	\$0	\$0	\$5,565	\$0	\$3,415
Govs Office of Minority Empowermenr	\$4,714	\$0	\$0	\$0	\$0	\$0	\$0
Governor's Scholar	\$0	\$0	\$0	\$0	\$0	\$0	\$4,418
Office Faith BSD & Comm NPRF Soc Servs	\$0	\$0	\$0	\$0	\$0	\$0	\$4,176
Secretary of the Cabinet	\$0	\$0	\$0	\$0	\$0	\$0	\$4,065
Department for Local Government	\$5,099	\$0	\$0	\$0	\$0	\$0	\$4,751
Secretary of State	\$3,207	\$0	\$0	\$0	\$0	\$0	\$3,619
State Treasurer	\$4,923	\$0	\$0	\$0	\$0	\$0	\$3,988
Total Avg.	\$3,871	\$3,215	\$4,463	\$3,073	\$4,893	\$1,820	\$4,378

TABLE 21

Department	AF AM Avg Salary	AM IN Avg Salary	AS AM Avg Salary	Hisp Avg Salary	Other Avg Salary	2Races Avg Salary	White Avg Salary
Agricultural Development Board	\$0	\$0	\$0	\$0	\$0	\$0	\$4,615
Board of Accountancy	\$0	\$0	\$0	\$0	\$0	\$0	\$5,442
Board of Auctioneers	\$0	\$0	\$0	\$0	\$0	\$0	\$3,639
Board of Barbering	\$2,092	\$0	\$0	\$0	\$0	\$0	\$2,536
Board of Chiropractic Examiners	\$0	\$0	\$0	\$0	\$0	\$0	\$5,880
Board of Dentistry	\$0	\$0	\$0	\$0	\$0	\$0	\$4,491
Board of Elections	\$0	\$0	\$0	\$0	\$0	\$0	\$3,950
Board of Embmr's and Funeral Home Dir	\$3,602	\$0	\$0	\$0	\$0	\$0	\$3,330
Board of Examiners and Reg of Archs	\$2,525	\$0	\$0	\$0	\$0	\$0	\$6,290
Board of Examrs/Reg of LDSCP Archs of KY	\$0	\$0	\$0	\$0	\$0	\$0	\$3,133
Board of Examiners of Social Work	\$0	\$0	\$0	\$0	\$0	\$0	\$4,557
Board of Hairdressers and Cosmetologists	\$0	\$0	\$1,824	\$0	\$0	\$0	\$2,462
Board of Medical Licensure	\$0	\$0	\$0	\$0	\$3,070	\$0	\$3,867
Board of Nursing	\$4,178	\$0	\$3,102	\$0	\$0	\$0	\$4,362
Board of Optometric Examiners	\$0	\$0	\$0	\$0	\$0	\$0	\$5,524
Board for Respiratory Care Practitioners	\$0	\$0	\$0	\$0	\$0	\$0	\$3,458
Personnel Board	\$0	\$0	\$0	\$0	\$0	\$0	\$5,053
Board of Pharmacy	\$0	\$0	\$0	\$0	\$0	\$0	\$6,432
Board of Physical Therapist	\$0	\$0	\$0	\$0	\$0	\$0	\$4,652
Board of Podiatry	\$0	\$0	\$0	\$0	\$0	\$0	\$3,203
Real Estate Appraisers Board	\$0	\$0	\$0	\$0	\$0	\$0	\$5,990
Board of Reg. for Profess. Eng. & Ld. Surv.	\$0	\$0	\$0	\$0	\$0	\$0	\$5,250
Total Avg.	\$3,099	\$0	\$2,463	\$0	\$3,070	\$0	\$4,460

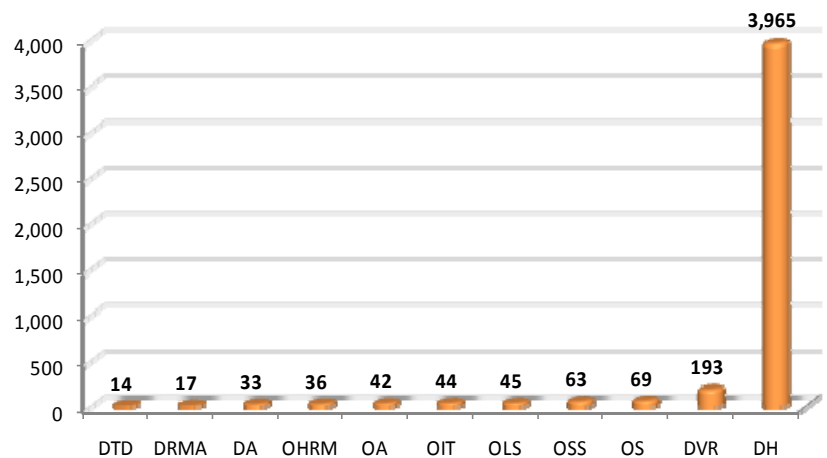
## TRANSPORTATION CABINET

The Transportation Cabinet's mission statement: "To provide a safe, efficient, environmentally sound and fiscally responsible transportation system that delivers economic opportunity and enhances the quality of life in Kentucky." The Kentucky Transportation Cabinet is an executive branch agency responsible for overseeing the development and maintenance of a safe, efficient multi-modal transportation system throughout the commonwealth. The cabinet manages more than 27,000 miles of highways, including roughly 20,500 miles of secondary roads, 3,600 miles of primary roads, and more than 1,400 interstate and parkway miles. The cabinet also provides direction for 230 licensed airports and heliports and oversees all motor vehicle and driver's licensure for more than three million drivers in the state.

### Cabinet Size: Number of Employees

The Transportation Cabinet has 4,521 employees in 11 different departments as chart 1 shows. However, as chart 2 illustrates, 87.7% of its employees work in the Department of Highways. The Department of Vehicle Registration employs nearly 200 employees. All other departments are much smaller than these two.

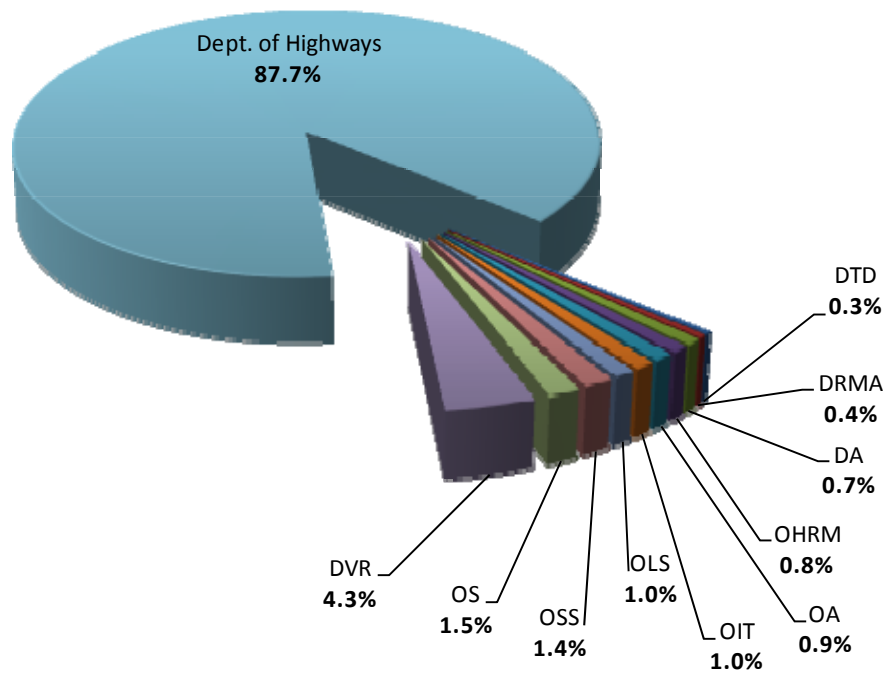
**Chart 1: Transportation Cabinet: Number of Employees by Department**  
September 2009



Department	Abbrev.
Department of Transportation Delivery	DTD
Department of Rural & Municipal Aid	DRMA
Department of Aviation	DA
Office of Human Resource Mangement	OHRM
Office of Audits	OA
Office of Information Technology	OIT
Office of Legal Services	OLS
Office of Support Services	OSS
Office of the Secretary	OS
Department of Vehicle Registration	DVR
Department of Highways	DH



**Chart 2: Transportation Cabinet: Percentage of Employees by Department**  
September 2009



## Gender Representation

The Transportation Cabinet has 19% female employees and 81% males. Because the Department of Highways constitutes 87.7% of the cabinet and the type of work performed is male-dominant, the percentage of women has been traditionally the lowest at the Transportation Cabinet.

**Chart 3: Transportation Cabinet: Gender Representation**  
September 2009

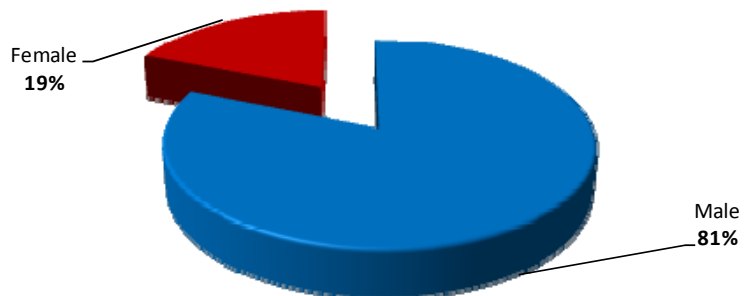
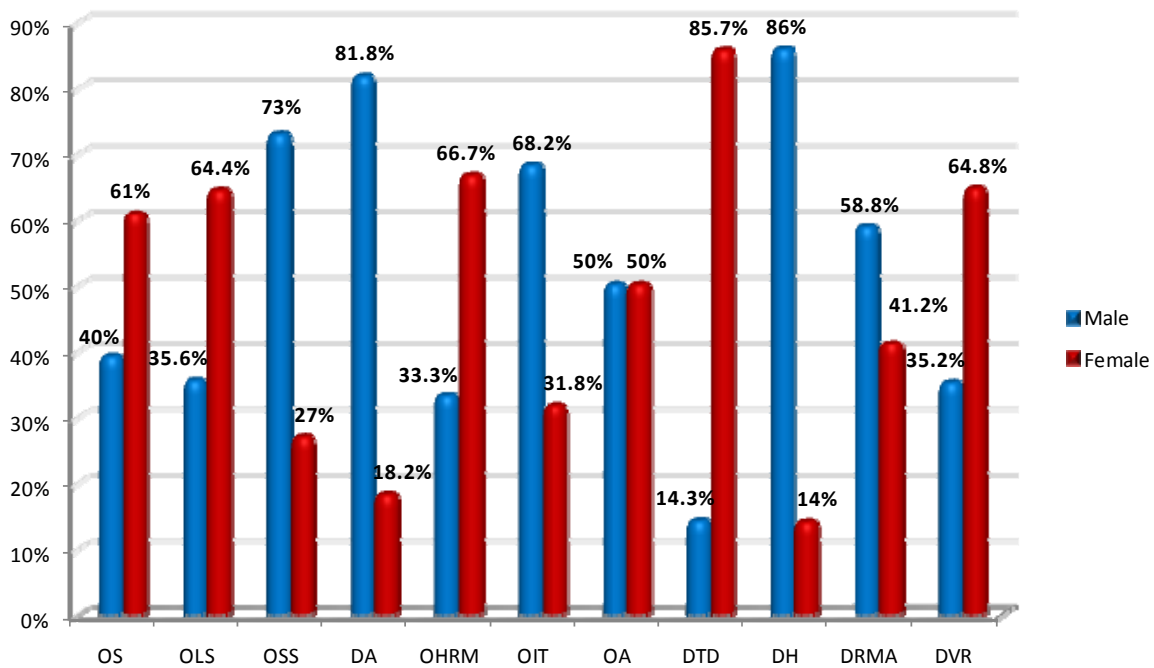


Chart 4 details the gender representation in the Transportation Cabinet. There are five departments where the percentage of females is higher than the males and five departments in which the percentage of males is higher than females. Again, by looking at the size of each department, one can see how the Department of Highways changes the overall percentage of females in the cabinet. Therefore, with this large gap in the gender distribution in the Department of Highways, the Transportation Cabinet is not likely to reach the Female Hiring Goal of 52.42% anytime soon.

**Chart 4: Transportation Cabinet: Gender Representation in Each Department**  
September 2009



## Ethnic/Racial Representation

As chart 5 illustrates, the Transportation Cabinet has only 6.3% minority employees; therefore, it has not reached the Minority Hiring Goal of 10%. The cabinet needs 3.8% minority employees to reach the MHG. Other than African Americans, who represent 5.4%, all other ethnic groups form less than 1% each.

Since the Department of Highways is by far the largest department with 4,000 employees, there are only 5% African Americans or 194 employees.

There are only 3 American Indian employees, 9 Asian Americans, 1 Hawaii/Pacific Islander, 5 Hispanic, and 9 Other.

The table below shows the percentage of all ethnic/racial groups in all departments of the Transportation Cabinet.

Chart 5: Transportation Cabinet: Ethnic/Racial Representation

September 2009

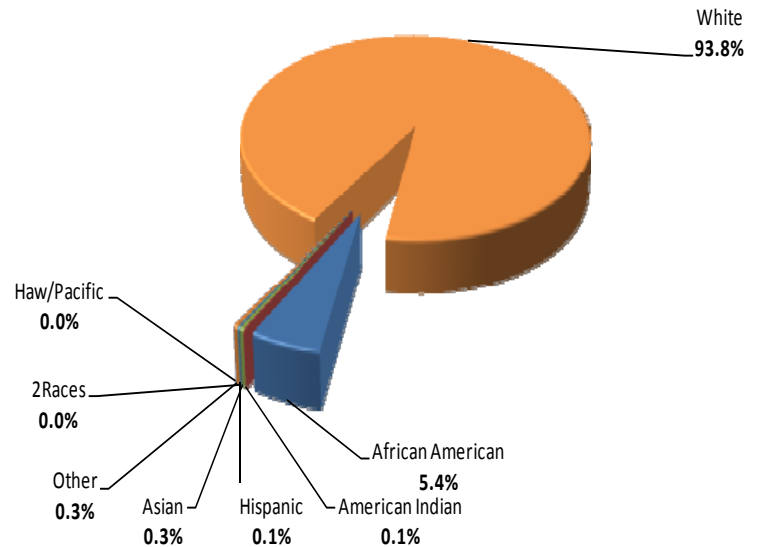


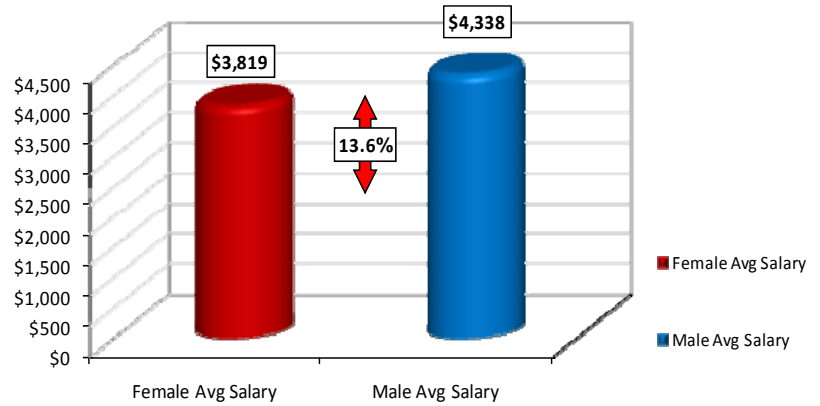
TABLE 22: TRANSPORTATION CABINET: ETHNIC/RACIAL REPRESENTATION

Department	African American	American Indian	Asian American	Haw/Pacific	Hispanic	Other	2Races	White
Office of the Secretary	10.1%	0.0%	0.0%	0.0%	0.0%	1.4%	0.0%	88.4%
Office of Legal Services	8.9%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	91.1%
Office of Support Services	4.8%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	95.2%
Dept. of Aviation	3.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	97.0%
Office of Human Resource Mangement	5.6%	0.0%	0.0%	0.0%	0.0%	2.8%	0.0%	91.7%
Office of Information Technology	9.1%	0.0%	2.3%	0.0%	0.0%	4.5%	0.0%	84.1%
Office of Audits	7.1%	0.0%	4.8%	0.0%	0.0%	0.0%	0.0%	88.1%
Dept. of Transportation Delivery	14.3%	0.0%	0.0%	0.0%	7.1%	0.0%	0.0%	78.6%
Dept. of Highways	4.9%	0.1%	0.2%	0.0%	0.1%	0.2%	0.0%	94.5%
Dept. of Rural & Municipal Aid	6.3%	0.0%	0.0%	0.0%	0.0%	0.0%	6.3%	93.8%
Dept. of Vehicle Registration	13.0%	0.5%	0.0%	0.0%	0.0%	0.0%	0.0%	86.5%
Cabinet Total	5.4%	0.1%	0.3%	0.0%	0.1%	0.3%	0.0%	93.8%

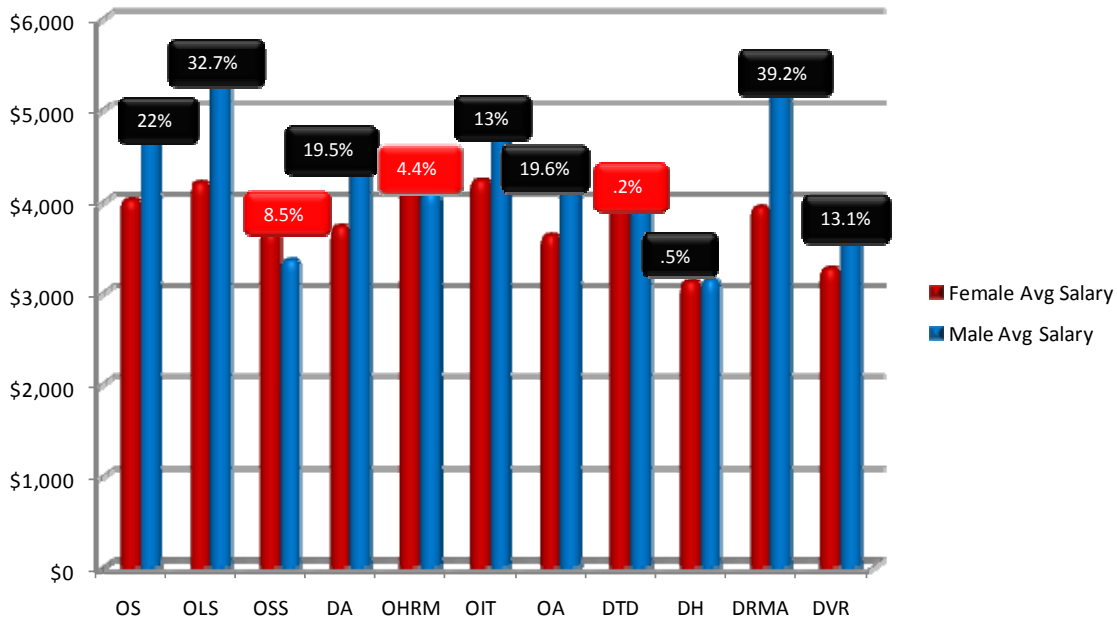
## Average Salary and Gender

The average monthly male salary in the Transportation Cabinet is higher than the female by 13.6% as chart 6 shows. There are 3 departments where the average female salary is higher than the male, Office of Support Services by 8.5%, Office of Human Resource Management by 4.4% and the Department of Transportation Delivery by only .2%. In all other departments, the average male salary is higher than the female. The largest gaps are found in the Department of Rural & Municipal Aid (39.2%) and Office of Legal Services (32.7%). Given that the Department of Highways has only 14% females, the gap in salary is only .5%.

**Chart 6: Transportation Cabinet: Avg. Salary by Gender**  
September 2009



**Chart 7: Transportation Cabinet: Avg. Salary by Gender and by Department**  
September 2009



## Average Salary and Ethnicity/Race

The table below shows the average salary of all ethnic/racial groups in all departments of the Transportation Cabinet.

**TABLE 23: TRANSPORTATION CABINET: AVG SALARY BY ETHNICITY**

Department	AF AM #	AF AM Avg Salary	AM IN #	AM IN Avg Salary	AS AM #	AS AM Avg Salary	HAWPC #	HAWPC Avg Salary	Hisp #	Hisp Avg Salary	Other #	Other Avg Salary	2Races #
Office of the Secretary	7	\$3,749	0	\$0	0	\$0	0	\$0	0	\$0	1	\$4,759	0
Office of Legal Services	4	\$4,324	0	\$0	0	\$0	0	\$0	0	\$0	0	\$0	0
Office of Support Services	3	\$3,477	0	\$0	0	\$0	0	\$0	0	\$0	0	\$0	0
Dept. of Aviation	1	\$3,754	0	\$0	0	\$0	0	\$0	0	\$0	0	\$0	0
Office of Human Resource Mangement	2	\$5,199	0	\$0	0	\$0	0	\$0	0	\$0	1	\$3,030	0
Office of Information Technology	4	\$3,823	0	\$0	1	\$3,891	0	\$0	0	\$0	2	\$3,337	0
Office of Audits	3	\$3,493	0	\$0	2	\$3,195	0	\$0	0	\$0	0	\$0	0
Dept. of Transportation Delivery	2	\$4,751	0	\$0	0	\$0	0	\$0	1	\$3,732	0	\$0	0
Dept. of Highways	194	\$2,980	3	\$3,253	9	\$2,952	1	\$5,353	5	\$3,407	9	\$3,443	0
Dept. of Rural & Municipal Aid	1	\$3,719	0	\$0	0	\$0	0	\$0	0	\$0	0	\$0	1
Dept. of Vehicle Registration	25	\$3,016	1	\$2,501	0	\$0	0	\$0	0	\$0	0	\$0	0
Cabinet Total	246	\$3,844	4	\$2,877	12	\$3,346	1	\$5,353	\$6	\$3,569	13	\$3,642	1

## JUSTICE AND PUBLIC SAFETY CABINET

“It is the state entity responsible for criminal justice services, which encompasses law enforcement activities and training; prevention, education and treatment of substance abuse; juvenile treatment and detention; adult incarceration; autopsies, death certifications and toxicology analyses; special investigations; paroling of eligible convicted felons; and long range planning and recommendations on statewide criminal justice reform issues.

As a national leader in criminal justice, the Justice and Public Safety Cabinet's vision is to continuously improve public safety and the quality of life.”

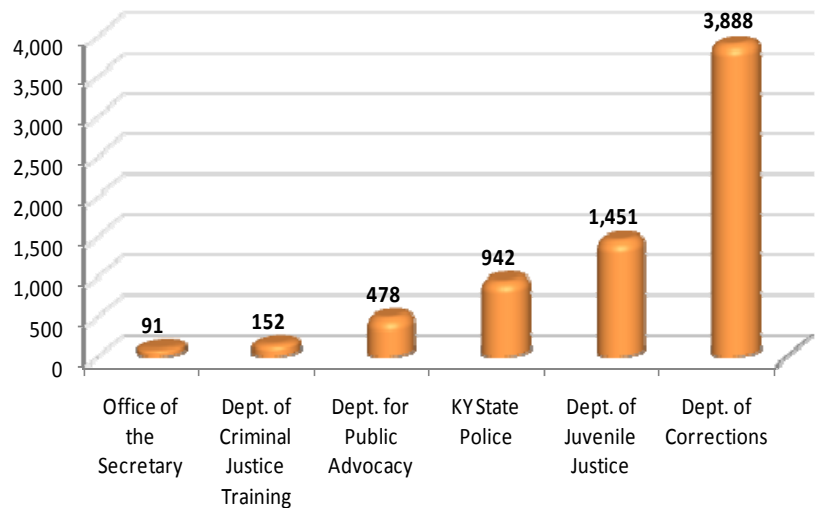
### Cabinet Size: Number of Employees

The Justice & Public Safety Cabinet employs 7,002 employees in 6 different departments.

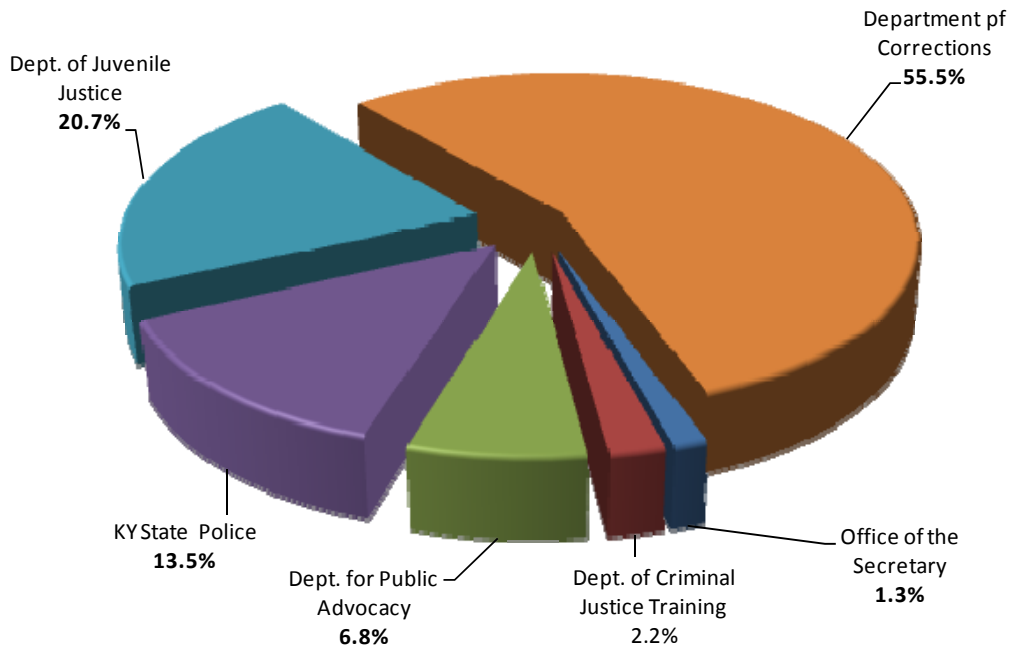
The Department of Corrections is the largest department with 3,888 employees or 55.5% of the entire cabinet followed by the Department of Juvenile Justice with 1,451 employees or 20.7% as charts 1 and 2 show.

**Chart 1: Justice & Public Safety: Number of Employees**

September 2009



**Chart 2: Justice & Public Safety: Percentage of Employees in Each Department**  
September 2009

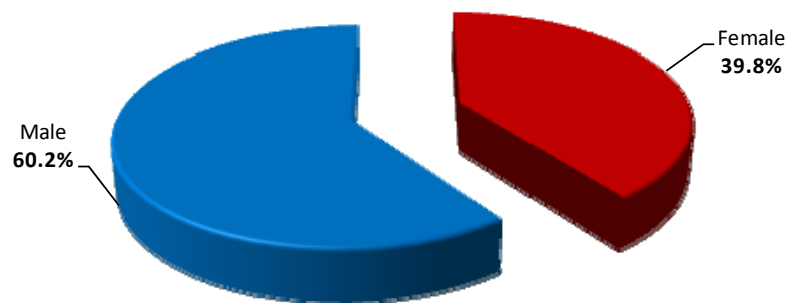


## Gender Representation

The Justice & Public Safety Cabinet has only 39.8% female employees; therefore, it has not reached the Female Hiring Goal of 52.42%. The cabinet needs 12.62% more female employees to reach the FHG.

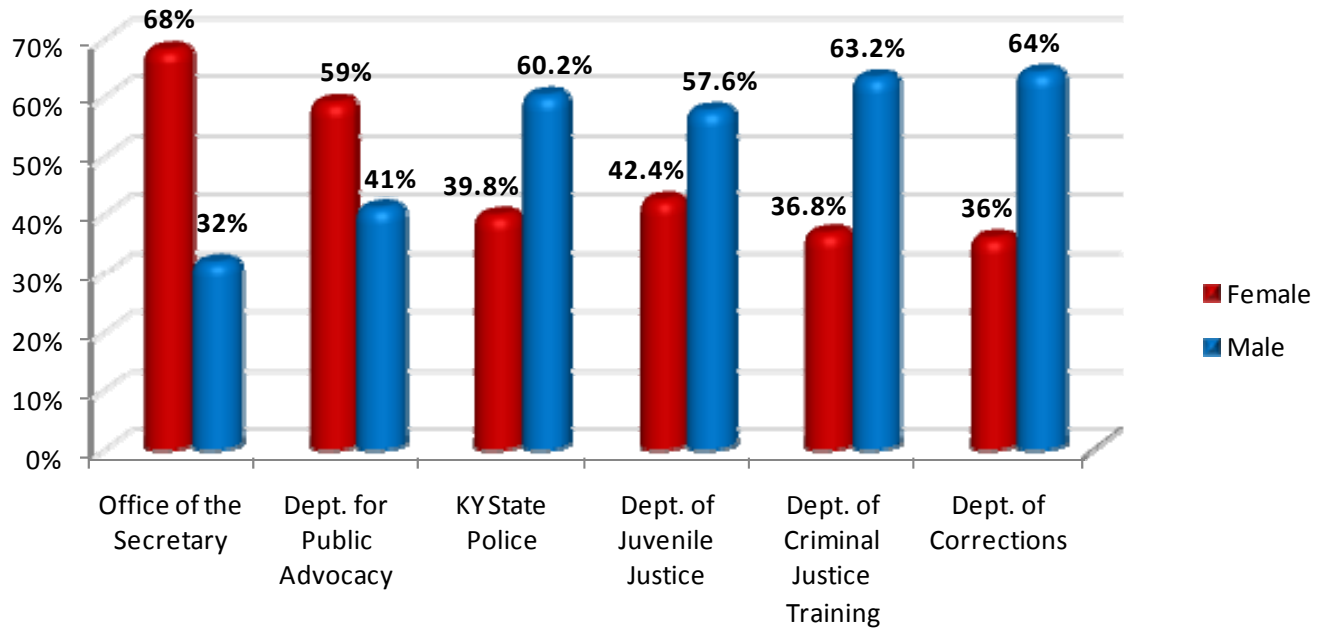
Chart 4 looks at the gender distribution in all departments. There are four departments where the percentage of males is higher than the females and only two departments where the female percentage is higher than the male. The Office of the Secretary and the Department for Public Advocacy both have 68% and 59% females, respectively.

**Chart 3: Justice & Public Safety Cabinet: Gender Representation**  
September 2009



The largest department, Department of Corrections, has only 36% females and the Department of Juvenile Justice has only 42.4%. Kentucky State Police with almost 1,000 employees has only 39.8% females and the Department of Criminal Justice Training with 152 employees has only 36.8% females.

**Chart 4: Justice & Public Safety Cabinet: Gender Representation in Each Department**  
September 2009



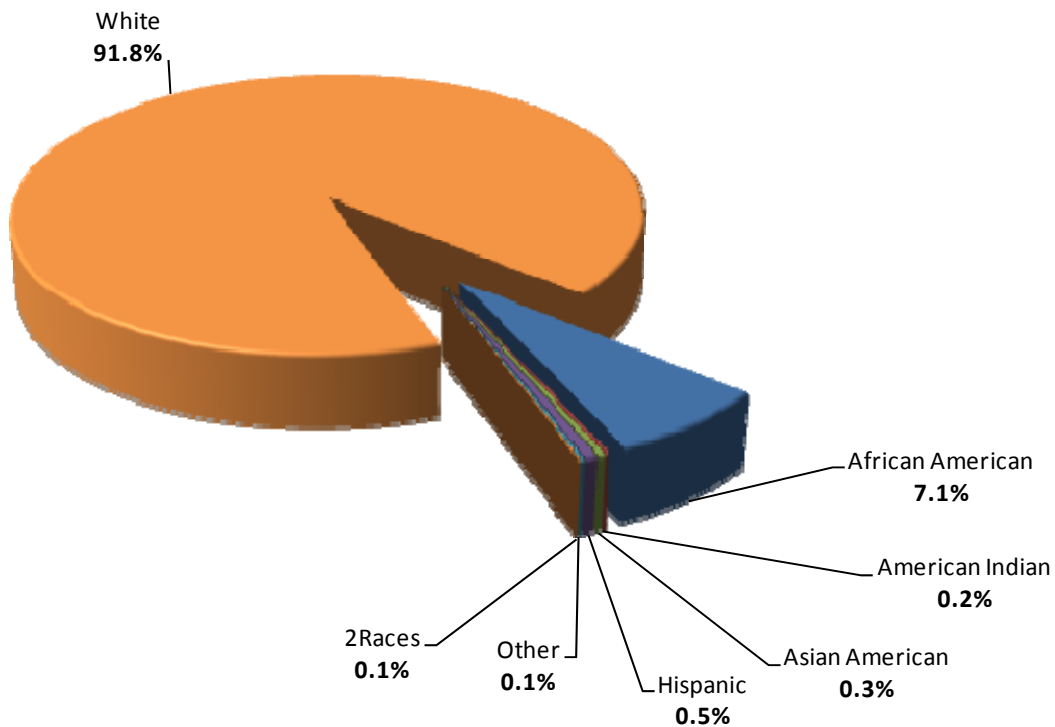


## Ethnic/Racial Representation

The Justice & Public Safety Cabinet has only 8.3% minority employees; therefore, it has not reached the Minority Hiring Goal of 10%. The cabinet needs 1.7% more minority employees. African Americans form 7.1% of the total employment in the cabinet; all other ethnic groups form less than 1% each.

**Chart 4: Justice & Public Safety Cabinet: Ethnic/Racial Representation**

September 2009



The table below shows the ethnic/racial distribution of the employees in all departments of this cabinet. The most diverse department is the Department of Juvenile Justice with nearly 16% minority employees.

**TABLE 24: JUSTICE & PUBLIC SAFETY CABINET: ETHNIC/RACIAL REPRESENTATION**

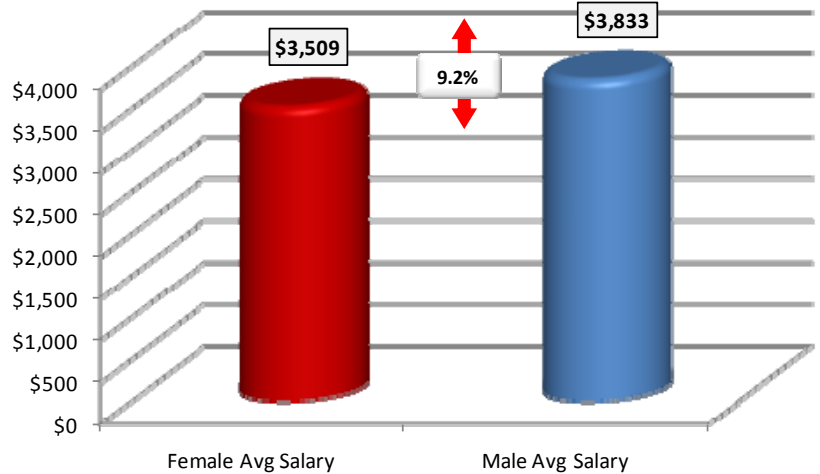
Department	African American	American Indian	Asian American	Hispanic	Other	2 Races	White
Office of the Secretary	7.7%	0.0%	1.1%	1.1%	0.0%	0.0%	90.1%
Dept. for Public Advocacy	4.2%	0.2%	0.6%	1.3%	0.0%	0.2%	93.7%
KY State Police	2.2%	0.1%	0.1%	0.1%	0.0%	0.1%	97.4%
Dept. of Juvenile Justice	14.2%	0.3%	0.6%	0.5%	0.2%	0.1%	84.2%
Dept. of Criminal Justice Training	3.3%	0.0%	0.0%	0.7%	0.0%	1.3%	96.0%
Dept. of Corrections	6.2%	0.1%	0.2%	0.5%	0.2%	0.0%	92.8%
Cabinet Total	7.1%	0.2%	0.3%	0.5%	0.1%	0.1%	91.8%

## Average Salary and Gender

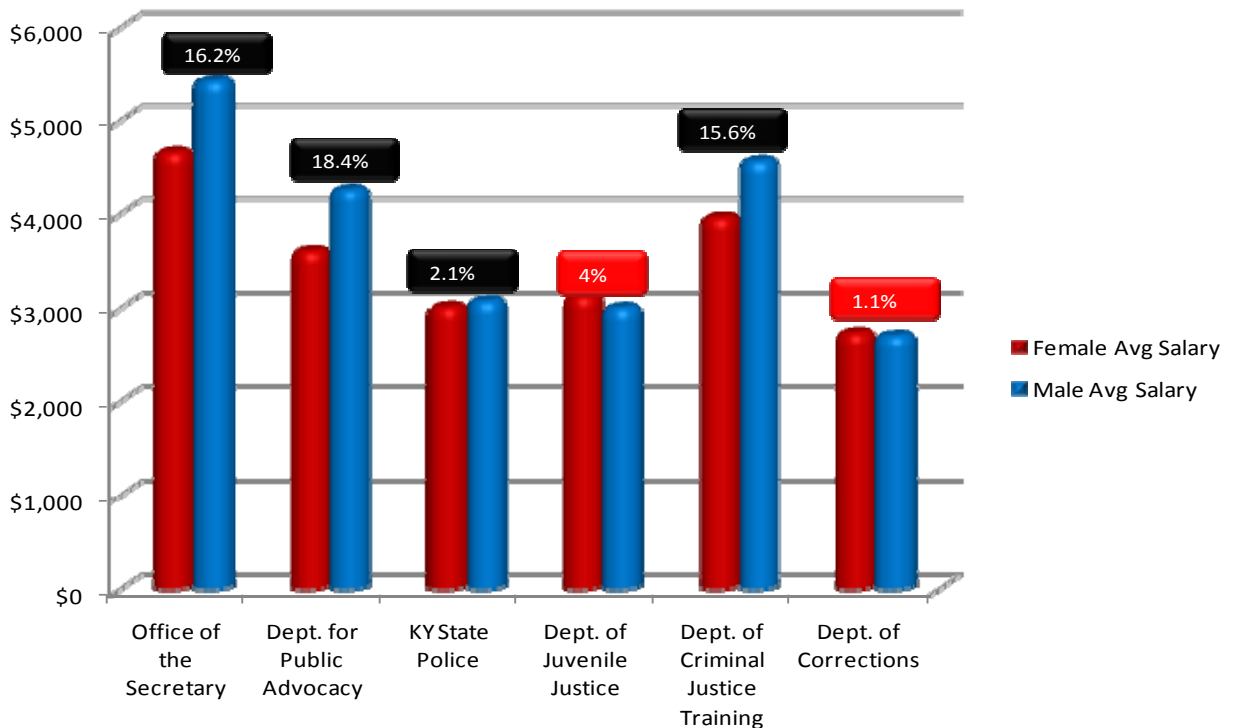
The average male salary is higher than the female by 9.2% as chart 5 illustrates.

Surprisingly, the two largest departments, Department of Corrections and Department of Juvenile Justice both have more male employees than female by 64% and 57.6%, respectively, yet the average female salary is higher than the male by 1.1% and 4%, respectively.

**Chart 5: Justice & Public Safety Cabinet: Avg. Salary and Gender**  
September 2009



**Chart 6: Justice & Public Safety Cabinet: Avg. Salary by Gender and Department**  
September 2009



## Average Salary and Ethnicity/Race

The following table shows the average salary of all ethnic/racial groups in all departments of the Justice & Public Safety Cabinet.

**TABLE 25**

Department	AF AM #	AF AM Avg Salary	AM IN #	AM IN Avg Salary	AS AM #	AS AM Avg Salary	Hisp #	Hisp Avg Salary	Other #	Other Avg Salary	2Races #	2Races Avg Salary	White #
Office of the Secretary	7	\$6,261	0	\$0	1	\$2,416	1	\$4,758	0	\$0	0	\$0	82
Dept. for Public Advocacy	20	\$4,106	1	\$3,948	3	\$3,913	6	\$3,560	0	\$0	1	\$3,948	447
KY State Police	21	\$2,904	1	\$2,528	1	\$2,610	1	\$2,463	0	\$0	1	\$2,804	917
Dept. of Juvenile Justice	205	\$2,923	5	\$3,148	8	\$3,728	7	\$2,933	3	\$2,603	2	\$3,396	1,219
Dept. of Criminal Justice Training	5	\$3,992	0	\$0	0	\$0	1	\$4,213	0	\$0	2	\$3,564	144
Dept. of Corrections	242	\$2,685	5	\$2,883	7	\$2,936	18	\$2,555	7	\$3,496	1	\$2,427	3,610
Cabinet Total	500	\$3,812	12	\$3,127	20	\$3,121	34	\$3,414	10	\$3,049	7	\$3,228	6,419

## HEALTH AND FAMILY SERVICES CABINET

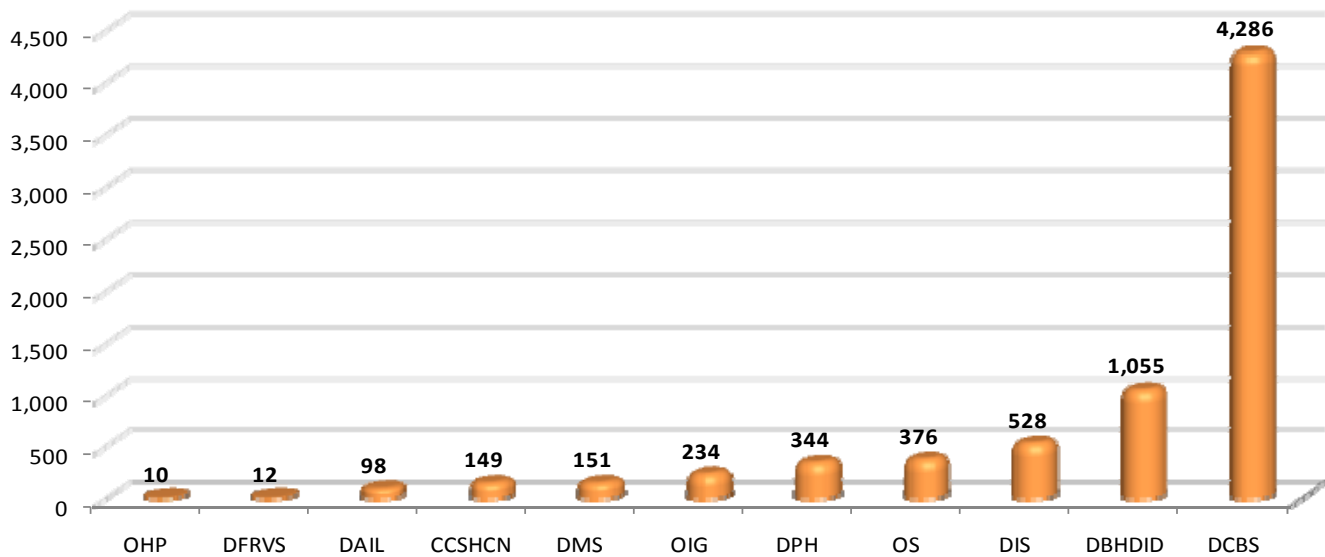
“The Cabinet for Health and Family Services (CHFS) is home to most of the state's human services and health care programs, including Medicaid, the Department for Community Based Services and the Department for Public Health. CHFS is one of the largest agencies in state government, with nearly 8,000 full and part-time employees.”

### Cabinet Size: Number of Employees

The Health & Family Services Cabinet is the largest cabinet in Kentucky state government. The cabinet employs 7,243 employees in 11 different departments. The Department for Community Based Services is the largest entity with 4,286 employees or 59.2% as charts 1 and 2 show.

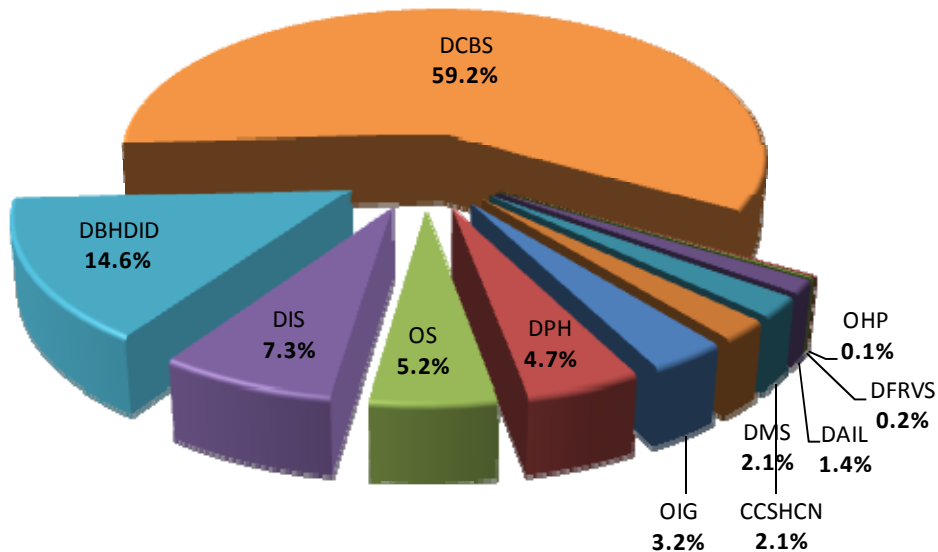
**Chart 1: Health & Family Services Cabinet: Number of Employees**

September 2009



Department	Abbrev.
Office of Health Policy	OHP
Department for Family Resources & Volunteer Services	DFRVS
Department for Aging & Independent Living	DAIL
Commission For Children with Special Health Care Needs	CCSHCN
Department for Medicaid Services	DMS
Office of Inspector General	OIG
Dept. for Public Health	DPH
Office of the Secretary	OS
Department for Income Support	DIS
Department for Behavioral Health, Developmental & Intellectual Disabilities	DBHDID
Department for Community Based Services	DCBS

**Chart 2: Health & Family Services Cabinet: Percentage of Employees in Each Department**  
September 2009

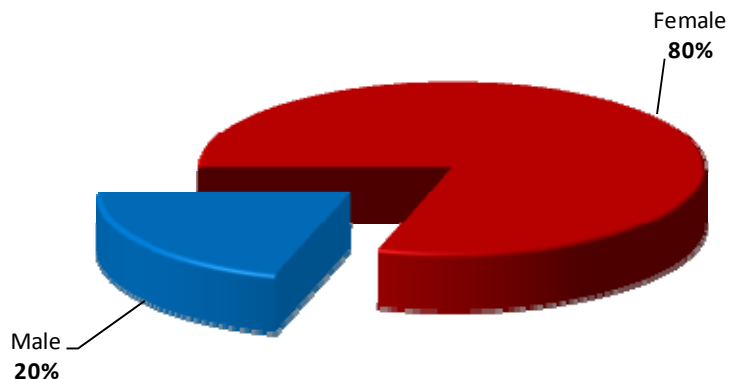


## Gender Representation

The Health & Family Services Cabinet also the largest employer of females. Women represent 80% of its entire workforce. Therefore, it has surpassed the Female Hiring Goal by 27.58%.

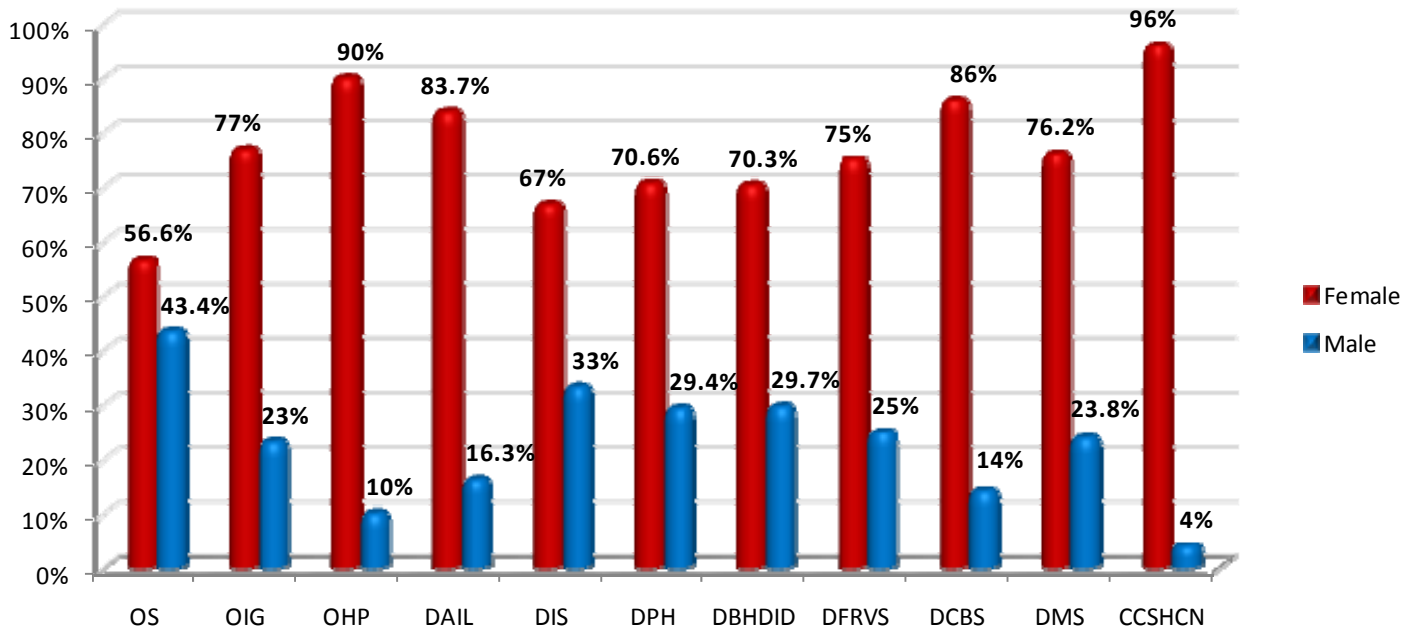
As chart 4 shows, in all departments, the percentage of females is higher than males. The Department of Highways, with its nearly 4,000 employees, has only 14% females, but the Department of Community Based Services, with its nearly 4,300 employees, has only 14% males.

**Chart 3: Health & Family Services Cabinet: Gender Representation**  
September 2009



**Chart 4: Health & Family Services Cabinet: Gender Representation in Each Department**

September 2009

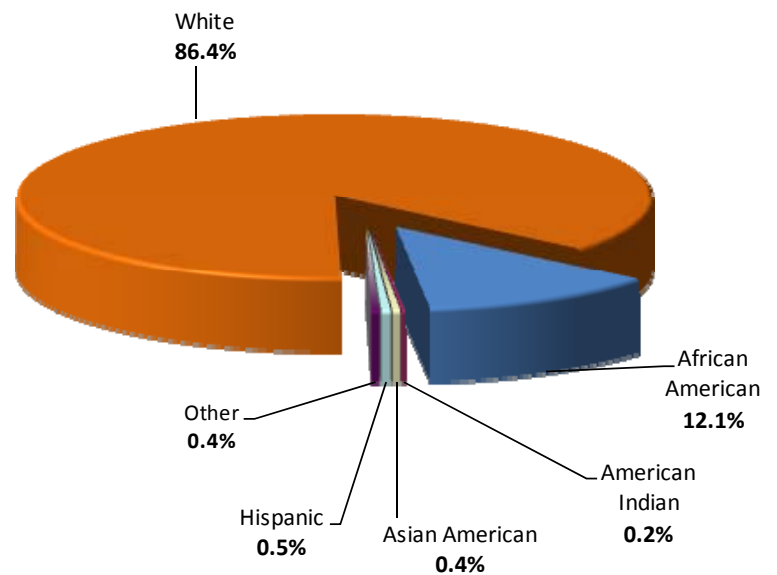


## Ethnic/Racial Representation

The Health & Family Services Cabinet has 13.6% minority employees; therefore, it has surpassed the Minority Hiring Goal by 3.6%. African Americans constitute 12.1% of all minorities. All other ethnic groups represent less than 1% each.

**Chart 5: Health & Family Services: Ethnic Representation**

September 2009



The following table shows the percentage of all ethnic/racial groups in all departments of the Health & Family Services Cabinet.

The Department for Behavioral Health, Developmental & Intellectual Disabilities is the most diversified department with nearly 25% minority employees.

**TABLE 26: JUSTICE & PUBLIC SAFETY CABINET: ETHNIC/RACIAL REPRESENTATION**

Department	African American	American Indian	Asian American	Hispanic	Other	White
OS	6.0%	0.0%	0.3%	0.5%	0.8%	92.3%
OIG	7.8%	0.0%	0.0%	0.0%	0.0%	92.2%
OHP	0.0%	0.0%	12.5%	0.0%	0.0%	87.5%
DAIL	9.4%	0.0%	0.0%	0.0%	0.0%	90.6%
DIS	12.0%	0.6%	0.2%	0.2%	0.4%	86.7%
DPH	6.3%	0.5%	0.0%	0.3%	0.3%	92.7%
DBHDID	22.2%	0.4%	0.9%	0.9%	0.6%	75.1%
DFRVS	0.0%	0.0%	0.0%	0.0%	0.0%	100.0%
DCBS	11.6%	0.1%	0.4%	0.4%	0.4%	87.1%
DMS	4.1%	0.0%	0.0%	0.7%	0.0%	95.2%
CCSHC	4.8%	0.0%	0.7%	0.0%	0.0%	94.5%
Totals	12.1%	0.2%	0.4%	0.5%	0.4%	86.4%

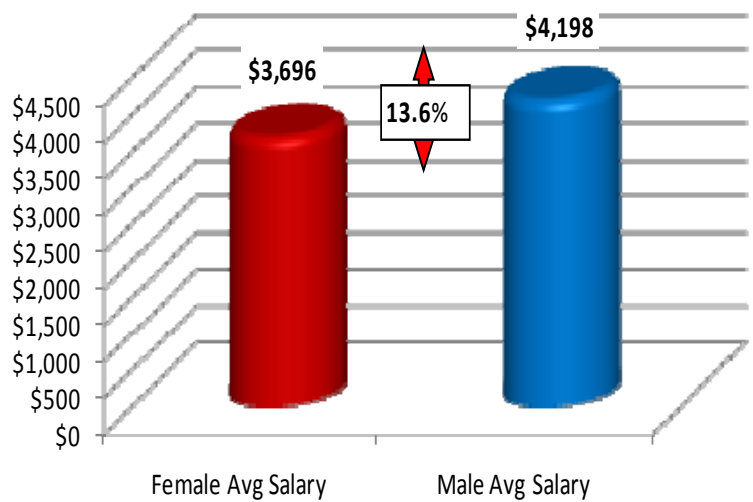
## Average Salary and Gender

Although women account for 80% of the cabinet's employment, the average male salary is higher than the female by 13.6% as chart 6 shows.

Even more surprisingly, in every department of the cabinet, the average male salary is higher than the female as chart 7 shows.

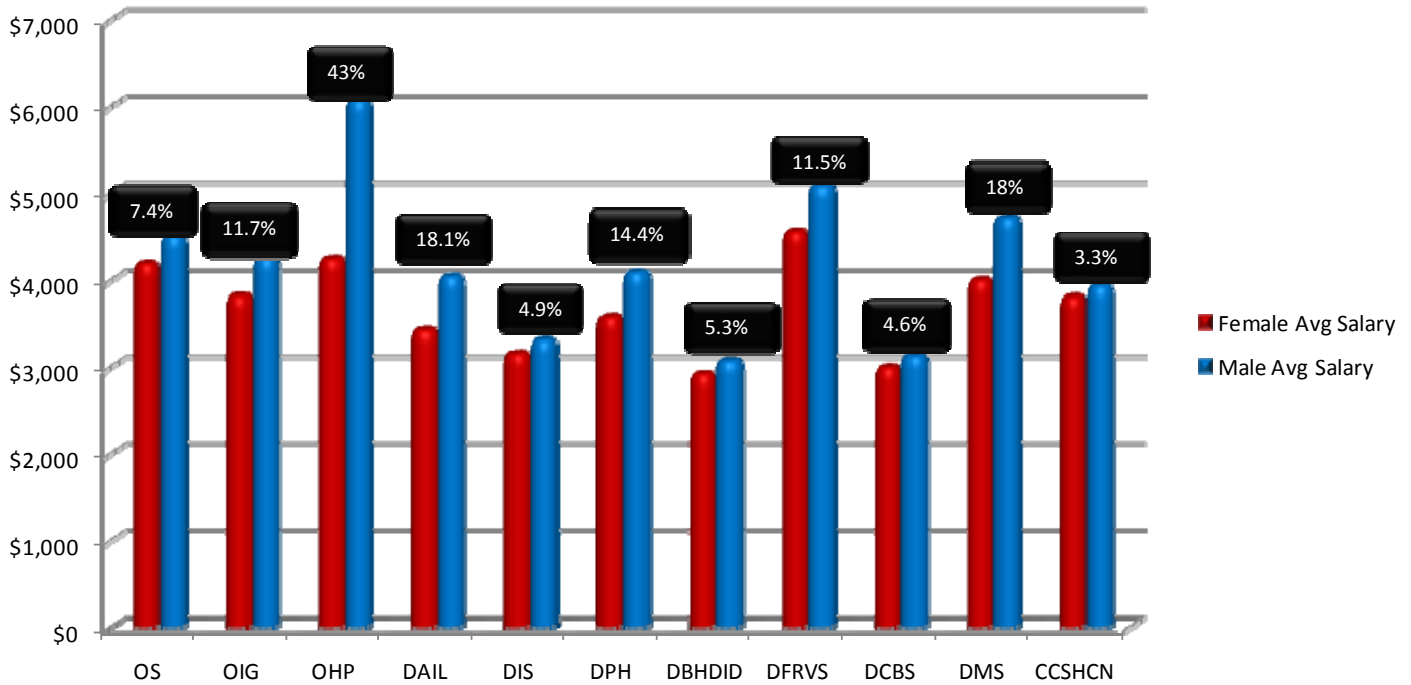
**Chart 6: Health & Family Services: Avg. Salary by Gender**

September 2009



**Chart 7: Health & Family Services: Avg. Salary by Gender**

September 2009



## Average Salary and Ethnicity/Race

The following table shows the average salary of all ethnic/racial groups in all departments.

**TABLE 27: JUSTICE AND PUBLIC SAFETY CABINET: AVG SALRY BY ETHNICITY**

Department	AF AM Avg Salary	AM IN Avg Salary	AM AS Avg Salary	Hisp Avg Salary	Other Avg Salary	2Races Avg Salary	White Avg Salary
OS	\$3,748	\$0	\$4,758	\$3,960	\$5,702	\$0	\$4,348
OIG	\$3,773	\$0	\$0	\$0	\$0	\$0	\$3,930
OHP	\$0	\$0	\$3,583	\$0	\$0	\$0	\$4,524
DAIL	\$3,304	\$0	\$0	\$0	\$0	\$0	\$3,543
DIS	\$3,250	\$2,746	\$3,515	\$3,199	\$2,192	\$0	\$3,203
DPH	\$3,484	\$2,944	\$0	\$2,982	\$0	\$3,806	\$3,745
DBHDID	\$2,536	\$2,063	\$2,581	\$2,266	\$8,611	\$0	\$3,059
DFRVS	\$0	\$0	\$0	\$0	\$0	\$0	\$4,687
DCBS	\$2,930	\$2,972	\$2,696	\$2,958	\$2,959	\$2,807	\$3,019
DMS	\$3,926	\$0	\$0	\$7,238	\$0	\$2,106	\$4,173
CCSHC	\$3,747	\$0	\$2,702	\$0	\$0	\$0	\$3,821
Cabinet Total	\$3,411	\$2,681	\$3,306	\$3,767	\$4,866	\$2,907	\$3,823