

1ST ANNUAL REPRESENTATION ANALYSIS:

Latinos in Executive Roles
in State Government

May 2025

Executive Summary

The Commonwealth of Massachusetts has long upheld values of inclusion and opportunity for all its residents. Latinos now comprise nearly 15% of the state's population and are a growing force in its workforce, entrepreneurial ecosystem, and civic life. Despite this, Latinos remain starkly underrepresented in the executive leadership of state government.

This first annual report by *Unidos in Power*, a coalition of Latino leaders across the Commonwealth, provides a data-driven analysis of Latino representation in senior roles within the executive branch. Based on 13 quarters of employment data, including the transition between the Baker and Healey administrations, the findings reveal slow but modest gains in overall representation—and persistent disparities at the highest levels of state leadership, despite the fact that qualified Latino executives to fill these roles are available from various sectors statewide.

Unidos in Power urges renewed focus on inclusive hiring practices, development of internal Latino leadership pipelines, and strategic partnerships between state leadership and community advocates. This report concludes with specific recommendations and a call for structured dialogue with key decision-makers to accelerate change.

1. Introduction & Purpose

Massachusetts is home to one of the fastest-growing Latino populations in the Northeast. Latino residents contribute significantly to the Commonwealth's cultural richness, economic vitality, and labor force resilience. Considering these contributions, it is critical that state government leadership reflects the diversity of the population it serves.

For decades, despite the availability of Latino executives who are qualified to serve in key leadership roles in state government, Latinos have been persistently underrepresented in senior positions within the executive branch. This lack of proportional leadership not only undermines equitable governance but also limits the state's ability to fully leverage Latino talent and perspectives in policymaking.

Unidos in Power was established as a statewide coalition of Latino leaders committed to addressing this issue among others. This inaugural representation analysis has three core purposes:

1. To assess the current state of Latino leadership in Massachusetts state government.
2. To identify areas where meaningful partnership with the administration can drive change.
3. To commit to ongoing monitoring and transparent public reporting of progress.

2. Methodology

This report draws on employment data from the MA State Diversity Dashboard ⁽¹⁾, analyzing 13 quarters of personnel data spanning the last three quarters of the Baker administration and the first nine quarters of the Healey administration. The analysis focuses on two key employee categories—All Employees and Top Executives—across the Cabinet Secretariats and independent state agencies. Latino representation levels were assessed relative to workforce totals and compared over time to identify trends and gaps in senior-level inclusion.

a. Definition of State Government

This analysis defines “state government” as encompassing:

- The Executive Office of the Governor
- The Governor’s Cabinet-level Secretariats
- Independent state government agencies participating in the Massachusetts state diversity dashboard.

b. Data Source

Data were drawn from the publicly available Massachusetts State Diversity Dashboard⁽¹⁾, comprising 13 consecutive quarters:

- 4 quarters under Governor Baker (2022)
- 9 quarters under Governor Healey (2023–2025)

c. Employee Categories Analyzed

- All Employees: Total employees across covered agencies
- Top Executives: Defined as those holding positions at the M9 pay grade or above, or unclassified appointments such as Secretaries and Commissioners

d. Analytical Methods

- Comparison of representation rates over time
- Benchmarking against Massachusetts Latino population share (~15%)
- Focused analysis on leadership representation trends

⁽¹⁾ www.mass.gov/info-details/state-employee-diversity-dashboar

3. Key Findings

As of 2025, the Massachusetts state government comprises of 45,770 employees and of those only 45 are Latino in “Top Executive” leadership roles.

b) Latino Representation in Top Executive Leadership

- March 2022: 3.2% (35 of 1,106 executive-level positions)
- March 2023: 3.0% (33 of 1,091 executive-level positions)
- March 2024: 3.7% (43 of 1,169 executive-level positions)
- March 2025: 3.7% (45 of 1,218 executive-level positions)

This represents an **increase of 10 executive positions** over three years, yet falls far short of parity.

a) Latino Representation in the Total State Workforce

- March 2022: 8.5% (3,507 of 41,360 employees)
- March 2023: 9.1% (3,603 of 43,012 employees)
- March 2024: 9.5% of (3,675 of 44,826 employees)
- March 2025: 9.9% of (3,760 of 45,770 employees)

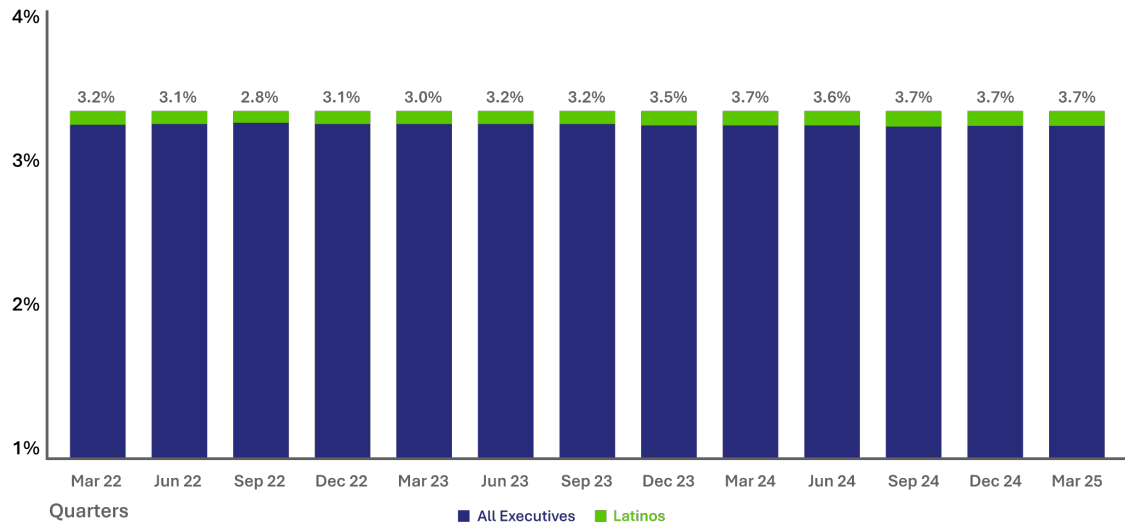
While there has been progress, Latinos remain underrepresented relative to their **~15%** share of the Massachusetts population.

c) Trends Across Administrations

- Data includes the final four quarters under Governor Baker and the first nine quarters of Governor Healey's administration.
- Modest gains in both executive and total workforce representation under the Healey administration suggest opportunity for deeper, more intentional strategies.

Baker	2022	All Employees	Latinos	%	Executives	Latino	%
	Mar	41,360	3,507	8.5%	1,106	35	3.2%
	June	41,730	3,603	8.6%	1,085	34	3.1%
	Sept	41,902	3,675	8.8%	1,082	30	2.8%
	Dec	42,262	3,760	8.9%	1,072	33	3.1%
Healey	2023	All Employees	Latino		Executive	Latino	
	Mar	43,012	3,901	9.1%	1,091	33	3.0%
	June	43,418	3,953	9.1%	1,124	36	3.2%
	Sept	43,794	4,067	9.3%	1,130	37	3.2%
	Dec	44,138	4,146	9.3%	1,136	40	3.5%
	2024	All Employees	Latino		Executive	Latino	
	Mar	44,826	4,266	9.5%	1,169	43	3.7%
	June	45,261	4,378	9.7%	1,184	43	3.6%
	Sept	45,432	4,436	9.8%	1,213	45	3.7%
	Dec	45,353	4,455	9.8%	1,225	45	3.7%
	2025	All Employees	Latino		Executive	Latino	
	Mar	45,770	4,545	9.9%	1,218	46	3.7%

Latino Executive Representation in Massachusetts State Government (2022-2025)



4. Recommendations

- a) **Governor's Office & Cabinet Walkthrough**
Conduct a dedicated briefing on findings with the Governor's Office and Cabinet Secretaries to identify cross-agency strategies.
- b) **Pipeline Development**
Establish targeted outreach to support Latino candidates for M9+ roles.
- c) **Equity Accountability**
Implement quarterly tracking and public reporting of Latino representation at all state leadership levels.
- d) **Appointment Consideration List**
Unidos in Power will present qualified Latino executive-level candidates for consideration in future appointments.
- e) **Community Engagement**
Expand communication with community-based organizations to support recruitment and retention of Latino leaders.

5. Call to Action

This 1st Annual Representation Report is both a benchmark and a beginning. Unidos in Power calls on the Commonwealth of Massachusetts to partner in achieving representative leadership that reflects the full strength of our communities. Progress is possible, but only with continued commitment, transparency, and action.

About Unidos in Power

Unidos in Power is a coalition of senior Latino leaders from the nonprofit, corporate, government, and business sectors united by a shared vision: to amplify the collective impact of those working to advance the Latino community. Founded in 2022, we began as a network of 50 leaders and have since grown to over 1,000 strong. We believe a thriving Latino community is essential to the economic and social future of Massachusetts and the nation. As the fastest-growing population, Latinos are fueling progress in education, entrepreneurship, homeownership, and the workforce. Unidos in Power exists to harness this momentum—leveraging our collective voice, assets, and leadership to drive meaningful change. We welcome all who believe in the power of unity and inclusion, and we are committed to building a stronger, more equitable future for everyone.

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Siempre Unidos