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A STUDY OF SALARY PRACTICES FOR
SELECTED APPOINTED OFFICIALS
OF THE STATE OF IOWA

March 1973

This material is for the use of the
Governor's Committee on Salaries
of Appointed State Officials.

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EXECUTIVE SUMMARY

STATE OF IOWA

FINDINGS, CONCLUSIONS AND RECOMMENDATIONS REGARDING THE COMPENSATION OF TOP APPOINTED OFFICIALS

Hay Associates is pleased to present its report to the Governor of Iowa's Committee on Compensation of Appointed Officials. Hay Associates investigated the equity of the cash compensation opportunity for these officials, its competitiveness relative to both the private and public sectors (compensation practices for jobs of equal size, weight and nature), and the appropriateness of this compensation relative to that for the selected State of Iowa officials.

Several of the findings resulting from this study could have been anticipated on the basis of other work Hay Associates has conducted in the public sector. These include:

- Appointed officials' salaries above the \$12,000 - 15,000 per annum level become less competitive relative to salaries offered for jobs of equal fiscal and social responsibility in the private sector.
- Due to historical perspectives of jobs, political pressures, lack of recognition of job content change, and lack of complete clarity of job content, the current salary opportunity for top appointed positions frequently fails to reflect the relative amounts of prerequisite knowledge, mental capacity, and accountability required for adequate performance of the job.

In addition to the above, the following findings resulted from our analyses and comparisons:

- Relative to the Iowa industrial and financial communities as reflected by the compensation practices of our ongoing clients in your state, we find the compensation practice for major appointed official positions to be generally low.
- Relative to other states whose positions have been analyzed and evaluated in the same fashion, we find your practice in compensating appointed officials to be generally low.

- Through interviews and discussions with your appointed officials it was found that many feel both internal equity (compensation relationships between positions) and external competitiveness (relative level vs. competitive opportunities) are lacking.
- Job content of some appointive positions is less than totally clear due to questions as to the role or expertise of the board of commissions to whom they are accountable and the level of more permanent expertise invested in their subordinates.

Our conclusions are as follows:

1. Job incumbents and others in the governmental environment recognize the lack of both equity and competitiveness -- a cause of concern and a mandate for change.
2. At higher executive levels some job incumbents are not only acting as public servants but are being paid as servants, a deplorable condition even in public life since personnel of limited means but with normal monetary ambitions are forced to make personal sacrifices to pursue either a career or a term of public service.
3. Whereas the citizenry of Iowa cannot and need not at this time provide compensation opportunities competitive with those offered in the private sector, it can and must recognize the fiscal and social contributions of its senior appointed officials and, when demanding truly qualified officials capable of exercising this accountability, pay them in accordance with at least the average of practices in the public sector.
4. As job content changes occur through social, economic or organization mandate so should the recognized weight of the respective jobs and the relative compensation opportunity afforded by these jobs.

Our recommendation to the Committee on Compensation of Appointed Officials is that they recommend:

1. Adoption of the salary schedule for appointed officials contained herein, this schedule increasing the total compensation offered the appointed officials whose positions were studied by \$118,144 or 16.0%.
2. The job rate for these appointed officials be established at the recommended level and that the salary for an acting official be established at 90% of job rate and that a premium pay position be established at 118% of the job rate for outstanding performers as recommended by: (A) the Governor and/or (B) the overseeing board of commission, and approved by the Legislature.

3. The salaries of present incumbents whose compensation is in excess of that recommended for their positions not be reduced as a result of this study.
4. That positions of Chairman, Employment Security Commission and Chairman, Commerce Commission and the roles of the other Commission members and the administrative staff be investigated further with a view to clarification of their respective accountabilities.
5. A commission or committee be established to review the results of our initial survey and recommendations and to provide an ongoing review as jobs continue to mature and change -- providing upgraded compensation recommendations for individual positions as a result of this change or recommendations for overall upgrading of salary structures for appointed officials.
6. This study be extended to lower level appointed and all merit positions through the appropriate state offices by state personnel trained by our firm in the processes used for consideration of this group.

Should the above recommendations be accepted our projections are that:

- Salaries will increase immediately by \$118,114 which, while a significant amount, is only 0.019% of the state budget of \$600,000,000.
- In the future, more candidates will seek and be available for appointment to the jobs in question.
- The image of Iowa's evaluation of its executive talent will be enhanced through its acceptance of a more equitable and competitive job valuation, and through the inevitable publication of this support to other civil or public employees.
- If the evaluation and reevaluation of jobs is extended to lower levels, fewer jobs will be found out of line relative to internal equity or external competitiveness since at the lower levels the State of Iowa is competing directly with the industrial, financial and service segments of the Iowa economy.

The above recommendations are offered with the conviction that public service should be an available and attractive alternative to talented Americans. Aspiration to public service by private citizens should not be hindered by noncompetitive reward systems. If anything, relative to common, accepted, total community practice our recommendations are conservative.

INTRODUCTION

The Governor of the State of Iowa appointed an advisory committee, to whom this report is addressed, to submit recommendations as to compensation of the top appointed officials of the State. Hay Associates, in turn, was asked by the Governor's committee to investigate the current salary practice of the State of Iowa relative to these positions. This study was directed toward the achievement of the following goals:

1. Developing a compensation structure that would ensure a salary opportunity for each incumbent that fairly reflects the value of his position relative to all others within the state government.
2. Installing a salary program that would enable the State of Iowa to compete effectively in the market for the quantity and quality of talent required to meet its present and future commitments and goals within its ability to pay.
3. Developing appropriate salary administration policies and practices for appointive positions to serve as an effective management tool in motivating such officials to above average achievement and to reward that achievement.

II
PROCEDURE

A. Selection of the Sample

Forty key positions were selected by the State for study. Evaluations and recommended ranges are shown in this report for 38 of these positions. (The positions of Chairman, Employment Security Commission and Chairman, Commerce Commission are discussed in the latter part of this section.)

B. Preparation of Job Descriptions

To furnish the factual basis for position evaluation each of the above selected incumbents was interviewed by a Hay consultant and a position description prepared for his job. The descriptions, shown behind Tab B in this report, emphasize why the position exists, what it contributes to the State of Iowa, what types of problems it faces, the guidance, direction and supervision it receives and its overall impact on the State. We emphasize the requirements of the position as performed at an acceptable level, not the individual incumbent's performance. Further, the position was described as it actually exists rather than what the analyst or the incumbent thinks it might be or should be.

Each position description includes:

1. Position Purpose: A brief, undetailed, but specific statement of the overall end results the position is designed to accomplish.
2. Dimensions: Pertinent statistics such as operating budget and payroll dollars plus other appropriate factors that the position influences.
3. Nature and Scope: A narrative discussion of the positions' environment, problems faced, organization and important relationships, within and outside Iowa's state government.
4. Principal Accountabilities: A list of the most important specific end results which the position exists to achieve.

Each incumbent was given an opportunity to review and approve his description, any change being included in the final version. Where we were informed of such change in time for inclusion in this report, we have so noted that the respective descriptions were approved.

(

Position Evaluation

The positions included in this study were then evaluated by your consultants using the Hay Guide Chart - Profile Method of evaluation. This method enables a numerical value to be assigned to each of the three major components common to all positions in any organization:

Know-How - the sum total, however acquired, of technical or specialized knowledge, human relations skills, and managerial know-how required for acceptable job performance in resolving the problems and discharging the accountabilities of the position.

Problem Solving - the amount of original, "self-starting" thinking required by the job for analyzing, evaluating, reasoning, arriving at and making conclusions, either in the form of recommendations or decisions.

Accountability - the measured effect of the job on end results: the answerability for actions and the consequences of actions.

(Point values were assigned each of these three components, the total of which represents the evaluated weight of each job. The Guide Charts used are shown behind Tab A in the Appendix.

A summary of the evaluations is shown in Table I on the following page.

SUMMARY OF EVALUATIONS

TABLE I
Sheet 1 of 2

STATE OF IOWA

MARCH 1973

POSITION	INCUMBENT	KNOW-HOW		PROBLEM SOLVING		ACCOUNTABILITY		TOTAL POINTS "p"	Profile (%) KH-PS-AC
		Slot	Points	Slot (%)	Points	Slot	Points		
Comm. of Social Svcs.	J. Gillman	GV3	1216	G4 (66)	800	G5P	1216	3232	38-24-38
Director of Highways	J. Coupal	GV3	1216	G4 (66)	800	G5P	1216	3232	38-24-38
Chief Engineer-Highways	H. Gunnerson	GIV3	800	G4 (66)	528	F5P	800	2128	38-24-38
State Comptroller	M. Selden	GIV3	800	G4 (66)	528	G5C	528	1856	44-28-28
Supt. of Public Instruction	R. Benton	GIII3	800	G4 (66)	528	G3P	528	1856	44-28-28
Comm. of Public Health	A. Reeve	GIII3	800	G4 (57)	460	G5C	528	1788	45-26-29
Comm. of Public Safety	M. Sellers	GIII3	700	F4 (57)	400	G3P	528	1628	43-25-32
Dir. of Revenue	D. Briggs	GIII3	700	G4 (57)	400	G3P	528	1628	43-25-32
Dir. of Office Plann. & Prog.	R. Tyson	GIII3	700	G4 (57)	400	F5C	400	1500	46-27-27
Supt. of Banking	O. Hansen	GIII3	700	G4 (57)	400	F5C	400	1500	46-27-27
Dir. of General Services	S. McCausland	FIII3	608	F4 (57)	350	F5C	400	1358	45-26-29
Dir. of Env., Qual. Cont.	K. Karch	FIII3	608	F4 (57)	350	F5C	400	1358	45-26-29
Comm. of Insurance	W. Huff	FIII3	608	F4 (57)	350	F5C	400	1358	45-26-29
Dir. Beer & Liquor Council	R. Gallagher	FIII3	528	F4 (57)	304	F3P	400	1232	43-25-32
Dir. Conservation Comm.	R. Priewert	FIII3	528	F4 (50)	264	F3P	350	1182	46-23-31
Dir. Merit Employment	W. Keating	FIII3	528	F4 (57)	304	F4C	350	1182	45-26-29
Exec. Sec. Board of Regents	W. Richey	FIII3	528	F4 (57)	304	F2P	350	1182	45-26-29
Ex. Dir. Educ. Radio & T.V.	J. Montgomery	FIII3	528	F4 (57)	304	F2P	304	1136	46-27-27
Dir. Law Enforcement Acady.	J. Callaghan	GIII3	528	F4 (57)	304	F2P	304	1136	46-27-27
State Geologist	S. Tuthill	GIII3	528	F4 (57)	304	F2P	304	1136	46-27-27
Dir. Iowa Development Comm.	C. Wymer	FIII3	528	F4 (57)	304	F4C	304	1136	46-27-27
Ex. Asst. To Governor	W. Willey	FIII3	528	F4 (57)	304	F4C	304	1136	46-27-27
Dir. Comm. for Blind	K. Jernigan	FII3	460	F4 (50)	230	F2P	264	954	48-24-28
Dir. Nat. Resources Council	O. McMurry	FII3	460	F4 (50)	230	F3C	264	954	48-24-28
Comm. Bureau of Labor	J. Addy	FII3	460	F4 (50)	230	F2P	264	954	48-24-28

SUMMARY OF EVALUATIONS

STATE OF IOWA

MARCH 1972

POSITION	INCUMBENT	KNOW-HOW		PROBLEM SOLVING		ACCOUNTABILITY		TOTAL POINTS "p"	Profile (%) KH-PS-AC
		Slot	Points	Slot	(%) Points	Slot	Points		
Ex. Dir. Iowa Crime Comm.	G. Orr	FII3	460	F4	(50) 230	F3C	264	920	48-24-28
Dir. Drug Abuse Authority	F. Brinkley	FII3	460	F4	(50) 230	F4C	264	920	48-24-28
Dir. Aeronautics Comm.	F. Berlin	FII3	400	F4	(50) 200	F4C	230	830	48-24-28
Industrial Commissioner	R. Landess	FII3	400	F4	(50) 200	E4C	230	830	48-24-28
Ex. Sec. Civil Rights Comm.	A. Hayes	FII3	400	F4	(50) 200	E4C	230	830	48-24-28
Dir. Soil Conservation	W. Greiner	FII3	400	F4	(50) 200	E4C	230	830	48-24-28
Sec. State Fair Board	K. Fulk	FII3	400	E4	(43) 175	E2P	200	775	52-22-26
Court Administrator	H. Lawton	FII3	400	E4	(43) 175	E2P	175	750	54-23-23
Ex. Dir. Bd. of Med. Exam.	R. Saf	FII3	400	E4	(43) 175	E2P	175	750	54-23-23
Ex. Dir. Higher Educ. Fac.	N. Klandstrup	FII3	400	E4	(43) 175	E2P	175	750	54-23-23
Ex. Sec. Reciprocity Bd.	R. Howe	FII3	350	E4	(43) 152	E2P	175	677	52-22-26
Dir. Iowa Traveling Lib.	B. Porter	FII3	350	E4	(43) 152	E2P	175	677	52-22-26
Curator Hist. & Archives.	J. Musgrove	FII2	304	E4	(43) 132	D2P	152	588	52-22-26

Problems arose in attempting to adequately define and describe job content for two of the sampled positions, that of Chairman, Employment Security Commission, and, Chairman, Commerce Commission. Both situations are similar in that each acts as chairman of a commission of three full-time members. This sets the Employment Security and Commerce Commissions apart from other State Commissions and Boards. There appears to be a dispersion of accountability and authority among the three members. In each case, the Commission has a senior administrative officer (Executive Officer) whose primary function is directing and coordinating the implementation of Commission policies. In addition, each organization is divided into divisions headed by Division Administrators. The division of authority and accountability among these several positions (Chairman, individual Commissioners, Executive Secretary and Division Administrators) could not be clarified on the basis of the one scheduled interview with the Chairman (Acting Chairman in the case of the Employment Security Commission). The point values and resultant salary ranges that we arrived at by evaluation of the job description based on our interviews with the two Chairman might be appropriate for a single executive head of each respective agency but appear to us inappropriate for any one of the positions within the existing organizations. These point values and ranges, and the present salaries of the incumbents, are as follows:

	<u>Total Points</u>	<u>Recommended Range</u>			<u>Current</u>
		<u>90% Acting</u>	<u>Job Rate</u>	<u>118% Merit</u>	
Head of Employment Security Commission	1628	\$24,800	\$27,500	\$32,500	\$14,500
Head of Commerce Commission	1308	\$21,700	\$24,100	\$28,400	\$15,000

Prior to making any adjustments to the established salary levels of each of these positions, we would strongly recommend further investigation into the roles of these two Commissions, their Chairman, Executive secretaries and Division Administrators. Accountability relationships should be reviewed and defined to provide, first, for achievement of agency goals and objectives in the most cost-effective manner, and, secondly, to furnish a sound basis for determining what adjustments may be necessary to provide adequate compensation to these commissioners.

III

CURRENT SALARY PRACTICE

To assess the degree to which the State's current salary practice for appointed state officials is internally equitable, and to furnish a basis for external comparisons, a scattergram was prepared and "actual practice line" drawn through the data. The scattergram consists of plots of the intercepts of total points awarded each job and the annual base salary paid to the incumbent of that position.

In organizations where salaries are reasonably consistent with job content we find the increase in point totals accompanied by a corresponding increase in salaries. The result is that a line of best fit drawn through the scatter of dots to represent the current actual salary practice of the organization will be an approximately straight line with a rising slope. Such straight lines are common, although by no means universal, among our clients in the private sector. In our studies of state government compensation, it is more common to find a segmented or broken line, usually with three different slopes. In such lines, the lower segment has a fairly steep slope comparable to that found in the private sector, the middle section has a somewhat flatter slope, and the upper segment an extremely flat slope. Thus, the dollar value per point for state officials is less than that of clerical, professional and lower supervisory and managerial positions in the bottom segment.

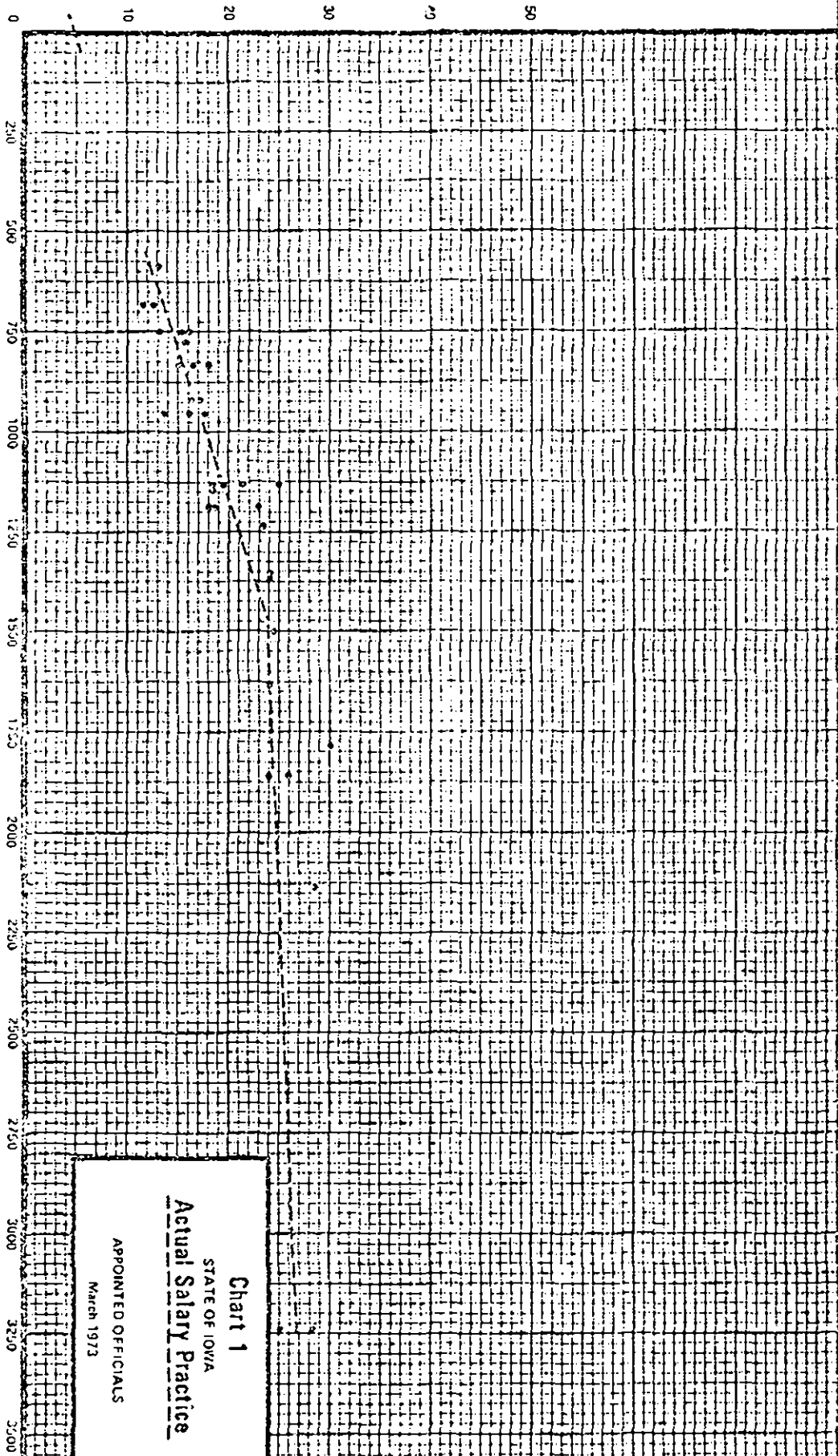
In this study, we found such a bend in your actual practice line at 1475 points and \$24,000. Below this point, the actual practice line is appreciably steeper, indicating that relatively higher monetary recognition has been given to increasing job weight below 1475 points than has been the case above that level.

Chart 1, following shows the scattergram referred to above. Each dot represents a position with one incumbent. A segmented actual practice line with a bend in it has been drawn through the data. The bend is at 1475 points: positions evaluated in this approximate area include the Superintendent of Banking and Director of the Office of Planning and Programming at 1500 points. Positions evaluated above this level include the Director of Revenue, Commissioners of Public Safety and Public Health, Superintendent of Public Instruction, State Comptroller, Chief Engineer, Director of Highways, and Commissioner of Social Services.

Reference to specific positions is intended solely to illustrate the approximate level of position weight referred to and does not mean that the present incumbents are paid exactly on the line of central tendency.

Dispersion around this line is relatively modest up through 1175 points and increases noticeably thereafter.

ANNUAL SALARY (\$000)



EDWARD N. HAY & ASSOCIATES

TOTAL EVALUATION POINTS

Chart 1
STATE OF IOWA
Actual Salary Practices
APPOINTED OFFICIALS
March 1973

IV

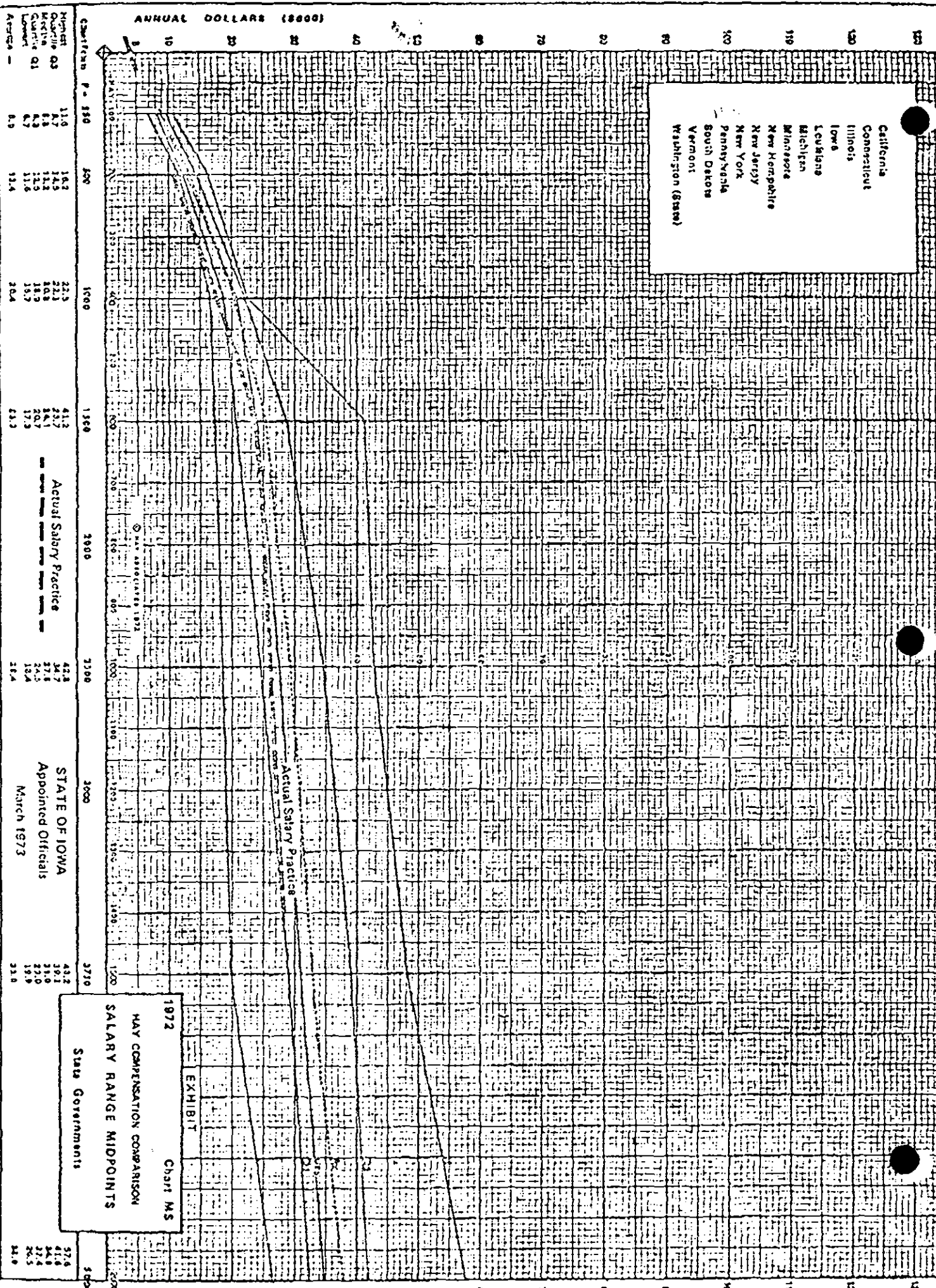
EXTERNAL COMPETITIVENESS

We have examined your pay practice in relation to that of other state governments and industrial and financial clients in the private sector to assess the degree to which it is externally competitive.

Hay Associates provides composite annual compensation data from our clients for their individual use in making compensation policy decisions. The survey charts in these annual studies show a framework of five lines. The high (H) and low (L) lines are the highest and lowest reference points. The first quartile (Q1) and the third quartile (Q3) lines encompass the middle 50% of the participating organizations. The median line represents the central or middle point, with half of the actual practice lines above and half below the median. The average (Av) line represents the average of the actual practice lines at key Hay reference points.

Chart MS, following, shows your actual salary practice line for appointed officials on our survey of 14 state governments published in October 1972. The actual practice line for this group of appointed officials is essentially the same as the first quartile line of the survey up to 1020 of your points (including 16 of the positions studied, from Curator up through the Director of the Commission for the Blind). Thereafter, the actual line rises above the first quartile line of the survey to impinge on the median line of the survey at approximately 1475 to 1630 of your points. Positions in this 1475-1630 zone include the Superintendent of Banking, Director of the Office of Planning and Programming and Director of Revenue. From that point, your line drops down to approximate the first quartile line at the end, where the Director of Highways and Commissioner of Social Services are evaluated. Thus, except for the narrow area from approximately 1475 to 1630 of your points, Iowa's practice is low in relation to the salary practices of other state governments based on a salary by job weight comparison. This should not be interpreted as a reflection of the relative size of the State of Iowa compared to some of the large states included in the survey, inasmuch as differences in operating budgets and other factors have been taken into account in assigning job point values. Thus, salaries paid by the State of Iowa are generally low in relation to those paid by other States even after taking into account relative differences in size as well as other considerations that affect these jobs.

- California
- Connecticut
- Illinois
- Iowa
- Louisiana
- Michigan
- Minnesota
- New Hampshire
- New Jersey
- New York
- Pennsylvania
- South Dakota
- Vermont
- Washington (State)



Year	1960	1970	1973	1973	1973
Midwest	110	163	223	412	428
North	117	165	227	417	437
South	118	166	228	418	438
West	127	175	237	427	447
Average	124	184	254	454	474

1972
MAY COMPENSATION COMPARISON
SALARY RANGE MIDPOINTS
State Governments
Chart MS

03 and 01 salaries middle 50% of Company median (1961).

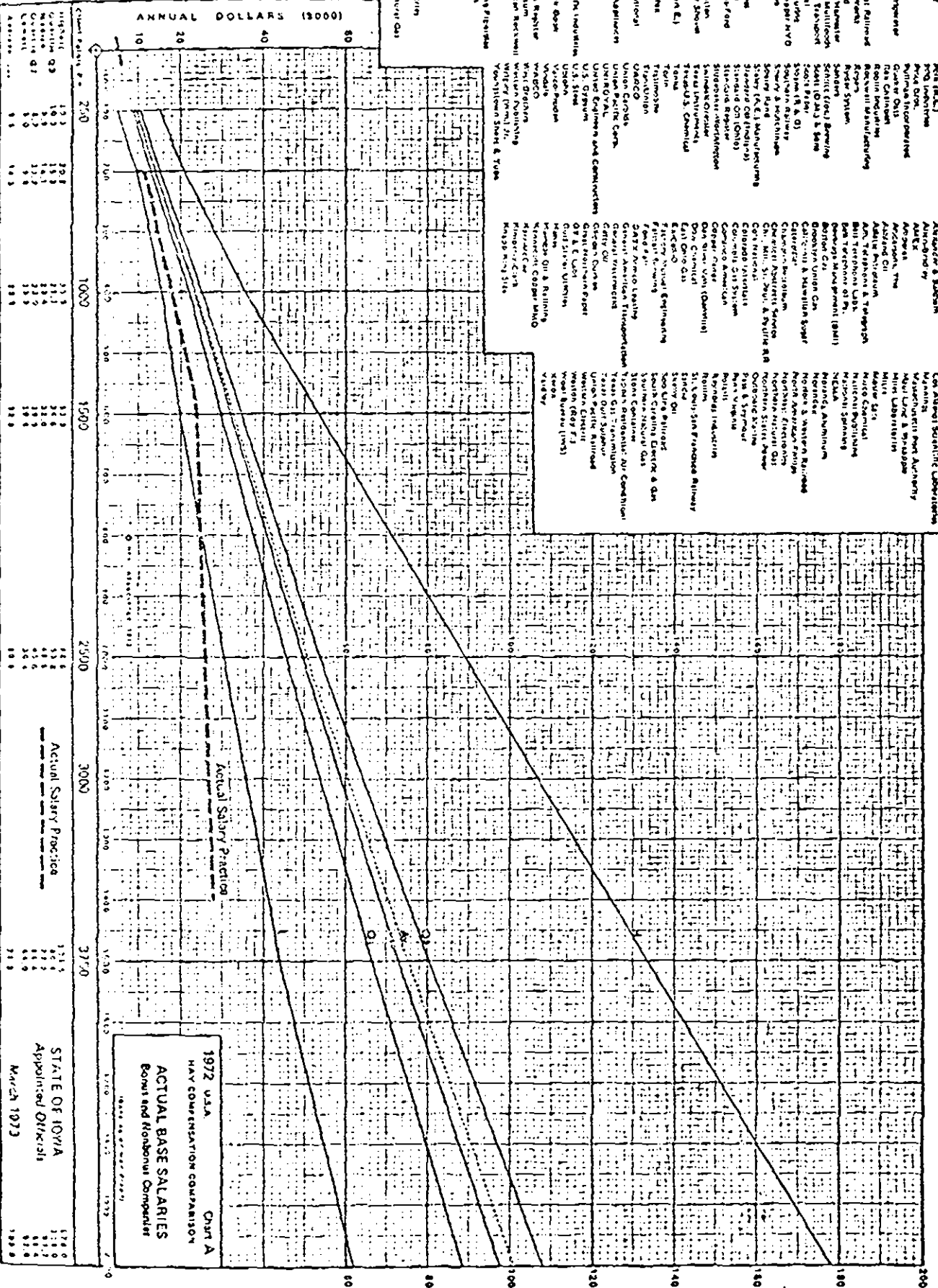
Chart A, following, shows your previously discussed actual salary practice compared to that of 246 Hay industrial clients, including both bonus and nonbonus paying companies. It will be seen that the State of Iowa's practice falls in the lowest paying 25% of these companies up to 2000 points where it drops through the low line. Positions above 2000 client points include the Chief Engineer, Director of Highways and Commissioner of Social Services.

This relationship to the survey data reflected in Chart A differs from other states only in degree. The average line for the 14 state governments is below the first quartile line throughout this study and below the low line from 2350 client points on.

BONUS COMPANIES

NONBONUS COMPANIES

ABC	ABC	ABC	ABC
Admiral	Admiral	Admiral	Admiral
...



1972 USA
MAY COMPENSATION COMPARISON
ACTUAL BASE SALARIES
Bonus and Nonbonus Companies

STATE OF IOWA
Appointed Officials
MAY 1972

1972
MAY 1972

1972
MAY 1972

Chart G, following, shows the State of Iowa's actual salary practice compared to that of Hay financial clients. Financial firms as a group, particularly with the inclusion of hospitals and Blue Cross/Blue Shield plans, pay somewhat less than the industrial firms. Thus, the State of Iowa's actual line starts at the third quartile line at the very beginning of the line at 550 client points and then drops down through the median line at 900 client points (Executive Director Crime Commission and Director Drug Abuse Authority are at 920 points); through the first quartile line at approximately 1000 points; and through the low line at approximately 2000 points. Twenty two of the jobs evaluated in this study are in the fall below the first quartile line.

Blue Cross / Blue Shield

Blue Cross of Iowa, 1000 North Washington, Des Moines, IA 50319
 Blue Cross of Kansas, 1000 North Washington, Des Moines, IA 50319
 Blue Cross of Michigan, 1000 North Washington, Des Moines, IA 50319
 Blue Cross of Minnesota, 1000 North Washington, Des Moines, IA 50319
 Blue Cross of North Carolina, 1000 North Washington, Des Moines, IA 50319
 Blue Cross of North Dakota, 1000 North Washington, Des Moines, IA 50319
 Blue Cross of Ohio, 1000 North Washington, Des Moines, IA 50319
 Blue Cross of South Carolina, 1000 North Washington, Des Moines, IA 50319
 Blue Cross of South Dakota, 1000 North Washington, Des Moines, IA 50319
 Blue Cross of Tennessee, 1000 North Washington, Des Moines, IA 50319
 Blue Cross of Texas, 1000 North Washington, Des Moines, IA 50319
 Blue Cross of Virginia, 1000 North Washington, Des Moines, IA 50319
 Blue Cross of West Virginia, 1000 North Washington, Des Moines, IA 50319
 Blue Cross of Wisconsin, 1000 North Washington, Des Moines, IA 50319
 Blue Cross of Wyoming, 1000 North Washington, Des Moines, IA 50319

VARIOUS

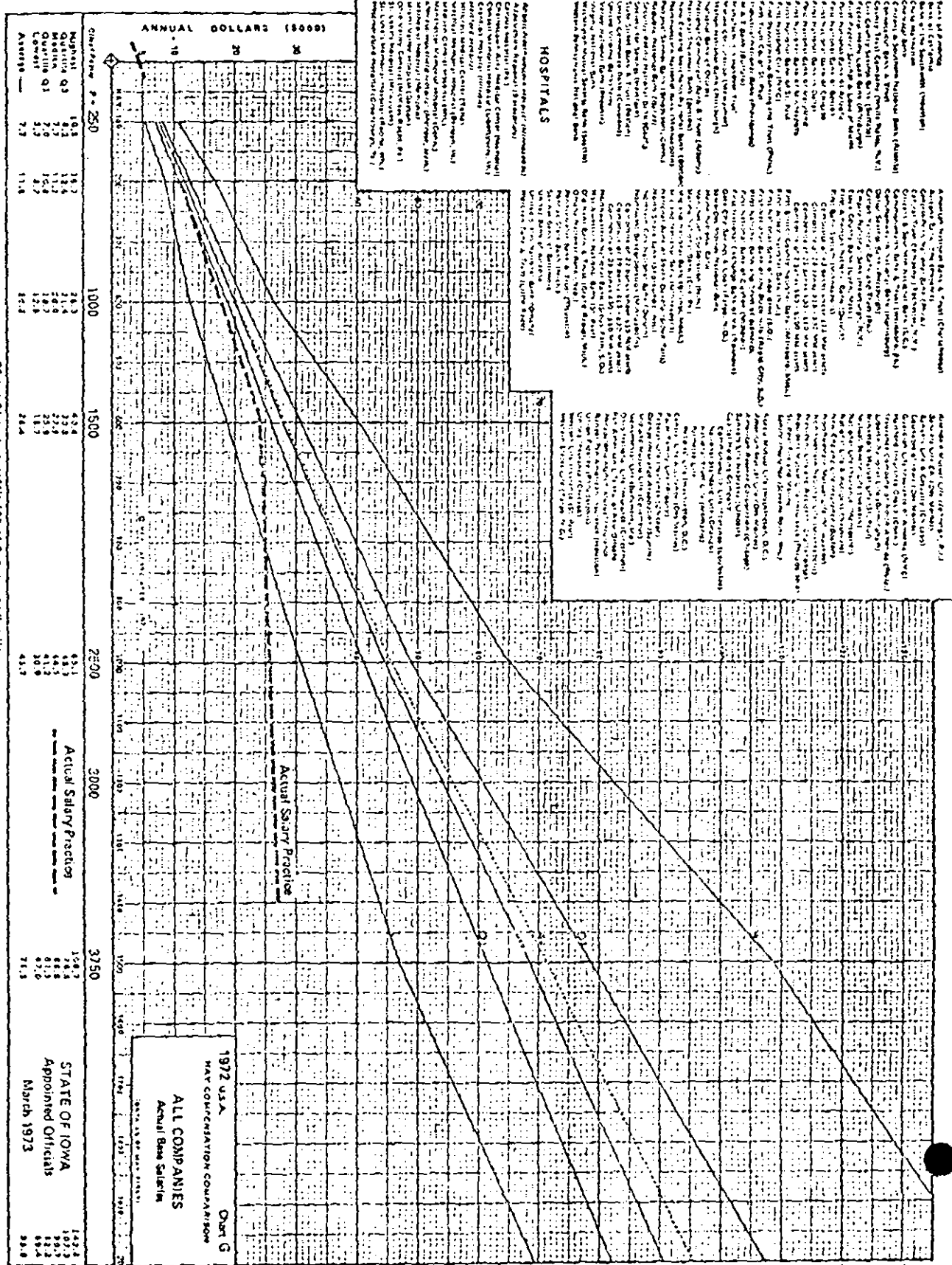
Various financial institutions and services listed under this heading, including banks, insurance companies, and other financial entities.

HOSPITALS

List of hospitals and medical facilities, including their names, addresses, and contact information.

INSURANCE

List of insurance companies and their services, including life, health, and property insurance.

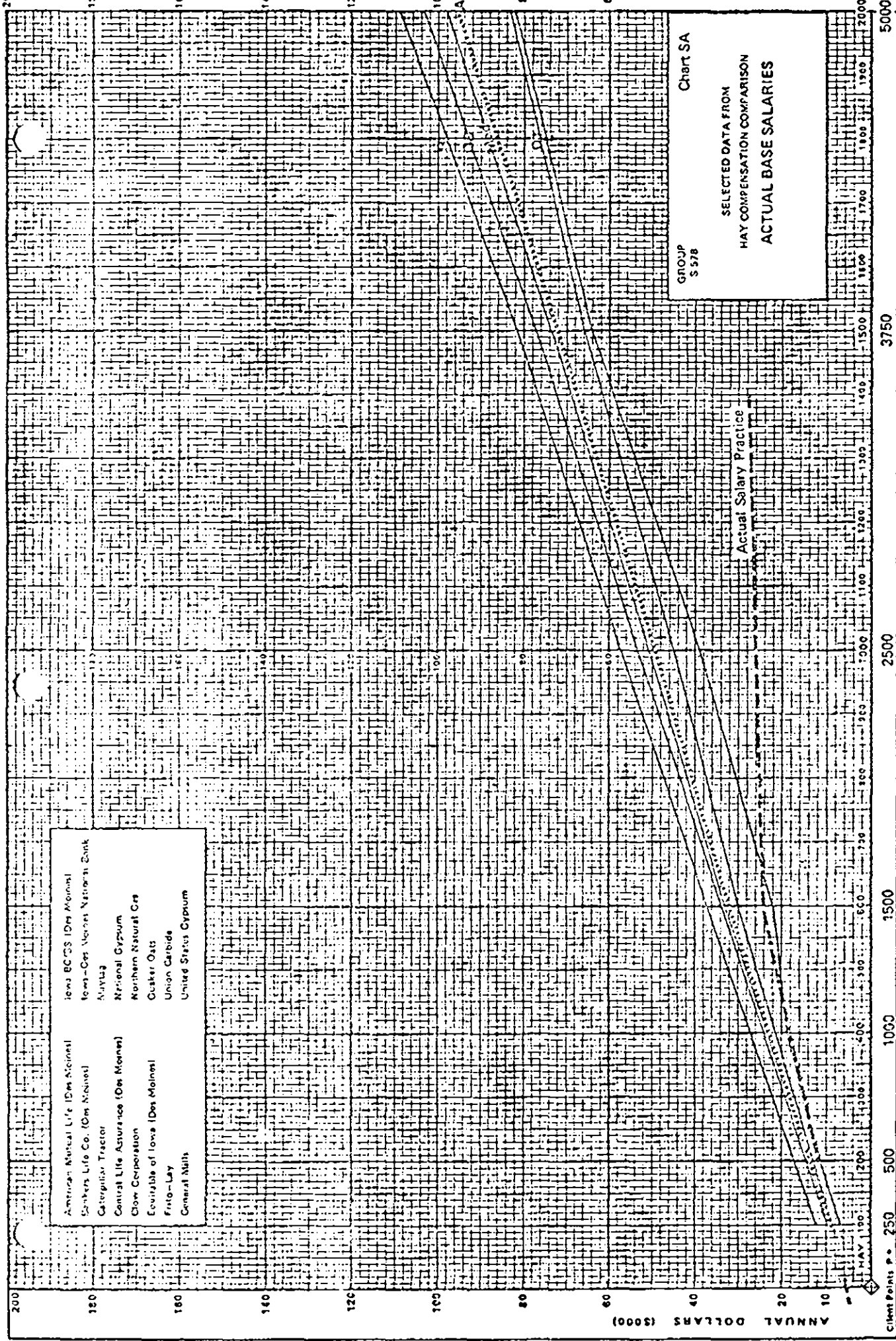


Q3 and Q1 includes middle 50% of Company median (Jan).

Chart SA, following, shows the actual practice line relative to the salary practices of a group of 16 Hay industrial and financial clients with their headquarters, or major operations, in the State of Iowa. The actual practice line for appointed officials is generally below the average line of this special survey, except at the bottom end, at 550 of your points. It is below the first quartile line from approximately 1440 of your points and below the low line from 1600 of your points. Thus ten of the positions in this study (ranging from Superintendent of Banking up to Commissioner of Social Services) are in the zone that falls below the first quartile line of the survey and eight of these are in the portion of your actual line that falls below the low line of the survey.

Obviously, this must cause difficulty in attracting and retaining qualified personnel for top appointed officials in the state government.

The band from low to high lines is much narrower in this special survey of Iowa firms than is true on the nationwide industrial or financial survey charts. While the median line is quite close to that on the A chart, the low line is appreciably higher than the low line on either the A or G chart, indicating that whatever companies make up the low lines on these two charts are not firms with their headquarters or major operations in the State of Iowa.



- American Mutual Life (Des Moines)
- Iowa BCSS (Des Moines)
- Iowa-Ces. Mercant National Bank
- Navya
- National Cyprium
- Northern Natural Gas
- Ocker Oats
- Union Carbide
- United States Cyprium
- Central Life Assurance (Des Moines)
- Clow Corporation
- Evitable of Iowa (Des Moines)
- Frito-Lay
- General Mills
- Caterpillar Tractor

STATE OF IOWA
 March 1973

Actual Salary Practice

Q3 and Q1 enclose midline 50% of Company median lines.

Alphabetic
 Quantile Q3
 Quantile Q1
 Overall
 Average

RECOMMENDATIONS

We recommend that the State of Iowa adopt a policy midpoint line slightly higher than the average for other state governments reported in our October 1972 survey report, taking into account the probability that salary levels in other states have increased since the data were compiled. While the upper part of this line will still be considerably below prevailing salary levels in industry and finance, as reflected in our Charts A and G, it will represent a marked improvement over the current salary practice of the State and put Iowa in a position of paying rates that are competitive with other states for positions evaluated at these same levels. While we ordinarily support the adoption of a single policy structure, we feel that, realistically, the policy line for the State of Iowa should follow the same general pattern as that adopted by other state governments.

Specifically, we recommend the following policy formulae:

- a. Up to 1000 client points:

$$\text{Salary} = \$16.00 \text{ a point plus } \$5,000 \text{ constant}$$

- b. From 1000 to 1500 points:

$$\text{Salary} = \$10.00 \text{ a point plus } \$11,000 \text{ constant}$$

- c. Above 1500 points:

$$\text{Salary} = \$4.00 \text{ a point plus } \$21,000 \text{ constant}$$

To derive the recommended salary for any given position, we multiply the total number of points awarded that position (previously shown in Table I) times the appropriate factor of \$4.00, \$10.00 or \$16.00, and add the appropriate constant.

Chart 1R, immediately following this page, shows our Recommended Salary Structure displayed against the Actual Salary Practice line developed on Chart 1.

Charts MSR, AR, GR and SAR, following, shows the relationship of the recommended policy line to the survey data.

Table II, following these charts, shows our specific salary recommendation for each position.

ANNUAL SALARY (\$000)

EDWARD N. HAY & ASSOCIATES

TOTAL EVALUATION POINTS

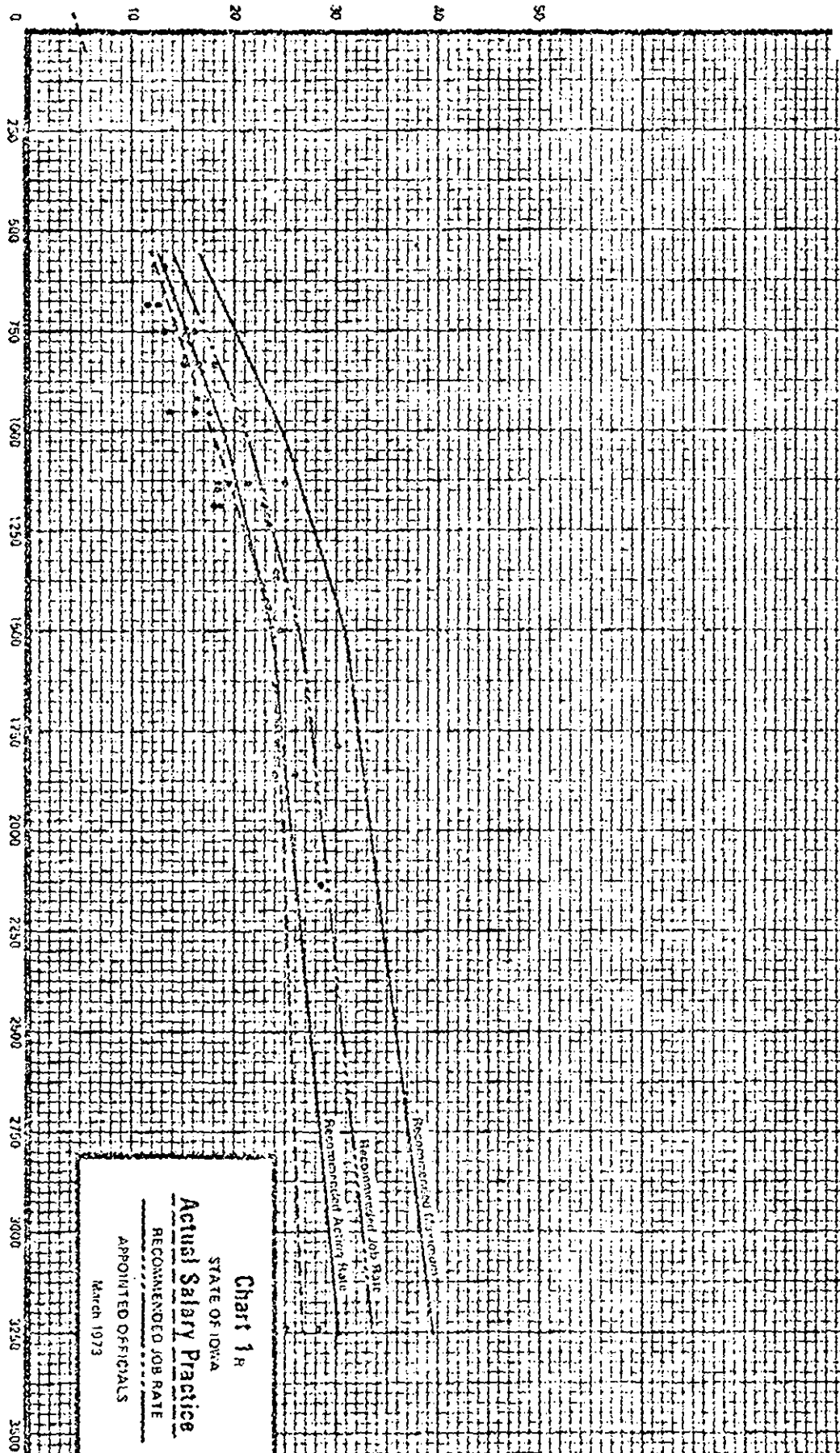
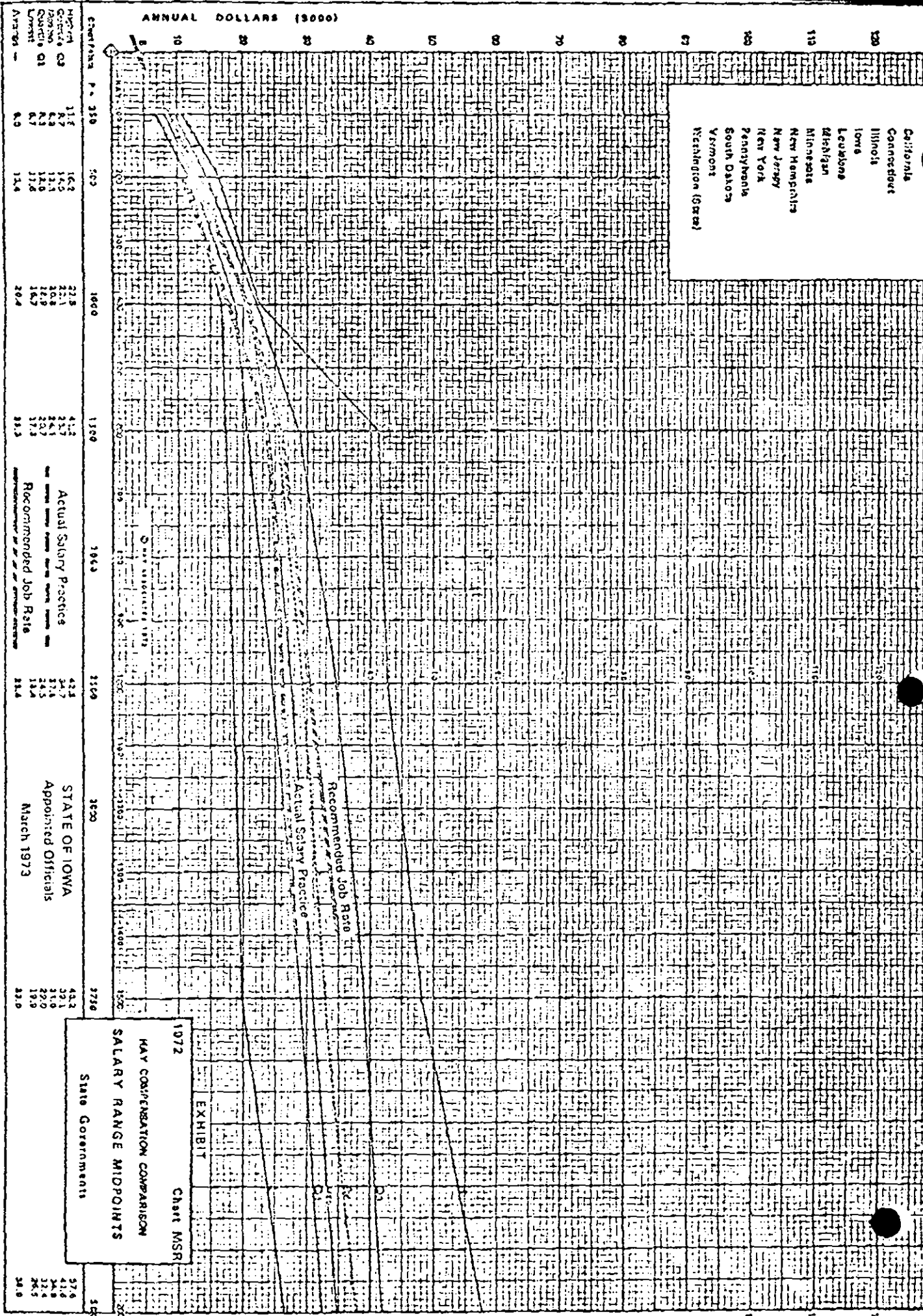


Chart 1a
 STATE OF IOWA
Actual Salary Practice
 RECOMMENDED JOB RATE
 RECOMMENDED ACTING RATE
 RECOMMENDED PAY SYSTEM
 APPOINTED OFFICIALS
 March 1973

Chart MSR, following, shows the recommended policy line, as well as the actual practice line, superimposed upon the State survey data. The recommended policy line is slightly above the average salary practice line for the 12 state governments participating in this survey. We feel that this recommendation will put the State of Iowa in a more competitive position in attracting and retaining qualified personnel and reward them on an equitable basis in relation to the compensation paid by other states.

ANNUAL DOLLARS (\$000)



- California
- Connecticut
- Illinois
- Iowa
- Louisiana
- Michigan
- Minnesota
- New Hampshire
- New Jersey
- New York
- Pennsylvania
- South Dakota
- Vermont
- Washington (DC)

Q1 end of entire midline 50% of Company midline rate.

Category	250	300	350	400	450	500
Highway	115	165	215	265	315	365
General	115	165	215	265	315	365
Construction	115	165	215	265	315	365
Police	115	165	215	265	315	365
Fire	115	165	215	265	315	365
Public Works	115	165	215	265	315	365
Average	115	165	215	265	315	365
State of Iowa Appointed Officials March 1973	115	165	215	265	315	365
Recommended Job Rate	115	165	215	265	315	365
Actual Salary Practice	115	165	215	265	315	365

1072
MAY COMPENSATION COMPARISON
SALARY RANGE MIDPOINTS
State Governments
Chart MSR
EXHIBIT

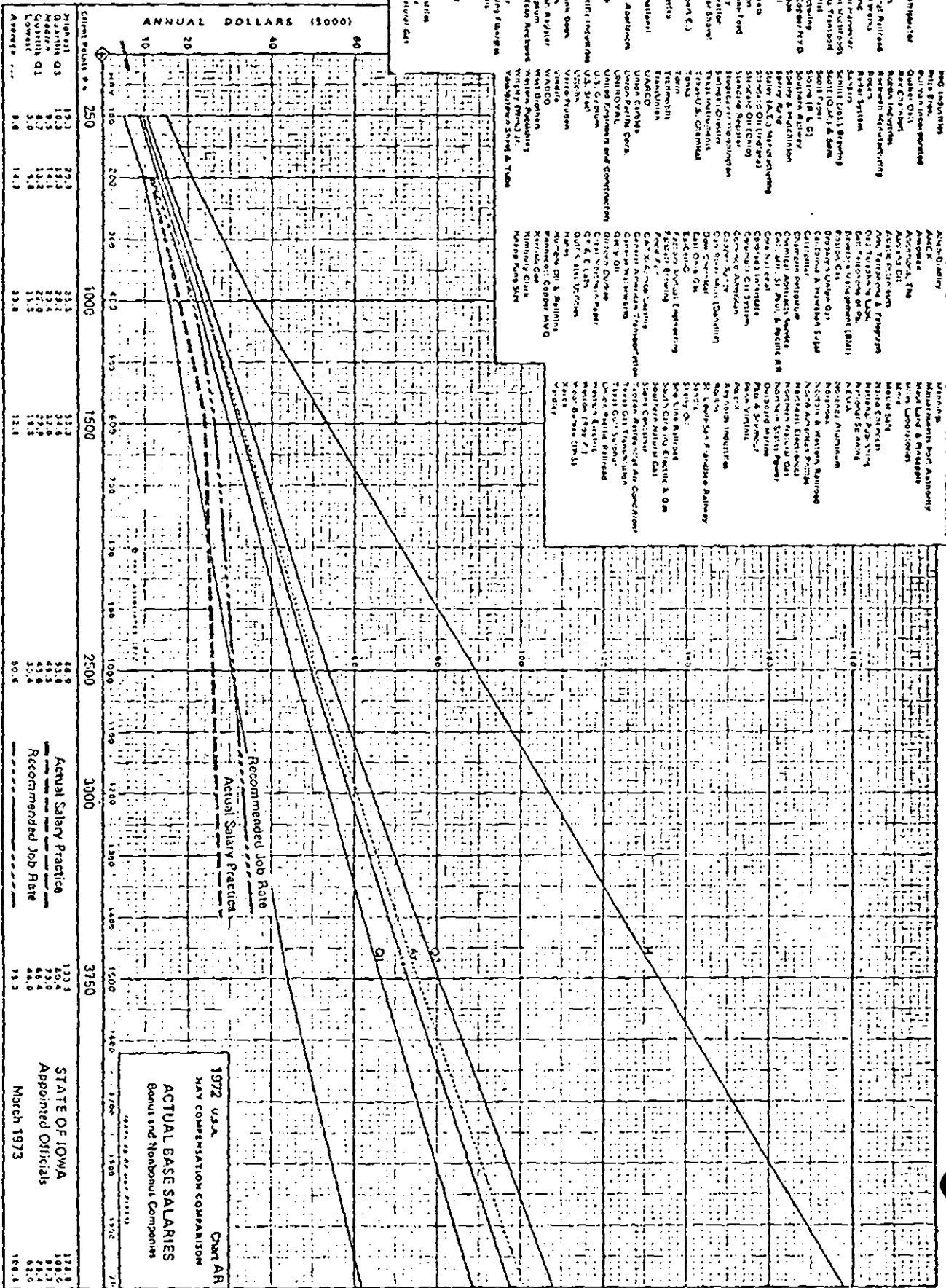
375	425	475	525
375	425	475	525
375	425	475	525
375	425	475	525

Chart AR, following, shows the recommended policy line and the actual practice line superimposed upon the industrial survey data. While hardly a strong competitive position in relation to private industry, particularly above 1000 client points, it is at least as competitive or more competitive than other states. Below 1000 client points, which includes 16 of the positions in this study, the recommended line approximates the first quartile line and thus is reasonably competitive with industry. From 1000 to approximately 2250 points the recommended policy line is in the first quartile of industrial base salary practices. Above 2250 client points, the recommended line is below the low line of our industrial clients. Positions in this study evaluated above 2250 points are the Director of Highways and Commissioner of Social Services.

Thus, the recommended salary structure is increasingly less competitive with industry at higher point values.

BONUS COMPANIES

NONBONUS COMPANIES



Adco	Adco	Adco	Adco	Adco	Adco
Adco	Adco	Adco	Adco	Adco	Adco
Adco	Adco	Adco	Adco	Adco	Adco
Adco	Adco	Adco	Adco	Adco	Adco
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Adco	Adco	Adco	Adco	Adco	Adco
Adco	Adco	Adco	Adco	Adco	Adco

Client Salaries \$ 250

Highest Q3	18.1	29.2	33.3	33.3	33.3
Median Q3	12.1	21.6	27.0	27.0	27.0
Lowest Q1	8.7	13.2	15.5	15.5	15.5
Average ...	8.8	14.2	21.8	21.8	21.8

Actual Salary Practice	100.0	117.0	137.0	157.0	177.0
Recommended Job Rate	100.0	113.0	133.0	153.0	173.0
Actual Salary Practice	100.0	115.0	135.0	155.0	175.0

STATE OF IOWA
Appointed Officials
March 1973

Actual Salary Practice	100.0	117.0	137.0	157.0	177.0
Recommended Job Rate	100.0	113.0	133.0	153.0	173.0
Actual Salary Practice	100.0	115.0	135.0	155.0	175.0

1972 USA
MAY COMPENSATION COMPARISON
ACTUAL BASE SALARIES
Bonus and Nonbonus Companies

Q1 and Q3 values middle 50% of company median lines.

Chart GR, following, shows the recommended policy line and the actual line superimposed upon our financial survey data. The recommended line is at or above the third quartile line up to 1000 of your points and, therefore, is fully competitive with financial firms. The 16 positions evaluated in this area up to 1000 points range from the Curator up to the Director of the Commission for the Blind. From 1000 to 1500 points the recommended line is within the middle 50% of the survey companies, dropping from the third quartile to the first quartile line. Twelve positions in this study, ranging from the Executive Assistant to the Governor up to the Director of General Services, are evaluated in this zone. Between 1500 and 2500 points, the recommended line is within the first quartile of the firms in our financial survey. Eight positions are evaluated in this point range. Above approximately 2500 of your points, the recommended policy line is below the low line of the survey.

FINANCIAL

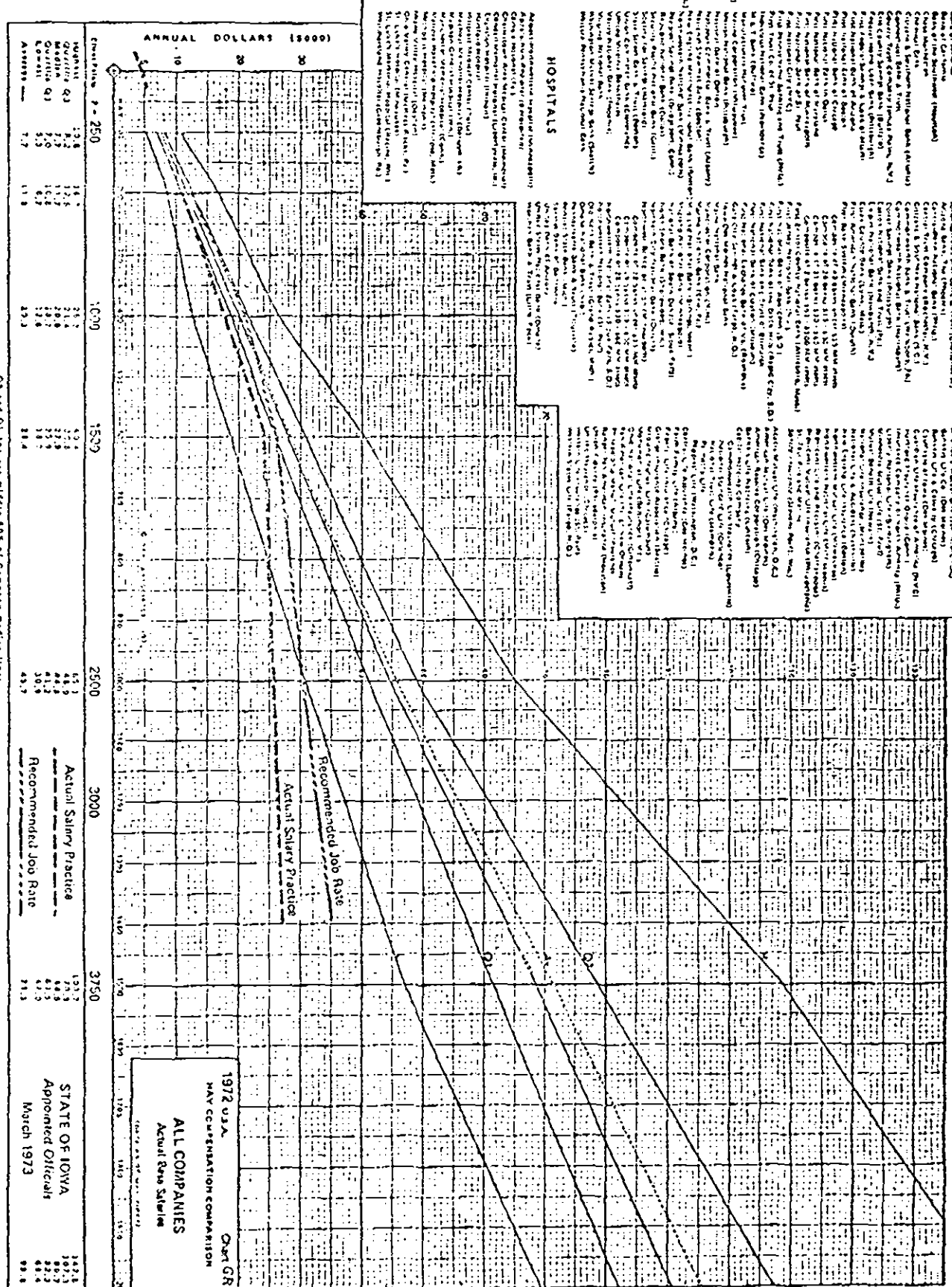
Amegy Insurance Company (Iowa) ...
 American Mutual Insurance ...
 ...
VARIOUS
 ...
BLUE CROSS / BLUE SHIELD
 ...

BANKS

Amegy Bank & Trust (Iowa) ...
 American Mutual Bank (Iowa) ...
 ...
HOSPITALS
 ...

INSURANCE

Amegy Mutual Life Insurance ...
 American Mutual Life Insurance ...
 ...



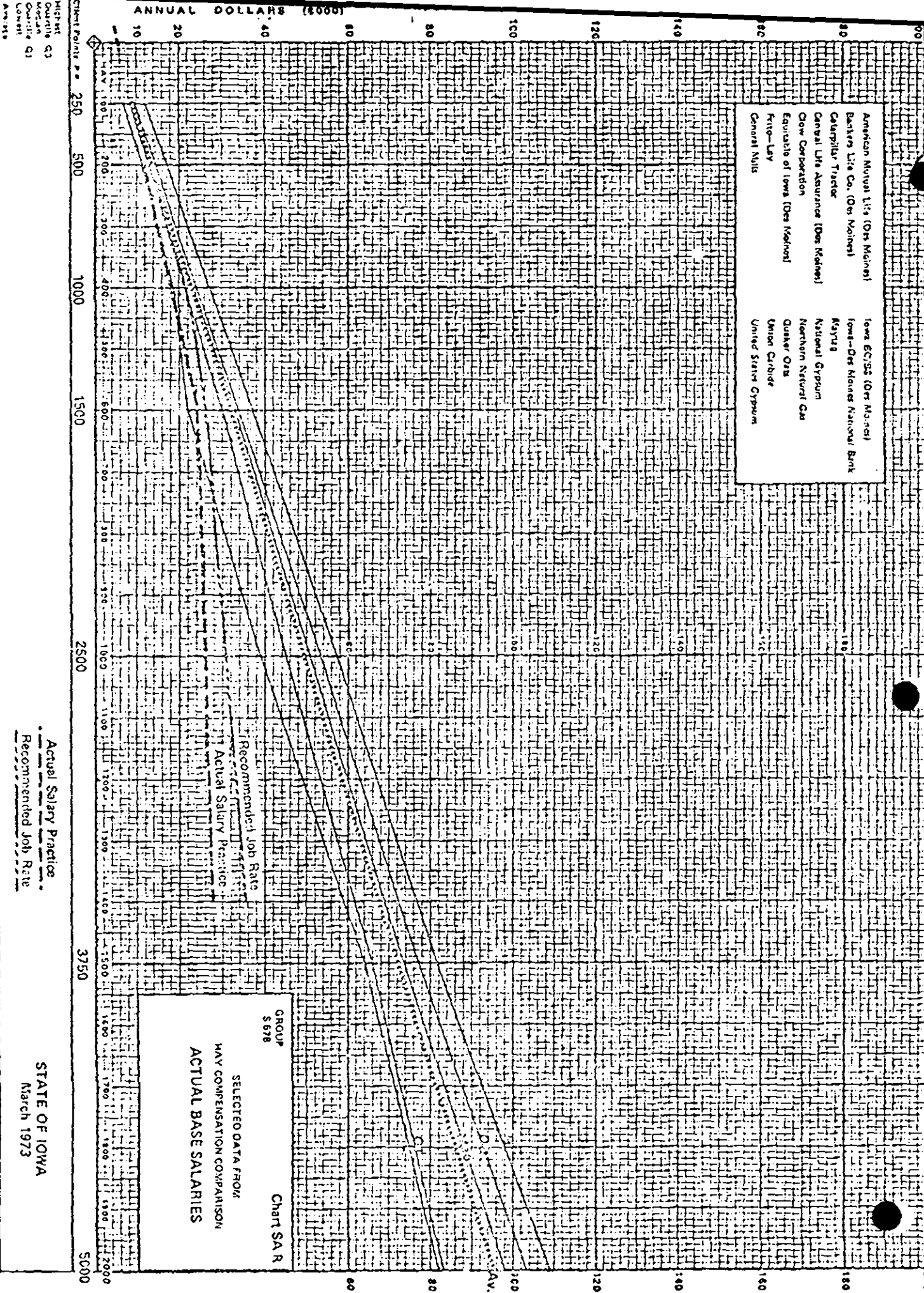
Q3 and Q1 1972 vs. mid-year 68% of Company Media Lines.

1972 IJA
 MAY CENSUSATION COMPARISON
ALL COMPANIES
 Actual Base Salaries

STATE OF IOWA
 Appointed Officials
 March 1973

Chart SAR, following, shows the recommended policy line compared to the actual salary practices of Iowa firms previously shown in Chart SA. The recommended line is within the middle 50% band up to approximately 850 client points (12 positions). It is within the first quartile from 850 to 1800 of your points (21 positions) and below the low line thereafter (5 positions).

As shown on Charts AR and GR, the recommended line is reasonably competitive at the bottom end, especially up to 1000, and less competitive at the top, especially above 1800 points.



G3 and G1 enclose middle 50% of Company median line.

STATE OF IOWA
March 1973

HIGHT
Quarter G3
Median
Quarter G1
Lowest
Average

TABLE II
Sheet 1 of 2

RECOMMENDED SALARY STRUCTURE

STATE OF IOWA MARCH 1973		Total Points	Current Actual Salary	Job Rate			DEVIATION Under Acting	Position in Range % (Actual - Job Rate)		DEVIATION Over Merit
POSITION	INCUMBENT			Acting 90%	Job Rate	Merit 118%		\$	%	
Comm. of Social Svcs.	J. Gillman	3232	25,000	30,600	34,000	40,100	5600	74		
Director of Highways	J. Coupal	3232	28,500	30,600	34,000	40,100	2100	84		
Chief Engineer-Highways	H. Gunnerson	2128	28,524	26,600	29,500	34,800		97		
State Comptroller	M. Selden	1856	24,000	25,600	28,400	33,500	1600	85		
Supt. of Public Instruction	R. Benton	1856	26,000	25,600	28,400	33,500		92		
Comm. of Public Health	A. Reeve	1788	30,000	25,400	28,200	33,300		106		
Comm. of Public Safety	M. Sellers	1628	16,500	24,800	27,500	32,500	8300	60		
Dir. of Revenue	D. Briggs	1628	24,000	24,800	27,500	32,500	800	87		
Dir. of Office Plann. & Prog.	R. Tyson	1500	17,000	23,400	26,000	30,700	6400	65		
Supt. of Banking	O. Hansen	1500	24,500	23,400	26,000	30,700		94		
Dir. of General Services	S. McCausland	1358	24,000	22,100	24,600	29,000		98		
Dir. of Env., Qual. Cont.	K. Karch	1358	24,000	22,100	24,600	29,000		98		
Comm. of Insurance	W. Huff	1358	17,000	22,100	24,600	29,000	5100	69		
Dir. Beer & Liquor Council	R. Gallagher	1232	23,500	21,000	23,300	27,500		101		
Dir. Conservation Comm.	R. Prewert	1182	18,000	20,500	22,800	26,900	2500	79		
Dir. Merit Employment	W. Keating	1182	18,500	20,500	22,800	26,900	2000	81		
Exec. Sec. Board of Regents	W. Richey	1182	23,000	20,500	22,800	26,900		101		
Ex. Dir. Educ. Radio & T.V.	J. Montgomery	1136	19,500	20,200	22,400	26,400	700	87		
Dir. Law Enforcement Acady.	J. Callaghan	1136	18,500	20,200	22,400	26,400	1700	83		
State Geologist	S. Tuthill	1136	21,500	20,200	22,400	26,400		96		
Dir. Iowa Development Comm.	C. Wymer	1136	25,000	20,200	22,400	26,400		112		
Ex. Asst. to Governor	W. Willey	1136	18,504	20,200	22,400	26,400	1696	82		
Dir. Comm. for Blind	K. Jernigan	954	17,500	18,300	20,300	24,000	800	86		
Dir. Nat. Resources Council	O. McMurry	954	16,000	18,300	20,300	24,000	2300	79		
Comm. Bureau of Labor	J. Addy	954	13,500	18,300	20,300	24,000	4800	67		

STATE OF IOWA

MARCH 1973

POSITION	INCUMBENT	Total Points	Current Actual Salary	Job Rate			DEVIATION Under Acting	Position in Range % (Actual - Midpoint)					DEVIATION Over Merit
				Acting 90%	Job Rate	Merit 118%		%	%	%	%	%	
Ex. Dir. Iowa Crime Comm.	G. Orr	920	\$ 16,500	\$ 17,700	\$ 19,700	\$ 23,200	\$1200					84	
Dir. Drug Abuse Authority	F. Brinkley	920	17,000	17,700	19,700	23,200	\$ 700					86	
Dir. Aeronautics Comm.	F. Berlin	830	18,000	16,500	18,300	21,600						98	
Industrial Commissioner	R. Landess	830	16,500	16,500	18,300	21,600						90	
Ex. Sec. Civil Rights Comm.	A. Hayes	830	15,000	16,500	18,300	21,600	\$1500					82	
Dir. Soil Conservation	W. Greiner	830	15,000	16,500	18,300	21,600	\$1500					82	
Sec. State Fair Board	K. Fulk	775	15,500*	15,700*	17,400*	20,500*	\$ 200					89	
Court Administrator	H. Lawton	750	13,000	15,300	17,000	20,100	\$2300					76	
Ex. Dir. Bd. of Medical Exam.	R. Saf	750	15,228	15,300	17,000	20,100	\$ 72					90	
Ex. Dir. Higher Educ. Fac.	N. Klandstrup	750	16,000	15,300	17,000	20,100						94	
Ex. Sec. Reciprocity Bd.	R. Howe	677	12,500	14,200	15,800	18,600	\$1700					79	
Dir. Iowa Traveling Lib.	B. Porter	677	11,500	14,200	15,800	18,600	\$2700					73	
Curator Hist. & Archives	J. Musgrove	588	13,000	13,000	14,400	17,000						90	
TOTAL		47,869	\$736,756		\$854,900		58268						
COMPA-RATIO			86.2%										

* Also has use of house (utilities paid) and a car. Appropriate consideration should be given to these factors in applying the recommended salary range.

Table III, following, shows for each position in this study the average salary levels derived from the industrial and financial charts for the assigned point values, as well as the present salary and recommended job rate.

Comparison of Recommended Salaries with Average Financial/Services
and Industrial Comparisons by Comparable Job Weight

STATE OF IOWA MARCH 1973		Points	Salary	Recom- mended Job Rate	Average Financial/ Service Organ.	Average Industrial Organ.	Average Iowa Firms
Position	Incumbent		\$	\$	\$	\$	\$
Comm. of Social Svcs.	J. Gillman	3232	25,000	34,000	60,500	65,000	63,000
Director of Highways	J. Coupa!	3232	28,500	34,000	60,500	65,000	63,000
Chief Engineer-Highways	H. Gunnerson	2128	28,524	29,500	39,200	44,000	43,600
State Comptroller	M. Selden	1856	24,000	28,400	34,100	39,000	37,800
Supt. of Public Instruction	R. Denton	1856	25,000	28,400	34,100	39,000	37,800
Comm. of Public Health	A. Reeves	1788	30,000	28,200	33,000	38,000	36,700
Comm. of Public Safety	M. Sellers	1628	16,500	27,500	30,500	34,800	34,000
Dir. of Revenue	D. Briggs	1628	24,000	27,500	30,500	34,800	34,000
Dir. of Office Plann. & Prog.	R. Tyson	1500	17,000	26,000	28,400	32,800	31,800
Supt. of Banking	O. Hansen	1500	24,500	26,000	28,400	32,800	31,800
Dir. of General Services	S. McCausland	1358	24,000	24,600	26,000	30,000	29,300
Dir. of Env., Qual. Cont.	K. Karch	1358	24,000	24,600	26,000	30,000	29,300
Comm. of Insurance	W. Huff	1358	17,000	24,600	26,000	30,000	29,300
Dir. Beer & Liquor Council	R. Gallagher	1232	23,500	23,300	24,000	28,000	27,000
Dir. Conservation Comm.	R. Priewert	1182	18,000	22,800	23,200	27,000	26,100
Dir. Merit Employment	W. Keating	1182	18,500	22,800	23,200	27,000	26,100
Exec. Sec. Board of Regents	W. Richey	1182	23,000	22,800	23,200	27,000	26,100
Ex. Dir. Educ. Radio & T.V.	J. Montgomery	1136	19,500	22,400	22,400	26,000	25,200
Dir. Law Enforcement Acady.	J. Callaghan	1136	18,500	22,400	22,400	26,000	25,200
State Geologist	S. Tuthill	1136	21,500	22,400	22,400	26,000	25,200
Dir. Iowa Development Comm.	C. Wymer	1136	25,000	22,400	22,400	26,000	25,200
Ex. Asst. to Governor	W. Willey	1136	18,504	22,400	22,400	26,000	25,200
Dir. Comm. for Blind	K. Jernigan	954	17,500	20,300	19,400	22,900	22,100
Dir. Nat. Resources Council	O. McMurry	954	16,000	20,300	19,400	22,900	22,100
Comm. Bureau of Labor	J. Addy	954	13,500	20,300	19,400	22,900	22,100

Comparison of Recommended Salaries with Average Financial/Services
and Industrial Companies by Comparable Job Weight

STATE OF IOWA		Points	Salary	Recom- mended Job Rate	Average Financial/ Service Organ.	Average Industrial Organ.	Average Iowa Firms
MARCH 1972							
Position	Incumbent		\$	\$	\$	\$	\$
Ex. Dir. Iowa Crime Comm.	G. Orr	920	16,500	19,700	18,900	22,300	21,500
Dir. Drug Abuse Authority	F. Brinkley	920	17,000	19,700	18,900	22,300	21,500
Dir. Aeronautics Comm.	F. Berlin	830	18,000	18,300	17,100	20,600	19,800
Industrial Commissioner	R. Landess	830	16,500	18,300	17,100	20,600	19,800
Ex. Sec. Civil Rights Comm.	A. Heyes	830	15,000	18,300	17,100	20,600	19,800
Dir. Soil Conservation	W. Greiner	830	15,000	18,300	17,100	20,600	19,800
Sec. State Fair Board	K. Fulk	775	15,500	17,400	16,100	19,600	18,700
Court Administrator	H. Lawton	750	13,000	17,000	16,000	19,100	18,300
Ex. Dir. Bd. of Med. Exam.	R. Saf	750	15,228	17,000	16,000	19,100	18,300
Ex. Dir. Higher Educ. Fac.	N. Klandstrup	750	16,000	17,000	16,000	19,100	18,300
Ex. Sec. Reciprocity Bd.	R. Howe	677	12,500	15,800	14,800	17,700	16,900
Dir. Iowa Traveling Lib.	B. Porter	677	11,500	15,800	14,800	17,700	16,900
Curator Hist. & Archives	J. Musgrove	588	13,000	14,400	13,000	16,000	15,200

(Attracting and retaining competent administrators to state government has long posed a serious problem to state officials. The disparity in salary practice among government, industry and finance accounts in large measure for this problem. While our salary recommendations should allow Iowa to assume a competitive posture in relation to other states, they will not significantly alter existing relationships with industry and finance. State government, however, has at its disposal the potential for developing more responsible jobs through organizational realignment and/or consolidation, e.g., the merger of several related agencies into a department of transportation or the consolidation of conservation and natural resource functions into a single agency. Utilization of these techniques can be expected to develop larger management positions and in turn generate commensurate salaries. These tools could combine to make state government more attractive both administratively and financially to qualified personnel currently in the private sector.

SALARY ADMINISTRATION

During the evaluation process jobs were evaluated as though staffed by a qualified incumbent whose performance was at an acceptable or competent level. The recommended job rate, therefore, states the dollar value of each job at the fully acceptable performance level. In addition, we have recommended a dollar value of 90% of the job rate to provide compensation to incumbents who assume the responsibilities of the job on an acting or temporary basis. We have also recommended a merit range extending to 118% of the job rate to provide appropriate compensation to incumbents who are performing beyond the competent level.

In the past, salary recommendations for appointed officials have approximated recommendations made for elected officials in that a single job rate has been recommended. The public and political characters of such positions and the fact that reappointments in effect constitute reward have been cited as reasons for adopting this type of approach. On the other hand, we suggest that the utilization of a merit concept to appointed officials will provide the state with added flexibility in recruiting and motivating competent and qualified administrators. This approach will provide the means necessary to relate compensation to job performance to a degree currently lacking and thus provide added incentive to individuals seeking a career in government.



GUIDE CHART

ACCOUNTABILITY

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DEFINITION Accountability is the answerability for action and for the consequences thereof. It is the measuring effect of the job on and results. It has three dimensions in the following order of importance:

- Freedom to Act — the degree of personal or procedural control and guidance as defined in the referenced column below.
- Job Impact on End Results — as defined at upper right.
- Magnitude — indicated by the general dollar size of the results most clearly or primarily affected by the job (on an annual basis).

● IMPACT OF JOB ON END RESULTS

REMOTE: Informational, recording, or routine services for use by others in taking action.

CONTRIBUTORY: Interpretive, advisory, or facilitating services for use by others in taking action.

SKARED: Participating with others (except own subordinates and supervisors), within or outside the organizational unit, in taking action.

PRIMARY: Controlling impact on end results where shared accountability of others is subordinate.

FREEDOM TO ACT	MAGNITUDE (Annual Basis)	VERY SMALL OR INDETERMINATE Under \$100 M			SMALL \$100 M - \$2 M			MEDIUM \$2 M - \$20 M			LARGE \$20 M - \$200 M			VERY LARGE \$200 M - \$2 MM						
		Report	Control	Source	Report	Control	Source	Report	Control	Source	Report	Control	Source	Report	Control	Source				
A. PRESCRIBED These jobs are subject to: Direct and detailed instructions Close supervision	● ● IMPACT	10	14	15	25	33	33	19	25	33	43	43	25	33	43	57	33	43	57	76
		12	15	22	29	38	38	22	29	38	50	50	29	38	50	66	38	50	66	87
		14	19	25	33	43	43	25	33	43	57	57	33	43	57	76	43	57	76	109
		16	22	29	38	50	50	29	38	50	66	66	38	50	66	87	50	66	87	115
B. CONTROLLED These jobs are subject to: Instructions and established work routines Close supervision	● ● IMPACT	17	25	33	43	57	57	33	43	57	76	76	43	57	76	109	57	76	109	132
		22	29	38	50	66	66	38	50	66	87	87	50	66	87	115	66	87	115	152
		25	33	43	57	76	76	43	57	76	109	109	57	76	109	132	76	109	132	175
		29	38	50	66	87	87	50	66	87	115	115	66	87	115	152	87	115	152	200
C. STANDARDIZED These jobs are subject, wholly or in part, to: Standardized practices and procedures General work instructions Supervision of progress and results	● ● IMPACT	33	43	57	76	109	109	57	76	109	132	132	76	109	132	175	109	132	175	230
		38	50	66	87	115	115	66	87	115	152	152	87	115	152	200	115	152	200	264
		43	57	76	109	132	132	76	109	132	175	175	109	132	175	230	132	175	230	304
		50	66	87	115	152	152	87	115	152	200	200	115	152	200	264	152	200	264	350
D. GENERALLY REGULATED These jobs are subject, wholly or in part, to: Practices and procedures covered by precedents or well-defined policy Supervisory review	● ● IMPACT	57	76	109	132	175	175	109	132	175	230	230	132	175	230	304	175	230	304	400
		66	87	115	152	200	200	115	152	200	264	264	132	175	230	304	200	264	350	460
		76	109	132	175	230	230	132	175	230	304	304	175	230	304	400	230	304	400	528
		87	115	152	200	264	264	132	175	230	304	304	175	230	304	400	304	400	528	696
E. DIRECTED These jobs, by their nature or size, are subject to: Broad practice and procedures covered by functional precedents and policies Managerial direction	● ● IMPACT	100	132	175	230	304	304	175	230	304	400	400	230	304	400	528	304	400	528	700
		115	152	200	264	350	350	200	264	350	460	460	264	350	460	608	350	460	608	800
		132	175	230	304	400	400	230	304	400	528	528	304	400	528	700	400	528	700	920
		152	200	264	350	460	460	264	350	460	608	608	350	460	608	800	460	608	800	1056
F. GUIDANCE These jobs are inherently subject only to broad policy and general management guidance.	● ● IMPACT	180	230	304	400	528	528	304	400	528	700	700	400	528	700	920	528	700	920	1216
		200	264	350	460	608	608	350	460	608	800	800	460	608	800	1056	608	800	1056	1400
		230	304	400	528	700	700	400	528	700	920	920	528	700	920	1216	700	920	1216	1600
		264	350	460	608	800	800	460	608	800	1056	1056	608	800	1056	1400	800	1056	1400	1840
G. GENERAL GUIDANCE These jobs, by reason of their nature or size, independent complexity and high degree of effect on State operations are subject only to Guidance from the Governor's office or from appointed boards or designated managerial heads	● ● IMPACT	300	400	528	700	920	920	528	700	920	1216	1216	700	920	1216	1600	920	1216	1600	2112
		350	460	608	800	1056	1056	608	800	1056	1400	1400	800	1056	1400	1840	1056	1400	1840	2432
		400	528	700	920	1216	1216	700	920	1216	1600	1600	920	1216	1600	2112	1216	1600	2112	2800
		460	608	800	1056	1400	1400	800	1056	1400	1840	1840	1056	1400	1840	2432	1400	1840	2432	3200
H. GOVERNOR/CHIEF JUSTICE These jobs are subject only to the limitations of the State Constitution as it pertains to the Executive or Judicial Branch	● ● IMPACT	400	528	700	920	1216	1216	700	920	1216	1600	1600	920	1216	1600	2112	1216	1600	2112	2800
		460	608	800	1056	1400	1400	800	1056	1400	1840	1840	1056	1400	1840	2432	1400	1840	2432	3200
		528	700	920	1216	1600	1600	920	1216	1600	2112	2112	1216	1600	2112	2800	1600	2112	2800	3600
		608	800	1056	1400	1840	1840	1056	1400	1840	2432	2432	1400	1840	2432	3200	1840	2432	3200	4160

STEP VALUES

3200 --

2800 --

2432

2112

1840

1500 --

1400

1216

1056

920

800 --

700

608

528

460

400 --

350

304

264

230

200 --

175

152

132

113

100 --

87

76

66

57

50 --

43

36

33

29

25 --

22

19

16

14

12 --

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6 --

DEFINITION: Problem Solving is the original, "self-starting" thinking required by the job for analyzing, evaluating, creating, reasoning, arriving at and making conclusions. To the extent that thinking is circumscribed by standards, covered by precedents, or referred to others, Problem Solving is diminished, and the emphasis correspondingly is on Know-How.

Problem Solving has two dimensions:

• The environment in which the thinking takes place.

• The challenge presented by the thinking to be done.

MEASURING PROBLEM SOLVING: Problem Solving measures the intensity of the mental process which employs Know-How to (1) identify, (2) define, and (3) resolve a problem. "You think with what you know." This is true of even the most creative work. The raw material of any thinking is knowledge of facts, principles and means, ideas are put together from something already there. Therefore, Problem Solving is treated as a percentage utilization of Know-How.



HAY GUIDE CHART

PROBLEM-SOLVING

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• • • THINKING C H A L L E N G E

	1. REPETITIVE Identical situations requiring solution by simple choice of learned things.	2. PATTERNED Similar situations requiring solution by discriminating choice of learned things.	3. INTERPOLATIVE Differing situations requiring search for solutions within area of learned things.	4. ADAPTIVE Variable situations requiring analytical, inductive, evaluative, and/or constructive thinking.	5. UNCHARTED Novel or nonrecursing problem situations requiring the development of new concepts and imaginative approaches.
A. STRICT ROUTINE Simple rules and detailed instructions	10%	14%	19%	25%	33%
B. ROUTINE Established routines and standing instructions.	32%	16%	22%	29%	38%
C. SEMI-ROUTINE Somewhat diversified procedures and precedents.	14%	19%	25%	33%	43%
D. STANDARDIZED Substantially diversified procedures and specialized standards.	16%	22%	29%	38%	50%
E. CLEARLY DEFINED Clearly defined policies and principles.	19%	25%	33%	43%	57%
F. BROADLY DEFINED Broad policies and specific objectives.	22%	29%	38%	50%	66%
G. GENERALLY DEFINED General policies and ultimate goals.	25%	33%	43%	57%	76%
H. ABSTRACTLY DEFINED General laws of nature or science, within a framework of cultural standards and business philosophy.	28%	37%	50%	66%	87%
	33%	43%	57%	76%	100%

MEASURING KNOW-HOW Know-how has both scope (variety) and depth (thoroughness). Thus, a job may require some know-how about a lot of things, or a lot of knowledge about a few things. The total Know-How is the combination of scope and depth. This concept makes practical the comparison and weighing of the total Know-How content of different jobs in terms of: **HOW MUCH KNOWLEDGE ABOUT HOW MANY THINGS?**

NEW GUIDE CHART

KNOW-HOW

REVISED 1913

DEFINITION Know-how is the sum total of every kind of skill, however acquired, required for acceptable job performance. Know-how has 3 dimensions: (1) the requirements for

(2) Particular procedures, specialized techniques, and scientific disciplines

(3) Know-how of selecting and harmonizing the specialized functions involved in managerial decisions (selection, promotion, and removal)

(4) National. That know-how may be restricted to a community as well as a country and involves in some combination the areas of organizing, planning, executing, controlling and evaluating.

(5) Active, practical. It is a person's skill in the area of human relationships.

Human Relations Skills

Skill	Human Relations Skills												
	1	2	3	4	5	6	7	8	9	10			
A. PRIMARY Elementary plus some tertiary (or equivalent) education, plus work indoctrination.	50	57	65	76	87	100	115	132	152	175	200	230	264
B. ELEMENTARY VOCATIONAL Familiarization in uninvolved, standardized work routines and/or use of simple equipment and machines.	66	75	87	100	115	132	152	175	200	230	264	304	350
C. VOCATIONAL Proficient or systematic proficiency, which may involve a facility in the use of specialized equipment.	87	100	115	132	152	175	200	230	264	304	350	400	460
D. ADVANCED VOCATIONAL Some specialized (typically non-technical) skills, acquired on or off the job plus additional breadth or depth to a generally single function.	115	132	152	175	200	230	264	304	350	400	460	528	608
E. BASIC SPECIALIZED Sufficiency in a technique which requires a grasp either of involved practices and precedents, or of scientific theory and principles, or both.	152	175	200	230	264	304	350	400	460	528	608	700	800
F. SEASONED SPECIALIZED Proficiency, gained through wide exposure or experience in a specialized or technical field, in a technique which combines a broad grasp either of involved practices and precedents or of scientific theory and principles, or both.	200	230	264	304	350	400	460	528	608	700	800	920	1056
G. SPECIALIZED MASTERY Determinative mastery of techniques, practices and theories gained through wide exposure and/or special development.	264	304	350	400	460	528	608	700	800	920	1056	1216	1400
H. PROFESSIONAL MASTERY Exceptional competence and unique mastery in economic, judicial, educational and/or political affairs.	350	400	460	528	608	700	800	920	1056	1216	1400	1600	1840

HUMAN RELATIONS SKILLS

- BASIC: Ordinary courtesy and efficiency in dealing with others.
- IMPORTANT: Understanding, responsiveness, and critical considerations.
- CRITICAL: Alternative or combined skills in understanding, selecting, developing and motivating people are important in the highest degree.

Skill	MANAGERIAL KNOW-HOW										VI. TOTAL	
	I. LIMITED	II. INTERMEDIATE	III. BROAD	IV. COMPREHENSIVE	V. MAJOR							
50	57	65	76	87	100	115	132	152	175	200	230	264
66	75	87	100	115	132	152	175	200	230	264	304	350
87	100	115	132	152	175	200	230	264	304	350	400	460
115	132	152	175	200	230	264	304	350	400	460	528	608
152	175	200	230	264	304	350	400	460	528	608	700	800
200	230	264	304	350	400	460	528	608	700	800	920	1056
264	304	350	400	460	528	608	700	800	920	1056	1216	1400
350	400	460	528	608	700	800	920	1056	1216	1400	1600	1840
460	528	608	700	800	920	1056	1216	1400	1600	1840	2112	2432

NATURE AND SCOPE:

The Commissioner, Department of Social Services reports to the Governor, as do the heads of numerous other State Departments and Commissions, and, on policy and budgetary matters, to the Council on Social Services.

Reporting to the Commissioner are a Deputy Commissioner; heads of the Office of Public Information, Office of Administrative Services, Office of Personnel Services and Bureau of Medical Services; and staff assistants in charge of Client Hearings and Appeals, Legal Services, Federal State Program and Special Projects.

The Department of Social Services is an "umbrella-type" agency, including within its scope correctional institutions, mental health institutions, mental retardation institutions, juvenile homes and training schools, and public assistance programs for the blind, aged, disabled, ill, dependent children and others in need of assistance. Currently, 13 States have such umbrella-type agencies and some others are moving in that direction. The six major Bureaus of the Department are: Adult Corrections, Family and Childrens Services, Mental Health Services, Mental Retardation Services, Medical Services and Field Operations.

To discharge his accountabilities, the Commissioner manages the work of the following:

Deputy Commissioner - who directs the institutional, public assistance and community programs functions of the Department through the Bureaus of Adult Corrections (five institutions), Family and Childrens Services (five institutions), Mental Health Services (four institutions and supervisory responsibility for 70 county homes), Mental Retardation Services (two institutions) and Field Operations (10 area and 99 county offices). The Deputy Commissioner also directs the work of the Office of Architecture and Engineering in charge of construction, maintenance and utilities and the Assistant Administrator who supervises staff functions in the areas of drug abuse, functional job analysis, volunteer services and methods and procedures. The Deputy Commissioner has under his overall supervision approximately 6000 employees, 10 area and 99 county offices and 17 institutions. Annual expenditures are approximately \$42 MM in institutional costs, \$160 MM in public assistance, \$13 MM in field operations expenditures and \$1.9 MM in headquarters expenses.

Office of Personnel Services - made up of 78 employees with a salary payroll of \$685 M performs recruitment and placement, wage and salary administration, benefits, employee relations and staff development functions.

Office of Public Information - with four employees and a payroll of \$44 M prepares publications, news releases and annual reports for public information.

Office of Administrative Services - with 144 employees and a budget of \$1.15 MM performs accounting, budgetary, audit, central office purchasing, data processing, quality control, inventory and property control, payroll general service, land sale and leasing, property administration services and administers the food stamp and commodities programs (\$36 MM).

Director, Bureau of Medical Services - who is accountable for development of policy, standards and procedures with respect to medical assistance to persons receiving financial aid through public assistance programs.

Bureau of Medical Assistance - which is responsible for providing quality health programs to persons receiving financial aid through the public assistance programs under Title XIX (Medicaid) and remedial eye care to prevent blindness or restore eyesight and general medical care, nutritional and dietary services for the various state institutions.

Office of the Commissioner - consisting of 15 employees including three attorneys, three Hearings Officers, an executive assistant for special projects, a Federal-State Program Coordinator and secretarial employees that provide legal services, hearings and appeals for social services clients, coordination with the Federal Government and contacts with legislators and legislative committees and other departments of the State Government.

The Commissioner is principally engaged in long-range planning and policy development in each of the major functional areas of the department. He works actively with legislative committees on forthcoming changes and on budgets. He has frequent contacts with Federal Agencies, including HEW, Labor, HUD, Agriculture, Environmental Protection Agency, Farmers Home Loan Administration and the VA, and with other agencies of the State Government, including the Board of Regents, Health Department, Workmens Compensation Board and others. He meets with private social agencies to discuss service contracts and referral of clients not qualifying for State Assistance and to coordinate future social service programming for Iowa.

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The incumbent meets with the Governor approximately biweekly to keep him informed of developments and plans in his area. He submits budgetary requests to the Governor after approval of the Council on Social Services. Major policy changes are discussed with the Council, which meets every other month.

Measures of performance on this position include the development of programs to carry out the objectives and goals of the Department, the development of more effective policies, procedures and standards to ensure that people are receiving the services intended, and the extent to which individuals that have been under the care of the Department are successfully integrated back into society.

This position requires broad general knowledge with extensive knowledge of administration and an orientation to the humanistic approach to dealing with people. A major requirement is a strong ability to work with other people. The person occupying this position should have a significant indepth knowledge of resource and program management gained through a broad range of experience as well as ability to integrate and coordinate the diverse functions and resources of the Department.

PRINCIPAL ACCOUNTABILITIES:

1. Develop short and long-range plans and programs to carry out the overall objectives of the Department and recommend the enactment of legislation where required.
 2. Develop policies, standards and procedures to implement plans and programs within the constraints of financial limitations and the requirements of State and Federal law.
 3. Direct and control the operations of the Department to ensure optimum utilization of available personnel, financial and material resources in attainment of Department objectives.
 4. Ensure adherence to budget limitations and to the requirements of applicable State and Federal law.
 5. Develop an appropriate organization structure and recruit, develop and motivate qualified personnel to staff it.
 6. Keep the Governor informed of major developments and problems in the Social Services area and of his plans for resolution of such problems.
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STATE OF IOWA

Position Description

Date:	January, 1973	Position:	Director
Written by:	GLJ	Incumbent:	Joseph Coupal, Jr.
Approved by:	_____	Reports to:	Commission
		Department:	Highways

POSITION PURPOSE:

This position is accountable for the planning, construction, maintenance and financing of an adequate system of primary highways to provide for the efficient movement of goods and people through the State of Iowa both currently and in the future.

DIMENSIONS:

Operating Budget:	\$200MM
Indirect Contract Lettings:	\$110MM
Miles of Interstate and Primary Highway Maintained:	10M Miles
Maintenance Cost:	\$27.3MM
Staff:	4,200 Full Time Up to 1,000 Seasonal

NATURE AND SCOPE:

This position reports to the five member Highway Commission. The Commission meets twice monthly to review and approve policy recommended by the incumbent.

Reporting directly to the incumbent are the Deputy Director (Chief Engineer), Director of Finance, Director of Support Services Division and the Managers of Public Information, Programming and Scheduling, Personnel, Management Review, Aircraft and the department's Legal Counsel. The three division managers of the department's operational programs report to the Director through the Deputy Director.

The Iowa Highway Commission is responsible for the development and maintenance of Iowa's primary Interstate highway system which consists of 10M miles of intra-state highways and accounts for 65% of Iowa's road traffic. The secondary highway system in Iowa is maintained by county highway commissions. Iowa is considered a "bridge" state and, as such, the highway system serves as the vehicle by which a preponderance of goods and people are transported across the state.

(As Director, the incumbent must assure that in the years ahead the department programs continue to meet the transportation needs of the State. To do this, the incumbent's primary accountabilities include assuring the development of viable department goals and objectives, the evaluation of the highway program's effectiveness and success, the development and retention of qualified personnel to implement department programs, the efficient administration of department programs, and the integration of department programs into the total spectrum of the transportation of people and goods. To accomplish the accountabilities of the position, the incumbent has organized subordinate staff in the following manner:

Deputy Director (Chief Engineer) - Implements the department's programs through three divisional managers and six district field offices.

- Planning - Collect and analyze data, prepare highway improvement plans, develop long-range "need" studies with cost projections, maintain liaison with counties on secondary highways to provide for development of an integrated system.
- Development - Develop and test road and bridge designs, acquire right-of-way land, receive bids and let contracts for construction projects.
- (• Operations - Establish standards for field compliance inspections, do laboratory work on construction materials, soil samples, etc., ensure contract compliance with traffic safety standards, enforce Iowa commercial weight-control regulations.
- District Offices (6) - Implement department's program locally through maintenance of existing highways and inspection of construction projects.
- Director of Finance - Responsible for directing the accounting, budgeting and purchasing programs for the department and assures maintenance of accounting records on toll bridge operations.
- Director of Support Services - Directs the inventory management program, building of facilities program, central services program (fleet management, sign shop, communications) and data processing program.

(Additionally, the supervisors of six centralized support programs report directly to the incumbent. Public Information prepares informational releases and prepares Iowa road maps, Programming and Scheduling monitors all projects for schedule and contract compliance, Personnel recruits manpower and maintains personnel records, Management Review performs systems and procedural studies and makes recommendations on new policies and procedures, Aircraft assures availability of aircraft for travel to construction sites, Legal Department provides direct liaison to the Attorney General's office to assure legal assistance, opinions, etc.

PRINCIPAL ACCOUNTABILITIES:

1. Develop and direct a system of highway transportation in coordination with other systems of transportation to meet growth needs of the State.
2. Provide leadership by advising the Governor, legislature and other interested groups on the status of highway programs and forecasting financial requirements for an adequate transportation system.
3. Prepare and implement highway maintenance objectives so that the present investment is preserved.
4. Develop and maintain short/long-range plans in designing safe and adequate systems consistent with the budget.
5. Develop and direct a sound organizational plan with proper controls and procedures so that key personnel may execute their accountabilities and attain their goals.
6. Ensure the availability and development of competent personnel to perform assigned functions.
7. Develop present financing plans to fund the State highway program.

STATE OF IOWA

Position Description

Date:	February 1973	Position:	Chief Engineer
Written by:	CHD	Incumbent:	Howard E. Gunnerson
Approved by:	(1) _____	Department:	State Highway Commission
	(2) _____	Reports to:	Director of Highways

POSITION PURPOSE:

To manage the planning, development, construction and maintenance of State's primary road system and federally aided secondary road system to provide adequate highways to meet present and anticipated future needs at minimum costs.

DIMENSIONS:

Staff:	3 Deputy Chief Engineers
	6 District Engineers
	14 Department Heads
	<u>3977</u> Other full time employees
	4000 Total full time employees

Total allocation:	\$340 MM (includes federal funds and state road fund as well as budget appropriated by legislature)
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Primary road system:	10,000 miles (including Interstates)
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Federally aided secondary system:	30,000 miles
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NATURE AND SCOPE:

The Chief Engineer reports to the Director of Highways, as do the Director of Finance and Director of Support Services; the heads of the Public Information, Management Review, Personnel, Programming and Scheduling, Aircraft Operations and Legal Staff Departments and the Assistant to the Director. Reporting to this position are the Deputy Chief Engineer - Planning, Deputy Chief Engineer - Development, Deputy Chief Engineer - Operations, six District Engineers, Specifications Engineer and staff assistants for Special Assignments and Beautification.

The Chief Engineer manages the work of the following:

Deputy Chief Engineer - Planning, who supervises 153 full time employees and up to 300 temporary employees during the summer and who is accountable for gathering statistics such as traffic counts, inventory of the primary road systems, estimates of future traffic patterns and determination of future needs, project planning, physical research, environment coordination, liaison with city and county transportation planning officials, approval of county budgets for federally aided secondary roads and administration of budgets for parks and institutional roads. Total allocation approximately \$6.8 MM.

Deputy Chief Engineer - Development, who supervises 515 employees and who is accountable for road design, soil tests, roadside development, bridge design, right-of-way design, appraisal and acquisition of property by negotiation or condemnation, relocation assistance to displaced families and businesses, maintenance and rental of property acquired in advance of construction, disposition of excess property, contract letting and review of applications for access. Total allocation approximately \$49.2 MM, including \$17.7 MM budget allocation and \$27.7 MM for right-of-way studies and acquisition.

Deputy Chief Engineer - Operations, who supervises a staff of 242 employees and who is accountable for developing construction and maintenance procedures and staff guidance to the districts to ensure that these procedures are followed in all districts, physical and chemical testing of materials used in construction and maintenance, soil analyses and geological studies, traffic engineering and traffic safety studies, accident investigation and enforcement of truck registration and truck dimension and weight laws. Total allocation approximately \$6.8 MM with significant impact on \$183 MM in construction costs.

District Engineers (6), who supervise a total field operations staff of 2,965 employees and who are accountable for overseeing and directing construction and maintenance work in their respective districts for physical and chemical testing of materials under the staff direction of the materials section at headquarters and for liaison with county and city road departments.

Staff Assistants (3), who render staff assistance and expertise with regard to highway construction specifications, inspection standards, highway beautification and emergency planning for floods, tornadoes, etc.

Approximately 30% of the total dollar allocations come from the Federal Government and much of the work of the department must meet federal standards and requirements. The Highway Commission controls the expenditure of funds right-of-way, construction, maintenance and other contracts require Commission approval, as do the condemnations. Policy decisions are referred to the Commission for approval.

The Chief Engineer has frequent contacts with the Federal Highway Administration with the highway departments of other states and with county, city and town road departments. He attends Highway Commission meetings every other week and appears on occasion before committees of the legislature. He works closely with the head of the Programming and Scheduling functions in the development of the five-year program. The Chief Engineer is Deputy Director of Highways and assumes the administrative responsibilities of the Director in his absence.

Performance of this position is measured by success in carrying out the primary road system five-year program, accomplishment of the maintenance programs with minimum of inconvenience to the traveling public by success in the training of personnel at all levels and coordination between Divisions.

This position requires a Registered Engineer with a Bachelor's Degree in engineering or the equivalent in experience with broad background of experience in different phases of the Highway Commission's work.

PRINCIPAL ACCOUNTABILITIES:

1. Develop long and short-range projections of highway needs and construction programs to meet those needs to ensure provision of adequate highways to meet future requirements.
2. Direct the implementation of approved construction and maintenance programs to ensure attainment on schedule within cost limitations of roads that meet quality standards.
3. Direct traffic engineering and safety studies to ensure maximum safety.
4. Direct the development of administration, construction and maintenance budgets to ensure optimum utilization of available funds in attainment of highway programs.

5. Direct acquisition of land required for highways at prices that are fair to both the state and the property owners and with minimum adverse effect on property owners.
6. Develop an appropriate organization structure and select, train and motivate a qualified, capable staff.
7. Keep the Director of Highways and the Highway Commission informed of developments and problems in his area and of his plans and recommendations for resolution of such problems.

STATE OF IOWA

Position Description

Date:	February 1973	Position:	State Comptroller
Written by:	CHD	Incumbent:	Marvin R. Selden, Jr.
Approved by:	(1) _____	Department:	Comptroller's
	(2) _____	Reports to:	Governor

POSITION PURPOSE:

To contribute to cost-effective operation of the State Government through provision of budgetary, data processing and accounting services and through assistance in drafting legislation and resolving administrative problems of State Government.

DIMENSIONS:

Total Annual State Receipts (including federal funds and state road use tax):	\$1.6 MMM
Annual State Operating Budget:	\$800 MM
Annual Local Budgets:	\$900 MM
Comptroller's Staff:	178
Data Processing:	136
Other:	42
Comptroller's Annual Budget:	\$3.5 MM
Data Processing:	\$3.0 MM
Other:	\$.5 MM

NATURE AND SCOPE:

The Comptroller reports to the Governor, as do numerous other department heads and commissions, and serves at the pleasure of the Governor. Reporting to the Comptroller are the Budget Director, Data Processing Director, Accounting Supervisor (Pre-Audit), State Accountant (Systems and Payroll) and Accountant (Local Budgets).

(The Comptroller's Department is accountable for development of the Governor's budget, maintenance of accounting records on all financial aspects of the State Government and preparation of financial reports, payment of accounts payable and payroll, data processing and systems, review of local government budgets and drafting appropriation and revenue bills.

Preparation of the biennial budget is one of the major accountabilities of this position. Budgeting follows a two-year cycle starting in July of even numbered years with a request to the various departments for submission of budget data and proposals for review and analysis. Anticipated tax and other revenue is estimated by the Comptroller with the assistance of the Director of Revenue. Budget proposals and revenue estimates are reviewed with the Governor and the final budget and supporting budget message prepared for the Governor to submit to the legislature. Assistance is provided by the Comptroller's staff to legislative committees in drafting legislation to effectuate the budget and, in the final weeks of the session, in ensuring that action is taken on appropriation and revenue bills and other parts of the Governor's program. The Comptroller's Department is accountable for determining quarterly allocations and divisions (between travel, postage, etc.) of budgeted funds, transfers of funds, definition of emergencies, etc.

(Data Processing operations is another major accountability of the Comptroller. Over three-fourths of the employees in the Comptroller's department are in the data processing area and the budget amounts to 6/7's of the total departmental budget. Accounting records for the State of Iowa are kept on the computer and departments of the State Government are generated on the computer. Current equipment includes IBM 155 and 145 complex multi-processing computers, the front end of the State Communications system and peripheral equipment (scope to General Assembly, etc.). The Systems analysis and programming and operating systems programs designed to make maximum use of the equipment are developed in this area.

The Comptroller's Department pays all the bills of the State Government, issuing warrants which are cashed by the Treasurer of State, and issues payroll warrants for all departments except the Highway Commission and the Regents. The format of local government budgets is prescribed and local government budgets are reviewed in the Comptroller's Department, which is responsible for the millage and statutory ceilings. Approximately three-fourths of the State budget goes to local governments, including school districts, in the form of aids and grants, including \$100 MM in property tax credits and \$250 MM in school aid. This department calculates or reviews the local government calculation of these grants. The Comptroller confers with county officials and school superintendents in this regard.

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The Comptroller has frequent contacts with the Governor and participates in the Governor's staff meeting each morning. He maintains relationships with legislative leaders and provides data in response to inquiries from such leaders as well as administrative officials. The Comptroller drafts legislation, including but not limited to, bills concerned with financial matters; for example, the Uniform Fiscal Year Bill. He performs special assignments involving analysis and resolution of problems; for example, development of the school aid formula and drafting the School Aid Bill. The Incumbent must keep informed of new and proposed State and Federal legislation, including Federal revenue sharing and changes in Federal tax laws.

In discharging his accountabilities, the Comptroller manages the work of the following:

Budget Director - who supervises a staff of ten employees and who is accountable for analyzing requests from the various departments, clearing new requests with the Governor and putting the total budget together.

Data Processing Director - who supervises a staff of 136 employees and and a budget of \$3 MM and who is accountable for computer operations (168 hours and more per week), systems analysis and programming and software packages, including development of large-scale systems, such as School-Aid formula, Personal Property Tax Credit Formula and Aid to Elderly Formula.

State Accountant - who supervises a staff of seven employees and who is accountable for the calculation and issuance of payroll checks to State employees and who does systems analysis and development on all new manual accounting systems.

Accounting Supervisor (Pre-Audit) - who supervises an accounts payable group of six employees in checking bills for proper approvals and for correct accounting distribution prior to processing on the computer.

Budget Supervisor (Local Budgets) - who supervises three employees and who reviews and acts as custodian of local government budgets, involving frequent meetings with local officials, such as Iowa League of Municipalities, County Officers Conventions, etc.

PRINCIPAL ACCOUNTABILITIES:

1. Contribute to development of the budget for the State of Iowa to ensure optimum allocation of anticipated revenues within the legal requirements of a balanced budget.

1. Research, develop and recommend tax policies and draft tax and appropriation bills to ensure adequate revenues to meet the fiscal needs of the State of Iowa.

2. Direct the development of systems and computer programs for optimum utilization of computer capabilities in carrying out the business of the State Government in a timely cost-effective manner.

3. Ensure timely accurate payment of the State's bills and timely, accurate payment of State employees.

4. Direct the review of local government budgets and appropriate allocation of State revenues to local governments, including school districts, in accordance with the provisions of applicable statutes of the State of Iowa.

5. Ensure the receipt and proper allocation of federal revenue sharing funds in accordance with the provisions of applicable federal and state legislation.

6. Direct the maintenance of the accounting records of the State and the preparation of accounting and financial reports on a timely, accurate basis consistent with sound accounting principles.

7. Develop an appropriate organization structure to discharge its accountabilities and select, train and motivate qualified personnel to staff it.

8. Keep the Governor and the legislature informed of major developments and problems with regard to the fiscal affairs of the State and of his plans and recommendations for resolution of such problems.

STATE GOVERNMENT OF IOWA

Position Description

Date:	February 1973	Position:	State Superintendent of Public Instruction
Written by:	R. S. Bullock	Incumbent:	Dr. Robert D. Benton
Approved by:	(1) _____	Department:	Public Instruction
	(2) _____	Reports to:	State Board of Public Instruction

POSITION PURPOSE:

Administer and direct the operation of the State Department of Public Instruction in order that all rules and regulations pertaining to teacher certification, teacher training standards, and curriculum content in public, private and parochial schools from twelfth grade and under are adherent and/or meet minimum requirements of the Iowa School Law. Provide leadership, guidance, and assistance to the people of Iowa, Iowa Educators, the State Board and Legislators in developing, and implementing new and improved educational programs intended to better prepare Iowa Students for adult life.

Establish jointly with the State Board of Regents, all rules, regulations and standards with respect to area or public community or junior colleges.

Administer and guide the operation of the Iowa Rehabilitation Education Program.

DIMENSIONS:

Personnel:

reporting directly:	3
Public Instruction Department:	356
Rehabilitation Education & Services:	<u>525</u>
TOTAL	881

Budget: (Fiscal 1972)

	<u>Public Instruction</u> <u>Department</u>	<u>Rehabilitation Edu-</u> <u>cation Department</u>	<u>TOTAL</u>
State Funds:	\$1,816,316	\$1,000,000	\$2,816,316
Federal:	2,518,205	8,635,704	11,153,909
Other:	<u>135,751</u>	<u>729,214</u>	<u>864,965</u>
TOTAL:	\$4,470,272	\$10,364,918	\$14,835,190

Administers: Apportionment per formula of \$26,100,000 state and approximately \$52,610,000 in Federal funds -- area schools and/or specific programs.

Direct Revenues: Teacher certification fees and sale of publication - \$300,000 per year (approximately)

Special Facilities Operated: Des Moines Vocational Rehabilitation Center

NATURE AND SCOPE:

The incumbent reports to the State Board of Public Instruction. Reporting to the incumbent are: a deputy superintendent, an administrative consultant, and an administrative assistant.

This position is unique in Iowa State Government because the incumbent is appointed by the members of the State Board of Public Instruction (not by the Governor) and confirmed by a 2/3 vote of the State Senate. In many respects this position is similar to that of a local school superintendent. The main differences are that there is no educational program to operate and the legislature takes the place of the local school board. The position is basically the same as other top education jobs in other states.

The services provided by the department relative to Public Instruction fall into two main categories: Regulatory and Leadership functions. Within the Regulatory area the department certifies and recertifies about 100,000 people over the 5 year renewal cycle as qualified to teach in Iowa. Guidelines and standards are set for educating potential educators of Iowa Students. Adherence to these standards is assured through accrediting programs for over 30 institutions granting education degrees in Iowa. The department establishes standards, regulations, and rules governing the approval and implementation of minimum curricula in all Iowa schools for grades 12 and below. For all area, public community or junior

colleges, the department provides inputs to the State Board, which acts jointly with the State Board of Regents in setting standards for these institutions.

In the "Leadership" area, the department fills several roles. First, it is a consultant in teaching materials and methods. Through its' efforts in selecting, and trying to get local school districts to utilize new course materials. Second, it provides school financial planning expertise to local districts so that local educational facility needs are contrasted with local resources. Comprehensive operational assistance is provided to individual districts through a lengthy process of information exchange with department staff members which culminates with a department "Team" spending three days in a district. Publication of curriculum resource materials and informational material is another important service.

The Management Information and Planning Branch is a resource for the department as well as for local school districts. This branch is attempting to refine and implement long, medium, and short-range education program planning models.

The incumbent is personally involved in maintaining legislative contacts. These may include submitting testimony before committees, counseling and consulting with members of the legislature. The incumbent serves the following groups by law: State Communications Advisory Council, State Educational Radio and Television Facility Board, Interagency Liaison Committee, Committee of Employment of the Handicapped (ex-officio member), Higher Education Facilities Commission, Law and Medical Libraries - Department of History and Archives (Trustee), and Chairman of the School Budget Review Committee. By appointment of the State Board the incumbent is a member of the Coordinating Council for Post High School Education. The incumbent attends the two day, monthly meeting of the State Board. Extensive public appearances for speaking engagements and committee meetings are part of the job. Considerable involvement with the press and other media is not unusual for the incumbent. The incumbent conducts appeals hearings in disputes arising from rulings made under existing policies, rules and standards.

In the day-to-day operations of the department, the incumbent is active in coordinating, advising, guiding, and directing his staff in the development of new policy statements and draft legislation for consideration by the State Board. The incumbent accomplishes the accountabilities of this position through the direction of the following subordinates:

Deputy Superintendent: supervises operations and the day-to-day administration of the department by directing and controlling the activities of the department's six Associate Superintendents. The Associate Superintendents' head the six operating branches of the department which are: Administrative, Planning and Management Information, Instruction and Professional Education, Pupil Personnel Services, Area Schools and Career Education and Rehabilitation Education and Services.

Administrative Consultant: provides assistance, counsel, research services and recommendations to the Director on interpretations of statutes and rulings based on existing statutes relative to current plans, and programs of the department.

Administrative Assistant: provides all secretarial and administrative services required by the incumbent.

Managerially, one of the main problems in the job is to fit new departmental accountabilities mandated by law into existing staff units. The other side of this problem is trying to secure the resources needed to fulfill legally required duties when the legislative process functions separate from the appropriations process. The greatest challenge faced by the incumbent will be how well the person can facilitate the process of continuous evolution of elementary and secondary educational services provided to the citizens of Iowa. This process requires the continual interaction of teachers, superintendents, students and parents in determining what is wanted from education. Translating these desires into a general public awareness of educational need which will in turn be reflected in legislative responsiveness to requests for new or improved programs.

Subject to State Board approval the incumbent has full authority to hire, fire, promote, demote or change the salary status of all employees in the Department, organize the Department in the most desirable manner and designate the duties of Deputy Superintendent. Basically the incumbent has full authority to decide what should be done in operating the Department, the State Board decides what can be done. Existing Iowa School Laws put down very definite limits on the authority of the incumbent. The Executive Council has to approve out-of-state travel expenses and actual funds expenditures for new capital items even though such items have been approved in the Department's budget.

In fulfilling the accountabilities of this position the incumbent maintains regular contacts internally with: The State Board, Deputy Superintendent, Associate Superintendents, various directors, legislators, Comptroller, House and Senate Education Committees, House and Senate Appropriations Committee and the Attorney General's Office. Externally, contacts include local school superintendents, local boards of education, classroom teachers, Iowa Association of School Administrators, American Association of School Administrators, Council of Chief State School Officers.

The accountabilities of the position also require the person to have a proven record of accomplishment in fields participated in as well as: a) a Masters Degree in education or some related field, b) at least five years experience in educational administration, c) holds, or is eligible to hold, a regular Iowa Superintendent's Certificate based on training.

PRINCIPAL ACCOUNTABILITIES:

1. Direct and encourage improvement in teachers certification, teacher preparation, and the school approval programs in order to ensure quality instruction and adequate curricula content to meet the changing needs of Iowa students.
2. Direct, cooperate and provide leadership in the conduct of school financial planning, operations review and administrative procedure programs in order to contribute to the achievement of increased operating efficiencies and economics of the local school districts of Iowa.
3. Provide guidance, direction and leadership in the research planning efforts in order to uncover new educational needs, more effective teaching methods, and develop new curricula to better meet the educational needs of Iowa students.
4. Direct the administration of all state and federal formula funds sharing programs with local districts in order that these monies are distributed at a timely and efficient manner.
5. Direct and administer the rehabilitation education services program in order that the rehabilitation training needs of Iowa citizens are met effectively and economically.
6. Ensure that collaboration and cooperation is provided to the Board of Regents in order that adequate standards for curricula and instructor qualifications are set for area or public community or junior colleges.
7. Actively seek and encourage the department staff to seek the federal funding of educational projects which are deemed of interest to the state of Iowa in order that all avenues of possible improvement learning processes can be explored adequately to the resources opened to the Iowa Department of Public Instruction.
8. Provide the Governor's Office relevant legislative committees and the Iowa Board of Public Instruction with information, reports, proposals necessary for them to remain aware of new developments and assess the present program effectiveness in order that recommended new policies, rules, laws or program changes can be acted upon expeditiously.
9. Ensure that the Department of Public Instruction's operations are carried within statutory and budgeted limits in order to contribute to the fiscal objectives of the state government of Iowa.
10. Maintain and develop a competent, well-trained, highly motivated and effectively organized staff in order that Commission objectives are achieved with quality and efficiency and human potentials developed fully.

STATE OF IOWA

Position Description

Date:	January, 1973	Position:	Commissioner
Written by:	GLJ	Incumbent:	Arnold Reeve, M.D.
Approved by:	_____	Reports to:	Board of Health
		Department:	Public Health

POSITION PURPOSE:

Assure the development and implementation of effective and responsive health programs and services to provide safeguards for the health of Iowa residents.

DIMENSIONS:

Budget:	\$1.5 MM State Funds
	\$2 MM Federal Funds
Staff:	348
Directly Reporting:	

NATURE AND SCOPE:

This position reports to the State Board of Health. Reporting to this position are the Division Chiefs of the department's six major services and the Manager of the Veterinary Public Health Division.

The incumbent of this position is appointed by the Governor to a four-year term of office with the approval of two-thirds of the Iowa Senate.

The incumbent assures the planning, development and implementation of all Health Department programs and services. Specifically, the incumbent is concerned with the promotion and improvement of human health in the State and the control and prevention of disease and conditions hazardous to good health.

Personally, the incumbent assures that department goals and objectives are consistent with and responsive to health needs. Existing programs are assessed and evaluated for their degrees of effectiveness and planning for new programs is conducted with consideration of public health needs, department objectives and federal programs which may dovetail with or provide assistance to State programs.

As the Commissioner of Health, the incumbent maintains statutory authority for the licensure of physicians in Iowa. The Iowa Board of Medical Examiners assures physicians' eligibility and refers the records of those qualified to the incumbent's office where licenses are issued over his authority. Additionally, licenses are issued to individuals in public service and health care occupations requiring licensure, e.g., dentists, barbers, cosmetologists, etc.

To implement department programs and achieve public health objectives, the Incumbent has the following organization:

Community Health Service - The Chief administers four divisional programs directed toward local communities' health services.

- Emergency Medical Service - Federally funded program providing assistance to local communities in the acquisition of ambulances, training for ambulance attendants and the development and improvement of communications systems. This service also coordinates activities in maintaining emergency field hospitals and supplies with the Iowa Civil Defense.
- Nursing Division - The Nursing Administrator directs the activities of 14 regionalized public health nursing supervisors who supervise county public health nurses providing health services to local communities. Programs provide inservice training and assistance to the county nurses in meeting local health needs.
- Community Assistance Division - This centralized program assists county boards of health in identifying health service needs of local communities, provides information on State health services and promotes their utilization by local communities.
- Home Health Care - This program directs its activities toward individuals within communities, providing homemaker services and meals-on-wheels, a food service program.

General Health Services - The Chief provides direction and guidance to four divisional programs.

- Consumer Health and Safety - Required by statute, this program provides for the inspection of preparation rooms in funeral homes, the enforcement of eye glass safety regulations and lead paint problem investigation.
- Dental Health Division - This program is aimed at increasing good dental health through promoting the fluoridation of water supplies assuming partial costs of installations and through the subsidy of a dental examination program conducted in schools by dental students.
- General Sanitation Division - This division licenses mobile home courts, inspects and issues permits to owners of migrant worker housing and participates in the inspection of milk storage facilities.

- Information and Education - The public information section prepares and disseminates information on department programs and services, maintains an educational library lending out films, etc., and prepares all departmental reports.

Family Health Service - The Chief of this service directs the implementation of three divisional programs.

- Family Planning Division - This program assists local communities in the development of family planning programs and the dissemination of family planning information and distributes federal monies to providing agencies in local communities.
- Maternal and Child Care - provides health information and services to mothers and children, assesses quality of delivery rooms and nurseries, develops educational programs on the hazards of smoking, and presents "well child" conferences to assure the continued good health of children.
- Chronic Illness and Aging - Provides consultative services and technical assistance to communities in developing programs and facilities for the aged and chronically ill.

Preventive Medical Service - Five managers implement divisional programs and report to the Chief of this service.

- Communicable or Infectious Disease Control - This division investigates the outbreak of communicable diseases, develops reports on incidence, develops reports and recommendations on the control of such diseases.
- Venereal Disease Control - Implements a control program to prevent the spread of VD, develops and disseminates informational materials to the public, cooperates with federal government and other states in evaluating treatment modes and in developing new means of prevention.
- Division of Tuberculosis Control - This program does follow-up on TB patients after treatment to assure continued cure, maintains an out-patient clinic in Waterloo and cooperates with the State tuberculosis facility by conducting follow-up on patients treated there.
- Immunization Section - Conducts immunological surveys with schools, physicians and parents to determine what inoculations have or have not been given, participates in large-scale immunization programs (e.g., in 1971, 1/2 million children were inoculated against Rubella).
- Veterinary Public Health Division - This program is concerned with preventing the transmission of disease from animals to man. Records are maintained on incidence of rabies, salmonella, etc. Technical assistance is available to doctors in determining proper treatment for rabies.

Administrative Service - Composed of four divisions which provide support and/or assistance to Health Department programs.

- Financial - Handles accounting and budgeting operations of the department.
- Vital Statistics Division - Maintains records and statistics on all births, deaths, marriages, etc.
- Statistics - Conducts studies, prepares estimates and reports on population, birth rate estimates, and population distribution by age.
- Division of Licensure - Processes and/or issues licenses to individuals in public service or health care occupations.

The incumbent, as Commissioner, maintains ongoing working relationships with the Board of Health on policy and fiscal matters, with the Attorney General's office on enforcement matters, with members of the legislature on pending legislation and appropriations and with other State commissions, councils and departments.

To perform effectively in the position, the incumbent must be a physician with public health training and experience and possess administrative management and public speaking skills.

PRINCIPAL ACCOUNTABILITIES:

1. Assure that department programs and services are responsive to the health needs of Iowa residents.
2. Participate with State Board of Health in developing health policies and programs to contribute to the development and implementation of effective programs.
3. Assure the provision of technical assistance to community health boards to contribute to meeting local health service needs.
4. Maintain effective contacts with representatives of federal governmental departments to assist in bringing in federal programs beneficial to Iowa's health requirements.
5. Assure adequate controls on the practice of medicine within the State through the effective administration of the physicians' licensure program.
6. Assure the availability and development of manpower resources adequate to effectively implement departmental programs.

STATE OF IOWA

Position Description

Date:	February, 1973	Position:	Commissioner
Written by:	GLJ	Incumbent:	Michael Sellers
Approved by:	_____	Reports to:	Governor
		Department:	Public Safety

POSITION PURPOSE:

This position is accountable for the effective and continued development, direction and coordination of public safety programs to provide for the protection of the public of Iowa.

DIMENSIONS:

Operating Budget:	\$10.5 MM
Staff:	992
Reporting Directly:	3

NATURE AND SCOPE:

This position reports to the Governor. Reporting directly to this position are the Deputy Director, the Chief of Regulations and the Chief of Law Enforcement.

The Department of Public Safety administers various regulatory programs which include: motor vehicle registration, drivers and dealers licensing and vehicle inspection. In the area of law enforcement, the department administers the programs of the Iowa Highway Patrol, Bureau of Criminal Investigation, Narcotics, Fire Safety, Radio and Liquor Control. Until recently, these divisions existed as separate entities in effect with only minimal coordination of programs. With the establishment of an intermediate level of supervision and the grouping of divisions based on the regulatory or enforcement character of their functions greater coordination and unity has been achieved in meeting agency goals and objectives.

The Commissioner serves as the executive head of the department and in light of the nature of department programs, their impact on the public and their visibility, maintains close contact with the Governor in matters of special interest, e.g., major law enforcement problems, etc. The incumbent keeps the Governor's office apprised of such matters on a continuing basis.

(Commissioner communicates with his immediate subordinate staff on a scheduled basis but delegates responsibility to them for ongoing operations. Staff meetings are conducted periodically or as special problems arise to ensure continued communication and coordination of department programs. Problems are brought to the incumbent through the intermediate levels of supervision and externally from co-operating agencies or officials. Problem solving is delegated to subordinates except where major policy decisions are involved or the personal intervention of the Commissioner is appropriate.

The incumbent has organized subordinate units in the following manner:

- Deputy Director - This position assists the Commissioner in administering the department programs and assumes specific responsibility for the budget, personnel and accounting operations of the department. Responsible for legislative program and computer system development. Acts in Commissioners absence.
- Regulations Chief - Directs the activities of four program supervisors in the area of vehicle and driver registration, licensure and inspection.
- Motor Vehicle Registration (80) - This program administers State vehicle licensing and registration, computes and collects applicable fees and maintains controls on the sale of license plates at the county level.
- Drivers License Division (250) - Conducts licensing of drivers at 135 stations located throughout the State, administers examinations, collects fees and issues licenses to qualified applicants, and administers the statutory drivers license revocation and suspension system.
- Dealers License Division (21) - A staff of inspectors license automobile dealers and collect licensing fees. These inspectors coordinate their activities and assist the Motor Vehicle and Drivers License divisions in the exchange of program information.
- Inspection Division - This newly established division assures the inspection of every vehicle sold within Iowa. The inspections are conducted by private concerns which are inspected and licensed by this division. The division provides recourse to consumers and investigates complaints registered against inspection stations, conducts hearings and can revoke licenses (25 have been revoked in the past 12 months).
- Law Enforcement Chief - Directs six subordinate supervisors in various law enforcement programs.

- Iowa Highway Patrol (410) - The Iowa Patrol is responsible for traffic law enforcement and traffic safety throughout the State. The Chief of the Patrol works closely with the Commissioner on matters of significant interest.
- Bureau of Criminal Investigation - This division assists local law enforcement officers in criminal investigations, investigates organized crime, maintains criminal records for the State and coordinates its activities with other law enforcement bodies. Operates the Iowa Criminalistics laboratory.
- Narcotics Division (16) - The major emphasis of the enforcement activity of this program is the identification and prosecution of major drug suppliers. The division also provides training and assistance to local law enforcement officers in drug prevention and education.
- Liquor Control (15) - These agents enforce the liquor control laws of the State and ensure compliance regarding licensing, closing hours, serving minors, etc. Their activities are coordinated with other law enforcement divisions and with the Beer and Liquor Council.
- Radio (80) - Administers the State police radio system. Regional stations at nine locations provide a communications network linking local law enforcers and allow for immediate information exchange.
- Fire Marshall (13) - Investigates all cases of suspected arson and bombings. This program enforces fire safety rules and regulations in child care facilities, schools, hospitals, nursing homes, etc. The program also performs educational work in informing the public about fire safety and prevention.

Public relations and public understanding of department objectives and programs are additional responsibilities of the Commissioner. Public appearances are made to assure public understanding and support.

The Commissioner is a statutory member of the Iowa Crime Commission and is statutory Chairman of the Peace Officers Retirement System. The Commissioner is Chairman of the Reciprocity Board and maintains memberships on two ad hoc committees to advise the Governor. The incumbent maintains contact and cooperation with other governmental units, both State and local, and other enforcement agencies.

(PRINCIPAL ACCOUNTABILITIES:

1. Directs the coordination and integration of all departmental functions to achieve maximum effectiveness and service to the people of Iowa.
 2. Develops and implements policy appropriate to department objectives and within statutory limitations.
 3. Provides recommendations to the Governor regarding the present and future public safety needs of the State.
 4. Ensures the capacity of State public safety agencies to meet daily and emergency State public safety needs.
 5. Assures the effective utilization of agency resources and manpower in the implementation of agency objectives and programs.
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APPROVED

STATE OF IOWA

Position Description

Date:	February 1973	Position:	Director
Written by:	GLJ	Incumbent:	Donald Briggs
Approved by:	(1) _____	Department:	Revenue
	(2) _____	Reports to:	Governor

POSITION PURPOSE:

This position is accountable for the interpretation, recommending changes in laws and the implementation of Iowa tax laws and for the effective organization and operation of the Iowa Department of Revenue.

DIMENSIONS:

Operating Budget:	\$6.5MM
Department Revenues:	\$700,019,545
Total Income Tax:	\$272,750,127
Total Sales & Use Tax:	\$244,885,248
Inheritance Tax:	\$20,255,076
Motor Vehicle Fuel Tax:	\$120,682,527
Cigarette & Tobacco Tax:	\$40,107,276
Total Number of Tax Returns Processed Annually:	2,737,011
Staff:	530 full time 100 seasonal

NATURE AND SCOPE:

This position reports to the Governor. The incumbent is appointed by the Governor with the approval of two-thirds of the Senate. The division directors of the ten divisions within the department report to the incumbent.

The Department of Revenue administers the Income Tax, Sales and Use Tax, Motor Vehicle Fuel Tax, Cigarette and Tobacco Tax and the Inheritance Tax for the State of Iowa.

The Director of the Department is accountable for the administration of the property assessment laws. Property tax payments are made at the county level, but the incumbent is directly responsible for ensuring the appropriateness of evaluations and assessments throughout the State and may reassess property valuations when deemed proper. As well, the incumbent maintains accountability for the equalization of assessments among the 119 assessing districts, and may alter percentage relationships between unequal classes of property or between assessing districts. The position is accountable for the assessment of 390 large public service companies (accounting for 11.3% of total assessed evaluation for the State). Statutory responsibility is being expanded this year to include 1,100 municipal public utilities.

The position makes all decisions regarding interpretations of the tax laws, presides over taxpayer appeals hearings and decisions rendered, establishes audit and collection policies and establishes precedent for administrative rulings. All information concerning tax records is reviewed and approved by the incumbent prior to its release.

To assure that department goals and objectives are met, the incumbent has organized subordinate functions in the following manner:

Deputy Director (2) - Assists incumbent in implementing policy and problem solving. Deputy Director, Administration reports directly to this position.

Deputy Director, Administration - directs Personnel (3) - which recruits and places department staff, maintains personnel records and files; Operations and Methods (6) - evaluates effectiveness of current administrative methods and procedures, makes recommendations for improvement; Central Accounting (1) - performs internal accounting functions for department operations; Services (10) prepare and process all out-going bulk mail.

Audit Compliance (3) - establishes auditing procedures, reviews selected audit reports completed by Field Services and tax Divisions to ensure compliance with tax laws. This position reports directly to the Deputy Director.

Data Processing Division (70) - develop automated systems and punch tapes to provide for the automated processing of data.

Cigarette and Tobacco Tax Division (2) - administer the Cigarette and Tobacco Tax program, utilize field services staff to set tax meters, receive taxes and monitor for compliance.

Inheritance Tax Division (21) - administer the Inheritance Tax program, enforce compliance with statutory rates.

Property Tax Division (21) - audit credits paid by State to local governments, audit personal property credits and review assessments of real estate transfers made by county recorders to verify appropriateness, assess public utilities, make recommendations regarding equalization of property values.

Field Services Division (180) - Regionalized staff of auditors perform field audits for Income Tax Division, Motor Vehicle Fuel Division, Sales/Use Tax Division, prepare reports of findings.

Income Tax Division (60) - review returns, resolve errors, make audit selection, review reports of field auditors, issue some types of refunds.

Motor Vehicle Fuel Tax Division (30) - review returns, identify and resolve errors, perform audits, refer field audits to Field Services, review field findings, issue refunds.

Sales and Use Tax Division (25) - review returns, perform audits, refer field audits to Field Services, review field audit reports, issue refunds.

Administrative Services Division (65) - This staff (augmented by 100 seasonal employees) processes tax returns. Returns are sorted for refunds or payments, checks separated, returns are edited for completeness, prepare "batch balances" (number of returns vs. number of dollars) for a check of automated processing, resolve computer errors. The division is also responsible for microfilming and for filing of all completed returns.

Research and Statistics Division (6) - Compiles statistics, etc. prepares analyses and reports to assist management in projecting tax revenues, in determining appropriate equalization relationships and tax levels, etc.

Legal Division - Office of the Attorney General provides legal assistance and support to the Department of Revenue in all tax questions or litigation.

Provides legal advice, renders opinions or interpretations of law as requested by incumbent.

The incumbent works closely with the Comptroller's Office in the preparation of revenue estimates and the depositing and accounting of tax collections. The Attorney General's Office provides legal assistance to the incumbent in implementing departmental programs. The incumbent meets with members and committees of the legislature concerning assessment and revenue proposals and assures that revenue estimates for pending legislation are delivered to the legislature. Advises the Governor on revenue matters and policies. The incumbent maintains contact with revenue directors in other states to provide for exchange of information and where feasible to negotiate reciprocal agreements affecting the collection of Iowa taxes.

PRINCIPAL ACCOUNTABILITIES

1. Ensures the collection and receipt of all assigned tax revenue due the State of Iowa.
2. Determines the accuracy of property valuation assessments, making adjustments as necessary, to equitably distribute the local tax burden.
3. Serves as principal taxation advisor to the Governor in the determination of revenues and revenue policy.
4. Interprets Iowa tax laws to ensure their accurate and equitable implementation and enforcement.
5. Assures the effective utilization of agency manpower and resources in the operation of the Revenue Department.

STATE OF IOWA

Position Description

Date:	February, 1973	Position:	Director
Written by:	GLJ	Incumbent:	Robert Tyson
Approved by:	_____	Reports to:	Governor
		Department:	Office of Planning and Programming

POSITION PURPOSE:

This position is accountable for directing effective immediate and long-range State planning, for promoting planning at the local level and for the effective management of federal funds to contribute to the continued development of the State and its ability to meet the needs of its residents.

DIMENSIONS:

Operating Budget:	\$5 MM
EEA:	\$2 MM
DOT (Highway Safety):	\$1.5 MM
Staff:	74

NATURE AND SCOPE:

This position reports to the Governor. Reporting to the incumbent are the three division Chiefs of Community Affairs, State-wide Planning, Program Administration and the Chief of Fiscal Services.

The office of Planning and Programming functions as the central planning activity for the State of Iowa. The office encourages, coordinates and assists the planning activity throughout State government. All State departments requesting funds assistance apply through this office to assure coordination of financial grants being utilized within the State.

As Director, the incumbent is designated by the Governor as the grant approval authority. In this capacity, the incumbent approves or disapproves grant applications based on review and recommendations of subordinate staff. The incumbent works with federal representatives from the regional and national level to seek out additional funds and to provide for sufficient coordination regarding existing grants.

The Director, as the Governor's planning representative, serves as Chairman of the State Manpower Planning Council and maintains membership on various interagency committees, e.g., Drug Abuse Advisory Board. The incumbent consults with department heads, federal representatives, local government officials and members of the legislature in negotiations, resolution of problems and sensitive matters requiring discretionary action. The Director maintains a close working relationship with the Governor's office to advise the Chief Executive in the areas of State planning, federal assistance and planning effectiveness.

Department programs directed by the incumbent are as follows:

Community Affairs (20) - The division manager directs the implementation of five programs directed to local communities.

- Community Services - Provides technical assistance to local communities and governments in physical or human resource planning.
- Community Betterment Program - Was initiated by the Governor and provides cash awards to those communities instituting the most effective human resources or civic improvement programs.
- Housing Planner - Provides assistance to local communities in developing adequate housing planning and develops plans for the establishment of regional housing authorities.
- Local Government Personnel Service Council - In cooperation with the Merit Employment Department which is designated as the IPA authority for the State, provides technical assistance to local governments in developing and improving personnel policies and practices.
- Model Cities - Serves as staff support to the Des Moines model cities task force, reviews and comments on grant applications for model cities projects.

By statute, the Manager of Community Services is designated as the Building Code Commissioner for the State and maintains accountability for the development of a State-wide building code.

State-Wide Planning (21) - The division manager directs the implementation of planning programs impacting on a State-wide basis.

- Comprehensive Health Planning - Develops plans and models for the establishment of coordinated programs and facilities throughout the State to meet current and future health needs of Iowa residents.
- Manpower Planning - This program which is totally funded by the federal Department of Labor identifies current manpower resources, projects labor trends, identifies future manpower and skills needs, etc.

- Three specialists in Environment, Education and Economy research and evaluate current utilization of resources and develop plans to meet future needs.
- Transportation Planning - Is developing a State-wide plan for an integrated transportation system to meet future needs and recommending the coordination of various transportation and regulatory components to effectively implement the program.

Program Administration (12) - The division manager directs subordinate supervisors in assuring compliance with grant regulations.

- Clearing House - Established by State and federal law, this program reviews and comments on all State grants, serves as the repository for all federal grants issued to Iowa and monitors overall grant compliance.
- Highway Safety Program - Distributes funds through subcontracts with Public Safety for the Iowa Highway Patrol, with Public Health for ambulance acquisition and with the office of Public Instruction for drivers education. The staff assures proper fiscal and program management and grant compliance.
- Alcoholism - Administers funds from the Hughes Act and distributes these funds to the State Alcoholism Council, reviews funds management and assures grant compliance.
- Public Employment Program - Funded by the Emergency Employment Act works with State departments in the hiring and training of disadvantaged Iowa residents. This division also participates in the management of TRACIS which is a multi-agency communications and records system impacting in the areas of highway safety and law enforcement.

Fiscal Services (5) - Maintains all accounts, manages cash flow, prepares the agency budget and monitors fiscal grant compliance.

The office of Planning and Programming has also been given the responsibility for the establishment, organization and initial administration of new programs. Programs established through legislation or executive order are developed and phased into operation under the direction of the incumbent.

PRINCIPAL ACCOUNTABILITIES:

1. Direct planning activities which impact on a number of State departments and/or local governments.
2. Assist local governments and other governmental entities in developing and conducting planning activity.

Ensure that areas of policy concern are supported by effective planning programs.

Ensure that State planning activities involving federal funds are coordinated to the maximum benefit of the State.

Advise the Governor on policies which may be suggested by planning activities.

Assure the efficient and timely development and implementation of new governmental programs through proper organization and administration of program objectives.

STATE OF IOWA

Position Description

Date:	January, 1973	Position:	Superintendent
Written by:	GLJ	Incumbent:	Oliver Hansen
Approved by:	_____	Reports to:	Office of the Governor
		Department:	Banking

POSITION PURPOSE:

This position is accountable for assuring the State regulation of banking and the examination of other State chartered financial institutions to verify their financial integrity and insure compliance with State laws.

DIMENSIONS:

Budget:	\$1.2 MM
Total Number of State Chartered Financial Institutions:	1327
Total Amount of Assets:	\$5.55 MM
Staff:	70
Reporting Directly:	2

NATURE AND SCOPE:

This position reports to the Governor. The incumbent is appointed by the Governor to a four-year term with the approval of two-thirds of the Iowa Senate. Reporting to the incumbent are the Deputy Superintendent and the Assistant Superintendent.

As Superintendent of Banking, the incumbent maintains accountability for the issuance of State charters to banks, small loan companies and credit unions. Through staff, the incumbent assures the examination annually of the aforementioned State chartered financial institutions to provide for continued liquidity, sound financial management practices and compliance with State laws.

The incumbent maintains personal accountability for authorizing movement of State charter banks to different communities and for permitting the opening of additional or branch offices.

The incumbent assures that field examination reports are prepared in a timely manner and institutions receive notification of examination results. When results indicate that some action is necessary, the incumbent must exercise judgment to protect the

(rights of the public while still meeting the needs of the financial industry. In cases of severe mismanagement, the incumbent deals directly with the banking executives and directors in setting a course of action to come into compliance. Any decision to take over management of an institution is made by the Incumbent.

The organization of the department which assists the incumbent in achieving the accountabilities of the position has been structured as follows:

Deputy Superintendent - Provides direction and supervision to the managers of three sections.

- Banking - Manager and a staff of 50 examiners (in 12 regional offices) implements the annual examination of 554 State chartered banks to verify assets and liabilities, evaluate financial management, investment analysis and compliance with State law. Examination reports are exchanged with the Federal Deposit Insurance Corporation (FDIC) and staff occasionally participates in joint examinations.
- Small Loan Companies - Two examiners conduct examinations of 352 State chartered small loan companies annually to verify assets and liabilities, evaluate interest rate charges, credit life insurance charges and rebates on prepaid loans to insure compliance with State laws.
- Credit Unions - A staff of 11 examiners conduct annual examinations of 411 State chartered credit unions to verify assets and liabilities, evaluate financial management and insure compliance with State law.

Assistant Superintendent - Providing guidance and assistance to banks experiencing difficulty and assuming management control when directed to do so by incumbent are the major responsibilities of this position.

The incumbent coordinates activities with the FDIC regional officer when actions are taken against financial institutions. As Superintendent, the incumbent makes joint decisions with Federal Reserve Bank officials regarding the purchase of Iowa banks by bank holding companies. The incumbent provides information to legislators regarding proposed legislation when requested. In sensitive matters, the incumbent confers with the Governor's office or apprises them on decisions of mutual concern.

PRINCIPAL ACCOUNTABILITIES:

1. Ensures annual examination of all State chartered financial institutions to evaluate financial integrity and compliance with State law.
2. Determines and implements actions necessary against State chartered financial institutions to protect the public interest and enforce State laws.
3. Issue State charters to financial institutions in response to application to ensure their financial integrity and salutary effect on the financial community.

4. Interprets provisions of State laws governing financial institutions to officers of financial institutions, legislators, and/or the Governor's office, etc., to provide for the development and application of sound financial legislation.
5. Assures the efficient utilization of departmental resources and manpower in the implementation of agency programs and the proper enforcement of State law.

STATE OF IOWA

Position Description

Date:	February 1973	Position:	Director, Department of General Services
Written by:	CHD	Incumbent:	Stanley McCausland
Approved by:	(1) _____	Department:	General Services
	(2) _____	Reports to:	Governor

POSITION PURPOSE:

To manage the timely and cost-effective provision of administrative services to the various departments of the State Government to facilitate the efficient operation thereof.

DIMENSIONS:

Staff:	7 Department Chiefs
	<u>275</u> Other
	282 Total
Budget:	\$6 MM
Revolving fund expenses:	
Printing processed through Printing Department:	\$4.9 MM
(including printing done on Printing Department Equipment: \$600 M).	
Purchases (excluding vehicles):	\$10-11 MM
Vehicle Purchases:	\$4.5 MM
Capital appropriation for new office building:	\$5 MM
State office buildings in Capitol:	20

NATURE AND SCOPE:

This position reports to the Governor, as do numerous other department heads and commissions, and serves at the pleasure of the Governor. Reporting to this position are the heads of Centralized Purchasing, Printing, Buildings and Grounds, General Administration, Car Dispatcher and Communications, Financial Officer, Secretary and, for administrative purposes, the Director Educational TV.

The Department of General Services is new in the State Government, having been created in 1972 to coordinate a variety of administrative services previously performed under the direction of the Executive Council, Printing Board, Comptroller's Department and Office of the Governor. Services provided by the Department of General Services include centralized purchasing, printing, buildings and grounds, car purchasing and dispatching, communications and general administration (including maintenance of the Governor's mansion, central mail, parking facilities, security, capitol tours and office space allocation). Purchasing and printing expenses are charged back to the using department. The educational television function is in the General Services Department for administrative purposes only.

The Director, Department of General Services manages and coordinates the following functions:

Centralized Purchasing - with 17 employees, with an administrative budget of \$225 M, purchases supplies, materials and equipment (other than vehicles) for all departments of the State Government except the Board of Regents, Highway Commission and Commission for the Blind. Purchases amount to approximately \$10-11 MM charged back to the using department on a revolving fund basis.

Printing - with 25 employees and an administrative budget of \$105 M, prints or obtains outside printing for all departments of the State Government of forms, manuals, reports, etc. Expenses for printing processed through the Printing Department approximate \$4.9 MM annually, including \$600 M for printing done at the Capitol on Printing Department equipment. These costs are charged back to the using departments on a revolving fund basis.

Buildings and Grounds - with 168 employees and a budget of \$1.45 MM and a capital improvement fund of \$300 M, maintains and makes minor improvements on the 20 office buildings in the State Capitol and the surrounding grounds.

Car Dispatcher - with 17 employees and an administrative budget of \$160 M, purchases all motor vehicles for the State Government (including the Highway Patrol), maintains and dispatches on request a car pool of 140 vehicles, and disposes of used vehicles in public auction. Car purchases and fleet operation expenses amount to \$4.369 MM on a revolving fund basis.

Communications - with eight employees and a budget of \$70 M, maintains and improves a State-wide network of communications facilities for the departments of the State Government.

General Administration - with 54 employees and a budget of \$1 MM, provides a variety of services including: operation of the central mail unit, maintenance of a central inventory of State property and records, provision and maintenance of parking facilities, provision of Capitol tours for the public, provision of security and utility services for State office buildings in the Capitol, maintenance of the Governor's mansion, issuance of special license plates, and allocation of office space in the Capitol buildings. Also prepares the agenda for the Executive Council of Iowa, attends their meetings and administrates their affairs.

The Educational Television function with 65 employees and a budget of \$1.4 MM is assigned to the Director, Department of General Services principally for review of proposed budget and staffing and control over major expenditures to ensure adherence to budget. The Director attends meetings but is not a member of the State Educational Radio and Television Board.

The Director is a member of the Capitol Planning Commission and is accountable for planning for the buildings and grounds in the Capitol complex. He is a member of the State Educational Computer Coordinating Committee, the function of which is to coordinate State-wide computer education without having a computer in every school through the provision of appropriate communications facilities. He is a member of the State Communications Advisory Council. He works closely with the Terrace Hill Commission in transforming the Terrace Hill Mansion (donated to the State by the Hubbell family) into a combination Governor's mansion, office building and display area for the public.

The Director has overall accountability for assignment of office space, including locating and leasing additional office space where required. He has developed long-range plans for a total of four new office buildings, with appropriate grounds and parking facilities. The construction of the first of these has been approved.

Whereas the first year on this position was largely devoted to organization and staffing of the new Department of General Services to carry out the provisions of the statute creating the Department, in the near future the Director will be heavily involved in planning and construction of the new office building, restoration of the Terrace Hill Mansion and the study of State communication facilities throughout the State, as well as the day-to-day direction of his staff.

Performance on this position is measured by timely provision of administrative services at minimum cost to meet the requirements of the various departments of the State Government.

This position, because of the varied nature of the services provided, requires an individual with broad administrative and managerial experience.

PRINCIPAL ACCOUNTABILITIES:

1. Develop long and short-range plans for provision of administrative services, with emphasis on planning for additional office and parking space and improved communications facilities to meet the present and future needs of the State Government.
2. Direct the implementation of approved construction programs to ensure attainment of program objectives on schedule within cost limitations.
3. Manage the provision of purchasing, printing, buildings and grounds, car dispatch and general administrative services to ensure timely cost-effective provisions of these services to meet the requirements of the various departments of the State Government.
4. Direct and review the development of general services budgets to ensure budget requests are adequate but not excessive to attain department service objectives and goals.
5. Develop an appropriate organization structure and select, train and motivate qualified, capable personnel to staff it.
6. Keep the Governor informed of major developments and problems in his area and of his plans and recommendations for resolution of such problems.

STATE OF IOWA

Position Description

Date:	February, 1973	Position:	Executive Director
Written by:	GLJ	Incumbent:	Kenneth Karch
Approved by:	_____	Reports to:	Governor
		Department:	Environmental Quality Control

POSITION PURPOSE:

This position is accountable for developing and implementing pollution control programs to ensure compliance with State pollution laws, protect the public health and preserve the natural resources of Iowa.

DIMENSIONS:

Operating Budget: \$1MM
Federal Funds: \$700M
Staff: 100 (approximate)

NATURE AND SCOPE:

This position reports to the Governor. The incumbent is appointed by the Governor with the approval of two-thirds of the Senate. Reporting directly to the incumbent are the Water Quality Control Commission, the Air Quality Commission, the Chemical Technology Commission, and the Solid Waste Commission. Each of these commissions is charged with establishing policy to implement all programs under its jurisdiction. The divisional program managers report to their respective commission on policy matters and confer directly with the incumbent on department operations.

The Department of Environmental Quality Control was established by the enactment of legislation in 1972 to provide for a unified approach in the utilization and preservation of the State's natural resources. Four commissions exist within the department management structure and provide policy direction to programs under their jurisdiction. The Executive Director is required to serve as Secretary to each of these commissions. This responsibility has been delegated to the division managers who report to these commissions. In addition an Executive Commission composed of the Chairmen of the four commissions and six "ex officio" members for other State agencies exists to provide counsel and direction to the Executive Director in the establishment of all rules and regulations necessary to administer department programs.

The Executive Director is charged with the responsibility of directing department programs, establishing an organization to effectively implement department programs and assuring the establishment of all rules and regulations necessary to implement and enforce department programs.

As Executive Director, the incumbent assures the implementation of all certification, permit and licensing programs required by environmental control legislation. The incumbent assures the investigation of violations and the initiation of administrative and court action against violators.

The incumbent consults with the Governor, the legislature, other State department heads, with local government officials and community and civic groups to provide information and promote understanding of department programs and to generate public concern to provide for the continued effectiveness of environmental objectives.

The incumbent has the following subordinate units to assist in executing the accountabilities of his position:

Water Quality Commission

Water Quality Management (25) -- classifies waters, sets pollution standards, collects samples and analyzes liquid discharge from approximately 1500 municipal and industrial water treatment plants, conducts investigations, issues consent orders or recommends enforcement actions to protect the public health.

Water Supply (4) -- reviews plans for all proposed public water supplies and issues permits, administers the examination and certification program for operators of water supply and water treatment facilities. Approximately 4,000 licenses are issued annually.

Air Quality Commission

Air Quality Management (38) -- establish emission standards, inspect industrial plants, power plants, municipal plants, take samples of gaseous discharge to check compliance with standards, investigate complaints, issue orders and recommend enforcement actions to ensure compliance with pollution control regulations and to protect the public health.

Chemical Technology Commission

Chemical Technology Division (1, 4 proposed) -- develop standards and controls on the use and non-use of agricultural chemicals, e.g., pesticides fertilizers. Program is in initial stages of problem identification and regulation and standards development.

Solid Waste Commission

Solid Waste Management (10) -- develop plans, specifications and regulations governing solid waste disposal. State laws require that all communities have a solid waste disposal system in operation by 1975. This division is providing assistance to local communities, reviewing plans for compliance with regulations. When the construction phase begins, this division will perform construction inspections to assure compliance.

Radiation Program (1, 3 proposed) -- develop standards and regulations regarding the handling, storage, transportation and disposal of radioactive materials.

Administrative Services -- this program maintains agency accounts, prepares the budget, handles personnel records, prepares agency payroll.

The incumbent is a member of the State Conservation Commission, the Soil Conservation Committee and the Natural Resources Council.

The incumbent feels his greatest challenge is to develop solutions to environmental pollution problems and to assure effective controls on pollution.

PRINCIPAL ACCOUNTABILITIES:

1. Ensure the development of water, air and waste pollution standards to provide controls on allowable amounts of pollutants.
2. Assure the implementation of an aggressive enforcement program against violators through the use of investigation procedures and legal action.
3. Promote the development of new environmental legislation to provide for the continued control of pollution and protection of public health.
4. Promote the development of public awareness and concern regarding environmental quality issues to provide support in preserving the natural resources of the State.
5. Cooperate with other State local and federal agencies involved in the preservation of the environment and natural resources to contribute to the development of integrated programs.
6. Assure the effective organization and utilization of agency resources and manpower in the implementation of effective planning, regulatory and enforcement programs.

STATE OF IOWA

Position Description

Date:	January, 1973	Position:	Commissioner
Written by:	GLJ	Incumbent:	William H. Huff, III
Approved by:	_____	Reports to:	Office of the Governor
		Department:	Insurance

POSITION PURPOSE:

This position is accountable for protecting the public interest through the regulation of insurance companies in the areas of solvency, contracts, rates, claims and agent certification, for administering the laws regulating mutual health services and for administering the Iowa Securities law.

DIMENSIONS:

Operating Budget:	\$780 M
Revenues:	
Premium Tax:	18.5 MM
Examination Fees:	881 M
Total Amount of Life Companies	
Legal Reserves:	3.9 Billion
Total Number of Domestic Companies:	214
Health Services Organizations	6
Total Number of Admitted Companies:	1,141
Agents Licensed Annually:	45 M
Security Salesmen:	5 M
Broker Dealers:	27
Staff:	56

NATURE AND SCOPE:

This position reports to the Governor. The incumbent is appointed to a four-year term by the Governor with the approval of two-thirds of the Senate. Reporting directly to the incumbent are the Deputy Commissioner, the heads of four sections, the Forms Attorney, the Rate Superintendent, the Chief Examiner and the Superintendent of Securities.

The State of Iowa has an unusually large number of domestic companies for its population. These 214 companies must be audited for fiscal and legal compliance with Iowa law once every three years. The number of domestic companies impacts on other areas of department programs, e.g., the approval of proposed policy forms, casualty rates and the licensing of insurance agents.

As Commissioner of Insurance, the incumbent maintains accountability for ensuring regulations of the operations of insurance companies within the State with respect to solvency, rates, forms, claims and agent certification. The Commissioner maintains statutory accountability for the deposit and holding in the State value of legal reserves of life insurance companies. The majority of the \$3.9 billion in legal reserves are in the form of non-negotiable securities.

Final accountability is maintained by the incumbent for the approval of casualty rates and policy filings. The incumbent serves as hearings officer in revocation procedure against salesmen and insurance company authority.

Subordinate functions of this position are:

- Examination Section (27) - Teams of five to six examiners to examine every domestic insurance company at least once every three years to insure solvency, calculate reserves, ensure investment compliance with Iowa insurance regulations and fiscal ability to meet all claims. The Chief Examiner also assures collection of premium taxes, review of companies' annual statements and makes recommendations to the Commissioner on insurance companies requesting admission into Iowa.
- Agents Section (5) - This section is charged with statutory responsibility for licensing all insurance agents in the State of Iowa. Staff prepares all cases of license revocation against life, accident and health and casualty agents.
- Actuary and Life (3) - This unit reviews all policy forms issued for life insurance and accident and health coverage, and rates.
- Forms Attorney - Reviews and approves or disapproves all proposed casualty forms submitted by companies and reviews proposed accident and health forms to ensure legal compliance.
- Rates Superintendent - Reviews and approves or disapproves proposed casualty rates submitted by companies.
- Complaints Section - Two attorneys review and investigate complaints received from individuals in relation to insurance, review requests for cancellations and nonrenewals, serve as hearings officers in case of nonrenewals.
- Securities Section (7) - This section is responsible for the licensing of security broker dealers and security salesmen and the review and registration of all securities to ensure compliance with State laws and regulations regarding disclosure prior to their approval for sale in Iowa, etc.
- Legal Reserves Monitor - One specialist handles all deposits and with-

- Deputy Commissioner - Works closely with the section heads in implementing the day-to-day operations of the department, provides guidance in case development, etc.

As Commissioner, the incumbent maintains ongoing working relationships with insurance company executives to provide information and interpretation of Iowa insurance laws and regulations and to ensure compliance; maintains contact with professional associations and organizations, meets with the Comptroller on budget and fiscal matters and with the Office of the Governor on sensitive or far-reaching problems.

PRINCIPAL ACCOUNTABILITIES:

1. Direct the periodic examination of all domestic insurance companies operating within Iowa to assure financial solvency and compliance with Iowa law, and the review of all admitted companies to ensure financial solvency and compliance with Iowa law.
2. Direct the review and approval of proposed life, casualty and accident and health insurance rates and forms from all companies to assure reasonable rates and clear and understandable policies.
3. License all agents and authorize operation by insurance companies to assure controls on the operation of the insurance industry in Iowa.
4. Ensure that the registration of all securities sold in the State are in compliance with State laws and regulations and consistent with the public interest.
5. Direct the licensing of all securities broker dealers and salesmen to verify their competence and protect the public interest.
6. Deposit and hold specified legal reserves for all domestic life companies to provide insurance to policyholders in cases of insolvency.
7. Recommend legislation relating to insurance or securities laws and assist legislators and legislative committees with such matters.

STATE OF IOWA

Position Description

Date:	January, 1973	Position:	Director
Written by:	GLJ	Incumbent:	Rolland Gallagher
Approved by:	_____	Reports to:	Beer and Liquor Control Council
		Department:	Beer and Liquor Control Council

POSITION PURPOSE:

Assure controls on the manufacture and sale of alcoholic liquors and beer within the State of Iowa through a rigorous licensure program and the State control of retail sale of liquors.

DIMENSIONS:

Operating Budget:	\$6.5 MM (Annually)
Department Revenues:	
Sales Revenue	\$79MM
Licensing Fees:	\$1.5 MM
Beer Tax:	\$7 MM
License Tax:	\$4 MM
Sales Tax:	\$1.8 MM
Staff:	
Full Time:	650
Part Time:	200
Reporting Directly:	5
Retail Liquor Stores Operated:	199
Truck Fleet:	14
Warehouse Vehicles:	11

NATURE AND SCOPE:

This position reports to the five-member Beer and Liquor Control Council. Reporting directly to the incumbent are the positions of Assistant Director, Merchandising Manager, Licensing Manager, Warehouse Superintendent, and a Secretary.

The State of Iowa is one of 18 states to maintain direct control over the licensing and sale of liquor within State boundaries. The Beer and Liquor Council leases and operates 199 liquor stores, situated throughout the State and employs and supervises sales personnel in the retail sale of alcoholic liquors to Iowa residents. As Executive Director, the incumbent provides overall direction in the development and implementation of the State-wide liquor control program and is authorized by statute to maintain controls over the licensure of liquor and beer manufacture, the issuance of various liquor and beer permits, and the sale of liquor throughout the State.

The incumbent maintains as a personal accountability all sales contacts with liquor company sales representatives and purchases sufficient quantities and types to meet consumer demands. Sales calls are made on a quarterly basis by approximately 125 firms with orders placed with approximately 65 firms.

By statute, the incumbent serves as *Hearings Officer* in cases of license violations. All violations after hearing at the local level are referred automatically to the incumbent, who is charged with rendering a decision regarding continuance, revocation, or denial of the license. Decisions may be appealed to a review board and beyond to the district courts.

To fulfill the accountabilities of the position, the incumbent has the following subordinate staff.

Assistant Director - This position functions as a line manager and maintains ongoing responsibility for the following phases of the program:

- Chief Accountant (13) - This unit is responsible for maintaining accounting records, preparing monthly and annual fiscal reports, payroll preparation and notification, and the Comptroller's office quarterly for the issuance of refund checks (license and tax fees collected) to cities and counties.
- Internal Auditing (13) - This unit performs daily, weekly, monthly and annual audits on sales reports received from local liquor stores. The head of the section maintains line responsibility over 7 District Managers who in turn supervise field staff employed in local State-owned stores.
- Personnel (2) - This unit maintains personnel records, time and attendance reports, and payroll records. The Personnel Manager hires field staff to serve as clerks and screens candidates for store manager and central office positions.

- Systems - This unit maintains accountability for the preparation of tab runs on sales receipts and the current balance of monies. Forty-five local stores (accounting for 65% of sales) utilize punch paper tape which allows for immediate conversion of receipts. This unit is currently developing additional data interpretation capabilities and systems.
- Properties Manager - This unit inspects buildings leased by the Beer and Liquor Council and makes recommendations on lease renewals. Marketing surveys are conducted for potential sites of new stores and recommendations are made to the incumbent.

The following units report directly to the incumbent:

- Merchandising (8) - This unit is responsible for placing orders with companies on a bimonthly basis. Store and warehouse inventories are compiled, trends are monitored and orders are prepared accordingly. Additionally, this unit notifies the warehouse on the quantity and type of deliveries to be made to local stores.
- Licensing (7) - This unit processes and issues beer and liquor licenses and collects all fees. The unit verifies that all licenses requested meet licensing regulations and comply with statutory provisions.
- Warehouse and Delivery (48) - The Superintendent directs the activities of a day and a night shift in the receipt of liquor supplies, storage, and subsequent delivery to State-owned stores.

As Executive Director, the incumbent assures that all regulations regarding liquor control in the State of Iowa are met, that the Beer and Liquor Council implements a program designed to both assure the control of the manufacture and sale of liquor and beer within the State and meet the needs of State residents. The incumbent provides administrative direction to the staff in carrying out the agency's objectives, maintains accountability for the issuance of licenses and permits, presents the budget to the Council for approval, and directs the preparation of any policies, procedures, or informational materials needed to effectively implement the program.

The incumbent maintains an ongoing working relationship with the Council which is authorized by statute to set policy for the Council's programs. In addition, the incumbent has contact with the Comptroller's office for budget and staffing approvals, the Attorney General's office for legal interpretations and opinions, with the Enforcement Division of the Public Safety Commission in cases of license violations, etc. and with the legislature when required to meet specific informational needs regarding budget appropriations, etc.

The effectiveness of the incumbent in meeting the accountabilities of the position may be measured in the revenues generated by the department, the dollars returned to municipal and county governments and the control and issuance of permits and licenses to bona fide vendors.

The position requires that the incumbent have administrative and management business skills with some emphasis in marketing, must be articulate and able to communicate effectively, both orally and in written forms.

PRINCIPAL ACCOUNTABILITIES:

1. Assure controls on the sale of liquor in Iowa through a rigorous application of all rules and regulations governing licensing and the sale of liquor.
2. Direct the timely receipt and accounting of revenues generated through sales, licenses and taxes to provide for adequate fiscal controls on State monies.
3. Promulgate any rules and regulations necessary in order to effectively carry out statutory provisions governing the liquor business in the State of Iowa.
4. Assure a sufficient quantity and variety of alcoholic liquors to provide a supply adequate to meet the needs of Iowa consumers.
5. Direct the administration of the Beer and Liquor Council Department to provide for the maintenance of effective operations.

APPROVED

STATE GOVERNMENT OF IOWA

Position Description

Date:	February 1973	Position:	Director Iowa Conservation Commission
Written by:	R. S. Bullock	Incumbent:	Fred A. Pricwert
Approved by:	(1) _____	Department:	Iowa Conservation Commission
	(2) _____	Reports to:	Iowa Conservation Commission-Board of Commissioners

POSITION PURPOSE:

Direct the programs of the Fish and Wildlife, Lands and Waters and Administration Divisions of the Commission in order to conserve, and increase the recreational and economic yields of the parks, forests, waters, State Lands, and preserves entrusted to the management of the Commission by the Legislature and People of Iowa in accord with existing statutes. Develop recommendations for, and assist in, the formulation of new policies and laws designed to achieve Commission objectives through direction of on-going planning and research efforts in the Commission.

DIMENSIONS:

Personnel: report directly: 8; Total: Full Time 472, Part Time 348
Budget: operating: State Funds \$6,600,000/year
Federal Funds \$600,000
capital: State and Federal \$3-4,000,000/year
totals: \$10-11,000,000/year

Direct Revenues: Fish and Wildlife Division \$3,640,000
Lands and Waters Division \$1,300,000
Administration Division \$ 60,000
TOTAL \$5,000,000

- Visitations (parks, exhibits, preserves, etc.): 11-13,000,000/year
- Hunting trips/take: 5,400,000 trips (est) 6,900,000 animals and fowl taken
- Fishing take: (est) 35,000,000 fish taken

Special Facilities and Equipment Operated/Managed (with outputs where relevant)

- a. 14 Research Management Stations and Fish Hatcheries
Fish Production: 113,300,000 fish (1972 approximately)
- b. 6 State Forests Managed
Timber Harvest: 68,000,000 Board Feet (1972 estimated)
- c. 1 State Nursery Operated
Tree/Shrub Distribution: 1,500,000 sold and/or distributed per year
- d. 66 State Parks Operated (35,000 acres)
- e. 16 State Owned Preserves Operated
- f. 250 Public Hunting Areas Operated (250,000 acres)
- g. 1 State Wildlife Exhibit at Boone, Iowa
- h. 26 Wildlife Stations throughout Iowa
- i. 30 Waterfowl Refugees (20,000 acres)
- j. 33 Natural Lakes (30,000 acres)
- k. 32 Man-Made Lakes (5,600 acres)
- l. 4 Federal Reservoirs (25,650 acres)
- m. 1600 Miles Interior Fishing Streams
- n. 1 Airplane

Fisheries and Conservation Management

NATURE AND SCOPE:

The incumbent reports to the Board of Commissioners of Iowa Conservation Commission. There is no other person directly reporting to the Commission. Reporting to the incumbent are three Division Chiefs designated by law: Chief Fish and Wildlife Division, Chief Lands and Waters Division, and Chief Administration Division.

Also reporting to the incumbent are: the Assistant to the Director, the Chief of Information and Education, Personnel Officer, Chief Planner and the Commission Pilot.

The Director of the Iowa Conservation Commission has a broader spectrum of responsibilities than many conservation department heads of other states. The exceptions are the several states that now utilize an "umbrella" organization form wherein all state natural resources come under the jurisdiction of one department. In Iowa the Director oversees the conservation activities for wildlife, fish, state forests, state parks, state preserves, and state game lands and sovereign lands.

In this framework, the Director of the Commission directs and implements laws and policy pertaining to the use of state parks, lands and waters and for the harvest of wildlife and forestry resources in Iowa. The program and the activities of the department generally fall into the areas of recreational and economic utilization of state natural resources.

Recreational Programs: The Commission operates and administers over 50 licensing and permit programs that control the use of state resources with regard to hunting, fishing, camping, park visits, boating, snowmobiling and other recreational vehicle use. Preservation and management of the wild species and fish populations is a major service provided by the Commission. In this context, state fisheries are operated which produce about 113 million fish per year to provide an estimated catch of 35 million fish. The stocking programs are carried out in the lakes, streams, and reservoirs managed by the Commission for fishing recreation. Other programs administered and/or operated by the Commission are: 66 State parks, 16 State owned Preserves, 250 State owned public hunting areas, the Boone Wildlife Exhibit, the shooting preserve program (9 in existence), the Small Wildlife Program (over 1,000 acres established in the last 20 years), and the Hunter's Safety Program which reaches about 10,000 students per year.

Economic Impact Programs: The Commission administers 6 State Forests and manages the timber harvesting program within state forests lands. This led to a 68 million board feet harvest last year. In addition, technical advice on forestry is given to land owners. The State Nursery at Ames, is operated by the Commission and results in sale and/or distribution of trees and shrubs (about 1.5 million per year). The third area is the provision of general educational services on the activities of the Commission, water safety, outdoor recreation and conservation in general.

The incumbent directs and controls the activities of the three divisions of the Commission in order to implement the existing statutes and policies of the Board of Commissioners. The activities related to drafting of new legislation, drafting of amendments to existent laws and development of positions for new policies to be adopted by the Commission are directed and/or participated in by the incumbent. The impetus for such activities may come from the Board of Commissioners, Governor's Office, Federal Legislation, action by Federal Agencies impacting on Iowa natural resources or from the incumbent's own activities on various boards and commissions. By law, the incumbent serves on: the Chemical Technology Review Board, as a member of the State Preserves Advisory Board, as a member on the Advisory Board to the Iowa Department of Environmental Quality and the State Liaison Officer with the Federal Bureau of Outdoor Recreation, Program Administration Section. The incumbent can be asked by the Governor to serve on numerous boards and commissions. Some examples of current activities are: the Upper Mississippi River Commission (Vice Chairman), the Missouri River Commission, member of Rural Development Policy Council and the State Map Advisory Board. Board memberships that are active parts of the job include membership on the Coordinating Committee of the Wildlife Unit, Iowa State University and the Keep Iowa Clean Incorporated, as a member of the State Board of Directors. Latter positions have traditionally been part of the incumbent's activities with the approval of the Board of Commissioners.

The incumbent is active in maintaining contacts with regard to current operating and capital appropriations requests, development of positions on new proposed legislation and consulting with the Legislative Branch on conservation matters. Legislative Committee contacts are centered in the House and Senate Natural Resources Committees and the Joint Sub-Committee for Appropriations. The incumbent acts as the spokesman for the Commission in all Legislative Liaison and Federal Government liaison matters of department-wide importance. The ongoing activities of the Commission are accomplished through the direction of the following subordinates:

Chief Fish and Wildlife Division: Through the Chief: three Department Heads in Wildlife, Fisheries and Law Enforcement carry out the ongoing programs of the Division. The Wildlife Department has 72 full-time and 53 temporary employees. The Fisheries Department has 73 full-time and 89 temporary employees. The Law Enforcement Department employs 68 full-time officers. Wildlife Department administers the various programs relating to hunting, water fowl, wreckages, and hunting safety carried on by the Commission. The Fisheries Department operates the fish hatcheries, carries out the fish stocking programs, and manages fish population conservation programs. The Law Enforcement Branch is responsible for enforcing all the regulations pertaining to hunting and fishing statewide, and also enforce other state laws with full police powers when necessitated.

Chief Lands and Waters Division: Through the Department Heads of Waters, Forestry and Parks administers and enforces the various programs relating to these categories of natural resources on all state and sovereign lands. The Waters Department employs 22 full-time and 30 temporary personnel. The Forestry Department employs 33 full-time and 26 temporary people. The Park's Department has a full-time staff of 90, 132 temporaries utilized. This Division does not have a separate enforcement branch.

Chief Administration Division: Through the Chief, the Department provides accounting, engineering, license, grants and aid, purchasing, land acquisition and support services to the two operating divisions of the Commission.

To accomplish their accountabilities, these Departments employ 73 full-time and 16 temporary personnel. The largest sections are Engineering and Accounting respectively.

Chief Information and Education: With a staff of 18 full-time and 12 temporary employees, this Department carries on the public information program for the dissemination of information related to services provided by the conservation commission and changes in commission policy to the public.

Assistant to the Director: Develops and keeps up Policy Manuals, Procedure Manuals, Highway Department liaison, represent the Director on various boards, trouble-shoots on internal operations of the department and acts as Director in the Director's absence. Coordinates environmental impact of other agency programs with conservation objectives.

Personnel: Administers the Merit System rules and regulations within the agency, makes pay recommendation to merit employment, does job description work, administers and develops training programs for the Commission. Recruits new employees.

Chief Planner: Develops and updates the Recreation Plan of Iowa. Coordinates with all state, federal, multi-state commissions on all recreation planning activities. Comments for environmental impact statements relative to recreation resources are prepared by this department. The Planner acts with a staff of 10 full-time personnel. Disperses federal funds to government sub-divisions and assures their programs meet federal guidelines for participation.

Commission Pilot: Handles the flying duties relative to carrying out of the Commission objectives. Assures proper care of commission aircraft, and handles matters related to air safety.

All the above subordinates in departmental activities assist the Director on Legislative liaison and lobbying efforts of the Commission.

The incumbent faces difficult managerial problems in maintaining and creating high morale within his organization in order that the climate is conducive to a smooth and productive functioning of the various divisions. The diversity of areas in which the Director must be knowledgeable in order to maintain effective dialogues with interested agencies, officials and private groups is one of the more demanding aspects of the position. From a managerial standpoint, the development of policy positions referred to the Iowa Conservation Commission for formal policy statements in accord with statutory requirements creates a strain on the department resources because it is difficult to anticipate the magnitude, and timing, of the demands preparation of these positions will put on the Commission staff. One of the greatest challenges for the incumbent is anticipation of: needs for new programs in the entire area of natural resource conservation. In summary, the challenge is to stay dynamic, flexible and responsive to new needs in the area of natural resource conservation and utilization.

One of the major constraints on the incumbent's ability to effect action is the complexity of doing just that in a government environment. This constraint relates to the proper checks and balances that are required on a government operation due to the fact that public monies are being expended. There is a lack of flexibility in hiring or making other changes in programs once a budget has been adopted and a plan is underway. All changes or adoption of new policies, new legislation and legislative amendments must be approved by the Board of Commissioners. Hiring and firing of personnel from the Section Superintendent level on up are

directed and controlled by the incumbent. The hiring of any replacements required must be approved by the Board of Commissioners. Capital expenditures are made at the direction of the incumbent once the various budgets for the biennium have been adopted by the Legislature. The appropriations process is a team-effort directed by the incumbent in conjunction with his executive personnel.

The incumbent maintains numerous contacts within and outside of state government in order to accomplish the accountabilities of the position. The most significant inside contacts are: the Board of Commissioners, the Governors Office, Legislative leaders, Legislative Committee Chairman, Department of Soil Conservation, the Department of Environmental Quality, Social Services Department, the Highway Department, State Hygienic laboratory, Chairman of the Commerce Commission, Comptrollers Office relative to budgets, the Auditors Office, the Executive Council, Secretary of Agriculture, the Attorney General's Office. Outside State government, the incumbent is in regular contact with: the Bureau of Sport Fisheries and Wildlife, the Bureau of Outdoor Recreation, several offices of the Corp of Engineers in the Midwest, the Soil Conservation Services of USDA, U. S. Forest Service, significant levels of contact arise from time-to-time relative to specific questions with 25 to 30 other federal agencies, the National Wildlife Federation, the Wildlife Management Institute, Iowa congressmen, the Association of Game Fish and Conservation Commissioners, neighboring State Directors of Conservation. The ongoing programs of the Commission are related very directly to the interest of the Rural Policy Development Council and the Chemical Technology Review Board, both of which the incumbent is a member.

The measurement of performance of the incumbent can be related to: morale of people in the Commission, the improvements affected on programs of the Commission, how current are Commission programs in meeting new conservation needs compared with other states, how responsive is the Legislature to Commission needs, and what has been the record of budget growth for the Commission.

The incumbent should have an education in wildlife management with a broad background in natural resource management and administration. Managerial and leadership qualities are very important in bringing together the various interests concerned with the conservation and utilization of natural resources.

PRINCIPAL ACCOUNTABILITIES:

1. Direct, guide and approve the operation of licensing, wildlife refuge, hunting preserves and other new programs designed to achieve preservation and increase of wildlife species populations of the State of Iowa, in order that sport hunting and wildlife appreciation and study can be enjoyed by the people of Iowa.
2. Direct, guide and manage the fish population, stocking and conservation and management programs, Fisheries Division in order that the fish population of Iowa's lakes, ponds, interior streams and federal reservoirs will be ample enough to support study and appreciation of fresh water marine life and sport fishing in Iowa.
3. Direct and guide the Commission program in state forest management, reforestation and forestry education in order that the people of Iowa receive maximum benefit from proper forest management in the form of improved soil and water conservation and wildlife habitat.
4. Direct and collaborate in Commission efforts to maintain and improve the present system of state parks and preserves so that Iowans will derive maximum recreational and economic benefit from these resources and the states favorable geographical location.
5. Direct the administration of the boat and other sport vehicle licensing programs in order that proper safety rules will be adhered to and that facility planning to accomodate such vehicles will be accomplished in an orderly and timely fashion.
6. Ensure that Commission programs are adequately enforced through the use of any required specialized forces in order that Commission objectives with regard to wildlife, fish abundance and park abundance and quality are fulfilled.
7. Direct, guide and cooperate in the development, maintenance and updating of the recreational plan of Iowa.
8. Ensure that Iowa Conservation Commission operations are carried out within statutory and budgeted limits to contribute to the fiscal objectives of the State Government of Iowa.
9. Provide the Governor's Office, relevant Legislative Committees and the Iowa Conservation Commission with information, reports and proposals necessary for them to remain aware of new developments and assess present program effectiveness in order that recommended new policies, laws or program changes can be acted upon expeditiously.
10. Maintain and develop a competent well-trained, highly motivated and effectively organized staff in order that Commission objectives are achieved with quality and efficiency and human potentials developed fully.

STATE OF IOWA

Position Description

Date:	January, 1973	Position:	Director
Written by:	GLI	Incumbent:	Wallace Keating
Approved by:	_____	Reports to:	Commission
		Department:	Merit Employment

POSITION PURPOSE:

This position is accountable for implementing and maintaining an effective merit employment program which is responsive to State service needs and is within the framework of Iowa law and regulations.

DIMENSIONS:

Operating Budget:	\$600 M
IPA Grant:	\$225 M
Total State Merit Employees:	18 M
State Classifications:	902
Pay Plan:	44 Grade System
Staff:	45
Directly Reporting:	

NATURE AND SCOPE:

This position reports to the five member Merit Employment Commission. Reporting to the incumbent of this position are Technical Services Manager, the Clerical Administration Manager and the Register and Certification Supervisor.

The Merit Employment Commission was established in 1969 to develop and implement the merit personnel program for employees of the State. The incumbent, as Director, is responsible for recommending policy to the Merit Employment Commission on State classifications, the pay plan, recruitment, selection and employment practices and the rules and regulations necessary to implement Commission programs.

The incumbent is charged with interpreting and implementing Commission policy and carrying out Commission programs in the State-wide administration of the merit employment system. The incumbent assures that Commission programs meet the needs of State administrators and individual State employees through continued assessment of program effectiveness and expansion of programs. Additionally, the incumbent

must ensure that State agency officials and individual employees are aware of and comply with merit employment practices, rules and regulations. The incumbent meets with employee groups, representatives of unions, etc. to maintain an awareness of employee needs, to interpret current policies and practices, and to provide knowledgeable inputs to the Merit Commission in the ongoing assessment of department goals and objectives.

Specific problems or grievances, classification appeals, and pay complaints are resolved by the incumbent where possible or are referred to the Merit Employment Commission or Executive Council with recommendations when appealed beyond.

Continued effectiveness of the State classification and pay plans are ensured by the incumbent through review, revision and adjustment on a scheduled basis.

Subordinate staff assisting the incumbent in meeting the accountabilities of the position are as follows:

Technical Services (16) - The manager provides direction and support to two program chiefs whose collective staffs are organized into teams providing comprehensive classification and examination services for assigned State agencies.

- Classification - Establish and maintain written class standards, conduct salary survey studies, analyze existing salary structures of State classes and prepare the biennial pay plan for merit classes.
- Examination - Develop appropriate selection techniques and devices for all merit classes and assure validity through controlled studies.

Clerical Administration (22) - The manager provides direction and supervision to four section supervisors.

- Office Services - This section prints examinations, examination notices, and duplicates any necessary materials.
- Process and Scoring - This section schedules all examinations, maintains master records and assures that all examinations are scored (scanners are utilized for actual scoring).
- Transactions - This section maintains position control records, and approves all transactions requesting salary changes, title changes and merit increases.
- Register and Certification - This section prepares all eligible lists and mails availability notices. The section supervisor answers questions from the public, provides information on department regulations regarding appeals, etc.

The Director is designated as the Administrator of the Intergovernmental Personnel Act (IPA) grant entitling the State of Iowa to \$225 M in federal funds. The incumbent administers the funds and provides technical assistance to local and county governments in the development of programs to improve personnel practices. Two department analysts are assigned full time to the IPA project to provide assistance to grantees and monitor contract compliance, etc.

The incumbent maintains ongoing work relationships with the Comptroller's office, the Executive Council and with the legislature in the approval of State funds for pay plan adjustments. Contact with department heads is maintained to assure that merit provisions are carried out and that merit programs meet department needs.

PRINCIPAL ACCOUNTABILITIES:

1. Recommend, interpret and implement merit employment policy within State service to provide for the development and maintenance of effective merit employment practices.
2. Establish and maintain appropriate classification and compensation plans for State service to provide for equitable compensation for the types of work performed.
3. Direct the development of specific programs and plans to meet future State personnel requirements.
4. Ensure the maintenance of productive employee group - employer relations.

STATE OF IOWA

Position Description

Date:	February 1973	Position:	Executive Secretary
Written by:	GLJ	Incumbent:	Wayne Richey
Approved by:	(1) _____	Department:	Board of Regents
	(2) _____	Reports to:	Board

POSITION PURPOSE:

This position is accountable for providing information and assistance to the Board of Regents and for implementing Board programs to contribute to the effective management of those institutions under the jurisdiction of the Board.

DIMENSIONS:

Operating Budget \$173,810

Total Institutional Budget: \$300MM

Staff: 9

NATURE AND SCOPE

This position reports to the nine member Board of Regents. The incumbent of the position is appointed by the Board. Reporting directly to the incumbent are the Director of Research and Information, Director of Budget, Regent Merit System Coordinator, Equal Opportunity Employment Compliance Officer and the Assistant to the Executive Secretary.

The Board of Regents is the governing administrative agency for the University of Iowa, Iowa State University, the University of Northern Iowa, the Iowa School for the Deaf and the Iowa Braille and Sight-Saving School. The Board maintains control over these institutions in such areas as: curriculum determination, appointment of presidents, student fees and tuition rates, admission policies, administering the Regent merit system, budgetary policy, etc.

As Executive Secretary, the incumbent is accountable for assisting the Board in program and policy development and implementing Board approved programs. The incumbent assures the development, review and preparation of institutional budgets for Board review. Under the incumbent's direction, the Board office is responsible for conducting research in fiscal and management effectiveness, facilities' needs; developing and maintaining the merit system; reviewing construction contracts; and assuring OEO Contract compliance by firms conducting business with Board of Regent institutions; and for conducting business with other state agencies including the Governor and Legislature. The Board office does not maintain an on-going responsibility for academic and curriculum planning, but performs special studies in this area when requested by the Board.

Personally, the incumbent maintains accountability for preparing the general agenda and the assembly of specific institution agenda, reports, etc. for the monthly Board meeting. The incumbent assures that all actions, contracts, etc. approved by the Board are implemented.

The incumbent maintains the following subordinate staff to assist in executing the accountabilities of the position:

Budget Director - cooperates with institutions in the preparation of institution budgets, reviews budgets, prepares composite budget, conducts fiscal effectiveness studies, conducts special studies on specific aspects of Board programs as necessary.

Director of Research and Information - performs research in tuition policy, student aid programs, special education, admissions policies, performs work load studies, studies enrollment projections and reviews all legislation impacting on Board programs. This position also serves as a coordinator for public information.

Assistant to Executive Secretary - this position has on-going responsibility for the review of facilities' needs. Works with institutions in setting standards, schedules, space requirements and reviews all construction contracts. The position conducts special studies or projects and assists the incumbent as assigned.

Regent Merit System Coordinator - develop and maintain classification standards, salary ranges, and qualifying examinations; establish review and appeal procedures and work with institution personnel officers to ensure effective implementation and coordination of the system.

The position maintains liaison with the Department of Merit Employment and submits recommended merit system modifications to State Merit Employment Council for approval.

Equal Opportunities Employment Compliance Officer - performs investigations to ensure OEO contract compliance by contracting or vending firms doing business with institutions; maintains liaison with union representatives and managers and executives of companies to provide information on compliance regulations, etc.

Office Manager (4) - supervises clerical support staff in performance of secretarial and clerical support functions.

The incumbent works closely with the Board and with university officials on fiscal, facilities, and personnel matters. The incumbent cooperates with the Secretary of State in land purchases, with the Highway Commission in institutional road development, with the Department of Public Instruction in the mutual exchange of information, and is responsible for relations with and provision of information to the Governor and Legislature.

The incumbent sees the greatest challenge of the position as providing the Board with an objective view of significant informational inputs and alternative courses of action to assure the effective management of institutions under its jurisdiction.

PRINCIPAL ACCOUNTABILITIES

1. Act as chief advisor to the Board of Regents on non-academic matters relating to the Board's programs.
2. Direct the preparation of the budget and account for all expenditures to provide necessary information to the Board in support of its decision-making process.
3. Direct research, planning and development of programs to provide sufficient information to the Board in the development of Board policy.
4. Assure the implementation of an effective and responsible merit system through on-going evaluation of classification and pay structures, examination procedures and external relationships.
5. Monitor private firms contracted to do business with institutions to ensure compliance with OEO standards for employees.

STATE GOVERNMENT OF IOWA

Position Description

Date:	February 1973	Position:	Executive Director
Written by:	R. S. Bullock	Incumbent:	John Montgomery
Approved by:	(1) _____ (2) _____	Department:	Iowa Educational Radio and Television
		Reports to:	State Educational Board

POSITION PURPOSE:

Direct the operations of the Educational Communications Facility in order that educational opportunities for every citizen in the broadcast area will be improved through appropriate application of Television and Radio technology in classroom and non-classroom learning processes.

DIMENSIONS:

Personnel: 52 full time, 9 part time
4 reporting directly

Budget:	Operating: State Funds.....	\$1,039,000
	Grants, Gifts.....	\$ 100,000
	TOTAL	\$1,139,000

Capital Appropriation: \$800,000 State Funds over next 3 years, eligible for matching Federal Funds as available. Very wide fluctuation.

Direct Revenues: \$100,000/year approximately, from gifts, "Friends of Educational Television".

Special Equipment/Facilities Operated/Outputs: ● 2 Television Broadcasting Stations, (includes: production, duplication, transmission equipment) at Des Moines and Iowa City (\$1,450,000 cost)
● 1 Mobile Television broadcast unit (\$1,000,000 cost)
● 100 hours of programming per week broadcast 1.8 million people in broadcast area.

NATURE AND SCOPE:

The incumbent reports to the 9 member State Educational Facility Board. No other state official reports to this board. Reporting to the incumbent are: Director of Engineering, Director of Programming, Director of Business Affairs and a Secretary.

The incumbent manages the operation of two television stations supported by the State Legislature. The operating setting is similar to other television and radio broadcasting in that technical and creative personnel are required to create, direct, produce and transmit a large portion of the total programming that is broadcast. One major difference is that the bulk of operating funds is not secured through the sale of advertising time.

Program content, whether original, syndicated or rented from the national educational broadcasting centers is to have an educational as opposed to entertaining emphasis. The mandate that programming be for all the people in the broadcast area means that it must be very diverse. This is so in order to meet educational needs of people: young, old, rural, urban, male, female, in classrooms, out of classrooms, etc. in the broadcast area.

The Facility produces films, video tape programs, and prints material for distribution. Print materials are generally for use in conjunction with specific courses. The staff of the "Facility" also provides consulting service to Iowa educators, citizens and officials in cable television, audio visual materials use, technical reception problems and classroom television techniques. It is estimated that 300,000 elementary and secondary pupils regularly use television instruction as part of the curriculum. Non-classroom audience size is more difficult to measure; although, potential audience size could be 1.8 million Iowans. This makes this facility the most powerful broadcaster based in Iowa. The Iowa Educational Broadcasting Network is probably operating in a more favorable situation compared to some other state systems because it has a) a governing board that is only concerned with educational broadcasting and b) it owns and operates all of its equipment.

The incumbent is active as leader of the four man (Executive Director and three functional Directors) operating committee used to run the facility. Much work is self-initiated in such areas as planning/budgeting, Legislature Liasion, and problem solving. Drafting of new policy proposals and legislation for consideration and approval by the governing board as the basis for policy directives and authorizing laws is a major source of work. Various Advisory Committees provide inputs relative to operation methods and new techniques which can require action by the incumbent. Compliance with F.C.C., Public Broadcasting and Federal Funds request report requirements are met by the incumbent.

The incumbent's accountabilities pertaining to broadcasting are accomplished through the following subordinates:

Director of Engineering: Through a staff of 20 broadcast engineers, this position is in charge of all electrical and electronic aspects of operating all the equipment in the operation: i.e. cameras, television cameras, video recorders, audio recorders, transmitters, etc.

Director of Programming: This position directs, controls and oversees the work of 15 creative staff members who write, produce, direct and otherwise develop scripts, sets, actions and instructional materials that will be used by instructors/performers in producing a program. The incumbent has the responsibility for scheduling and what will be produced or bought.

Director of Business Affairs: Through a staff of 20, including clerical help, this position provides accounting, personnel, pricing, purchasing and other support services to the operation.

Numerous major challenges exist in relation to operating a state controlled electronic media facility. Maintaining the independence, protecting journalistic integrity, resisting partisan pressures and permitting all points of view to be aired to a highly diversified audience summarizes these challenges. Increasing the acceptance, utilization and understanding of Educational Broadcasting among educators and the Public is a continuing challenge.

Operating decisions outside the scope of subordinates are ultimately the responsibility of the incumbent. Complete authority to hire and fire personnel within budgeted limits rests with the incumbent. Operating expenditures are controlled and allocated, to programming areas at the final approval of the incumbent within approved budgetary totals. Maintaining team work between creative and technical staffs is a difficult, but not unusual, managerial problem for a broadcasting operation.

Internal contacts are regularly maintained with staff, Director of General Services, House and Senate Committee for Education, State Government, Appropriations, Joint Sub-Committee on Appropriations for Education, Governor's Office, Executive Council, Comptroller, Department of Public Instruction, Board of Regents and Attorney General's Office. External contacts aimed at increasing public understanding and maintaining awareness of current trends in the field are maintained with: The Friends of Educational Television, Advisory Committees on Technical, Radio, Instructional, General Programming matters, Commercial Broadcasters, Public speaking appearances, Central Educational Network, Public Broadcasting Service (membership) the Corporation for Public Broadcasting and National Association of Educational Broadcasters.

The accountabilities of the position require the incumbent to have a reasonable knowledge of broadcasting operations, educational process appreciation, proven record of managerial accomplishment and knowledge of governmental processes. This know-how should have been gained through a combination of in depth operating experience and education.

PRINCIPAL ACCOUNTABILITIES:

1. Provide direction, guidance and leadership to staff efforts to maintain and improve state educational broadcast facility efforts to contribute to classroom and non-classroom learning processes in the broadcast area.
2. Ensure that proper operating and maintenance procedures are put into effect and observed in order that facility equipment is maintained in top operating order.
3. Develop and disseminate programs and information designed to increase the interest and awareness of educators of the economy and effectiveness of television and radio broadcast media as instructional tools in order that students can more fully take advantage of modern broadcast technology in their learning experience.
4. Actively exchange information programming developments and new techniques with the national educational broadcasting network, other educational broadcasting facilities and outside advisory committees in order that programming technical and operational methods can be constantly improved.
5. Ensure that educational broadcast facility operations are carried out in compliance with statutory and budgeted limits to contribute to the meeting of fiscal objectives of the State Government of Iowa.
6. Provide the Governor's Office, relevant legislative committees, and the State Educational Facility Board with information, reports and proposals necessary for them to remain aware of new developments and assess present program effectiveness in order that recommended new policies, laws or program changes can be acted upon expeditiously.
7. Maintain and develop a competent, well-trained, highly motivated and effectively organized staff in order that Commission objectives are achieved with quality and efficiency and human potentials developed fully.

STATE OF IOWA

Position Description

Date:	February 1973	Position:	Director, Iowa Law Enforcement Academy
Written by:	CHD	Incumbent:	John Callaghan
Approved by:	(1) _____	Department:	Iowa Law Enforcement Academy Council
	(2) _____	Reports to:	Iowa Law Enforcement Academy Council

POSITION PURPOSE:

To provide professional training to law enforcement officers throughout the State and to establish hiring standards for law enforcement officers to meet the growing demands upon law enforcement in our changing society with trained qualified personnel.

DIMENSIONS:

Staff:	12	
Budget:	\$290 M	
State funds:		250 M
Federal funds:		40 M
Meal Payments Processed:	26 M	
Number of law enforcement officers in State:	4600	
Number of county law enforcement Departments:	99	
Number of city-town-village law enforcement Departments:	950	

NATURE AND SCOPE:

This position reports to the Iowa Law Enforcement Academy Council and is appointed by the Council. Reporting to the Director are the Assistant Director, Bookkeeper and Secretary. Reporting through the Assistant Director are the Training Coordinator, Maintenance Man, Facilities Supervisor, Secretary and Secretary - Receptionist.

The Iowa Law Enforcement Academy was established by an act of the 62nd General Assembly in 1967 providing for mandatory initial and continuing training for every law enforcement officer in the State. The incumbent was appointed in 1968 to set up the new Academy. Initial tasks involved making arrangements with the Federal Government to use an area of Camp Dodge as the site, having buildings constructed for classrooms and living quarters, setting up the curriculum, determining staff requirements and hiring staff and obtaining supplies and equipment.

The incumbent is accountable for maintaining individual records on every law enforcement officer in the State and inviting them in for appropriate initial training and subsequent further training. These records reflect the training received at the Academy and elsewhere. He sets curriculums and facilitates standards for training performed at four regional facilities.

The Academy is required by law to provide comprehensive initial training for each new law enforcement officer, municipal, county and State, and specialized courses for further training. The permissive section of the bill permits training for persons other than law enforcement officers. This includes training for correction officers at the request of the Department of Social Services, Federal Alcohol Division program, seminars for the Law Enforcement Association and training programs at the request of the Federal Highway Safety Act Administrator. In addition to the three instructors on his staff he makes arrangements to bring in instructors from the FBI, judges, doctors, psychologists, attorneys, university professors, representatives of racial groups etc., as guest speakers. The basic initial training covers such matters as crime prevention, law enforcement ethics, the law pertaining to search and seizure, arrests, etc., civil rights, parole, probation, fingerprinting, training in the use of firearms, etc.

In addition, this position is accountable for establishing hiring standards for law enforcement officers and must certify that individuals hired by local governments meet these standards.

The Director is required to conduct surveys and research in the field of law enforcement and make recommendations to the Governor and the Legislature for the improvement of law enforcement in the State.

The Director supervises and participates in the work of the following:

Assistant Director, who is accountable for planning class schedules, inviting outside lecturers, inviting law enforcement officers to attend and coordinating the grading of students and supervising the work of the following:

Training Coordinator, who is accountable for developing contests and methods of presentation and directing the work of the legal, traffic and general law enforcement instructors.

Secretary, Secretary-Receptionist, Maintenance Man and Facilities Supervisor.

Bookkeeper, who is accountable for a variety of fiscal records and reports, control of meal payments to contractors by local governments, inventory records, payroll, etc.

Secretary, who handles administrative details and secretarial work for the Director.

The Director answers much of the correspondence directed to the Academy from outside individuals and associations. He confers with associations in the field of law enforcement, with other Departments of the State Government (Departments of Social Services, Public Safety and Public Instruction, Probation and Parole Board, etc.) and agencies of the Federal Government (FBI, Law Enforcement Assistance Administration, Highway Safety Administration, etc.) on matters of mutual interests related to law enforcement. He is a member of the Iowa Crime Commission and head of its Law Enforcement Committee. He appears before legislative committees concerning the budget for the Academy and to testify and make recommendations on law enforcement.

The incumbent meets with the Academy Council approximately monthly to keep them informed of developments and plans in his area. Copies of his proposed budget are submitted to the Council. He meets less frequently with the Governor to review his proposed budget and to discuss policy aspects of recommendations for improvements in law enforcement.

A major challenge of this position is the education of the public and the law enforcement community to recognize the increasingly specialized sophisticated nature of law enforcement in our society.

An indirect measure of performance in this position is the improvement in the use of professional law enforcement practices.

The person appointed to this position should have extensive knowledge and experience in law enforcement, including responsible administrative positions with some background in training or education.

PRINCIPAL ACCOUNTABILITIES:

1. Ensure the provision of a curriculum of basic and advanced training in law enforcement to increase the professionalism and capability of law enforcement officers in Iowa.
2. Ensure the attendance of all law enforcement officers in the State of Iowa at the Academy and/or regional training centers.
3. Determine minimum qualifications for appointed law enforcement officers and certify individual law enforcement officers that meet these standards to increase the professional stature and capability of law enforcement officers.
4. Ensure the provision of adequate physical facilities at the Academy and regional training centers.
5. Determine an appropriate organization and staff it with qualified personnel to attain Academy objectives.
6. Obtain qualified guest speakers to supplement the Academy staff in specific areas of expertise.
7. Determine and recommend an optimum budget for the Academy and control expenditures within budget to ensure maximum effectiveness within financial limitations.
8. Perform surveys and studies in the field of law enforcement generally and formulate and present to the Academy Council, Governor and Legislature his findings and recommendations for improvements to attain improved law enforcement.
9. Keep the Governor and Academy Council informed of developments and problems in his area and his plans and recommendations for the resolutions of such problems.

STATE OF IOWA

Position Description

Date:	February, 1973	Position:	Director and State Geologist
Written by:	GLJ	Incumbent:	Samuel J. Tuthill, Ph.D.
Approved by:	_____	Reports to:	Board
		Department:	Iowa Geological Survey

POSITION PURPOSE:

This position is accountable for planning and implementing the policy and programs of the Iowa Geological Survey to provide meaningful information in the management of Iowa's natural resources and environment.

DIMENSIONS:

Federal Grants and Contracts:	\$71,000 (1972-73)
Federal Cooperative Program Share:	\$178,570 (1972-73)
State Appropriation:	\$447,996 (1972-73)
Total Resources Available:	\$697,566
Staff:	21

NATURE AND SCOPE:

This position reports to the five member Iowa Geological Board. The incumbent of the position is appointed by the Board. Reporting directly to the incumbent are the Assistant State Geologist, the Manager - Remote Sensing Laboratory, the Chiefs of five Geological Services programs, the Senior Research Geologist, Systems Analyst and an Administrative Assistant.

The mission of the Iowa Geological Survey is to serve as a technical and informational resource on the basic geological features and products of the State including surface and ground water. The Board confirms decisions made by the incumbent to ensure compliance with statutory provisions but has granted authority to the incumbent by resolution to exercise its powers.

As Director of the State Geological Survey, the incumbent is accountable for the planning, development and implementation of policies and programs to effect the Survey's mission. The incumbent is concerned with developing both short-range programs which respond to specific problems, e.g., well plugging procedures which researched and recommended techniques for sealing abandoned wells; and ongoing programs, e.g., the remote sensing program. The incumbent establishes agency program priorities and assures that programs will provide the information necessary to effectively manage the State's mineral and water resources.

As Director, the incumbent assures the development of programs and consultative services to provide assistance to other State agencies, local communities, industry and the public. Typical of these services was assistance provided to local communities in the selection of sites for sanitary land fills and assistance to industries, municipalities and citizens in water-well predictions to identify water supplies.

The Director assures cooperation with other State agencies, with the federal Geological Survey and other State and federal agencies and commissions in joint programs and projects of mutual concern. The incumbent consults with the Governor's office on significant issues, with legislators on matters of legislation and with the office of Planning and Programming.

As State Geologist, the incumbent maintains several appointive responsibilities serving as the Chairman of the Solid Waste Disposal Commission in the Department of Environmental Quality, Chairman of the Task Force on Midwest Energy Requirements and Environmental Protection for the Midwestern Governors' Conference, Executive Secretary of the Iowa State Map Advisory Committee, Chairman of the Governor's Advisory Committee on Fuel Supply, Administrator - Cold Water Cave Research and member of the Natural Resources Council, and Administrator of Oil and Gas for the State.

Subordinate staff assisting the incumbent in executing the accountabilities of the position are as follows:

- Assistant State Geologist - Assists the incumbent in directing agency operations and the activities of subordinate units.
- Manager - Remote Sensing Laboratory (3) - Directs the collection and dissemination of remotely sensed imagery and data to Iowa agencies to assist them in the analysis of problems in resource development, management of land-use and environmental control.
- Subsurface Geology - This program collects soil samples of water well drillings, analyzes soil, rock, sediment, and water present and lithologic descriptions are prepared. These are developed into geologic logs which will provide information on rock sequence and water behavior in Iowa (70% of Iowa's water supply is underground).
- Water Resources - This is a joint program with the Water Resources Branch of the U.S. Geological Survey which identifies and inventories surface and underground water resources, determines fluctuations in water quality, flow, and level; all information collected is compiled into records.

A staff of three research geologists, two geological technicians, one research driller and one draftsman are assigned on a project basis.

Other programs currently being implemented by Survey staff include:

- Environmental Geology - Has published an environmental geologic atlas for Woodbury and Plymouth counties and is currently preparing a map atlas for Linn County.
- Geologic Research and Petroleum - A study of the subterrain to identify real and potential sites of oil and gas to locate favorable geologic structures for the storage of natural gas and LPG.
- Desalinization of Natural and Waste Waters - The purpose of this study is to determine the economic feasibility of desalinization systems for municipal water supplies in Iowa.
- Systems Analyst - Develop automated systems to store, manipulate and retrieve geological data in a rapid manner. The Survey provides data to other state agencies, engineers, etc., on subsurface data, water, surface materials and configuration, and mineral resources.
- Administrative Assistant (2) - Provide assistance to the Director by assuring the maintenance of agency accounts, assist in budget preparation, maintain personnel records, supervise the activities of clerical support staff.

The incumbent feels that the position's greatest challenge is to provide government with scientific information to assist in making knowledgeable decisions regarding resources and environmental management and to emphasize that environmental decisions have impact on the economic and social character and development of the State.

PRINCIPAL ACCOUNTABILITIES:

1. Develop and implement policies and programs for the Iowa Geological Survey to provide for the development and interpretation of significant geological data.
2. Provide advice to the Governor and the legislature on legislation impacting in resources development and environmental areas to contribute to the implementation of effective legislation and environmental policies.
3. Assure cooperation with other state and federal agencies in resources and environmental studies and programs of mutual concern.
4. Assure the provision of consultative services by the Geological Survey to industry, local communities and private citizens.
5. Assure the effective organization and utilization of agency resources and manpower in the implementation of agency objectives.

STATE GOVERNMENT OF IOWA

Position Description

Date:	February 1973	Position:	Director, Iowa Development Commission
Written by:	R. S. Bullock	Incumbent:	Chad A. Wymer
Approved by:	(1) _____ (2) _____	Department:	Iowa Development Commission
		Reports to:	Iowa Development Commission, Governing Board

POSITION PURPOSE:

Direct Department operations, assist in the development of new programs, policies and promotions that will provide maximum contribution to private and public efforts and achieve: increased job opportunities and broadening of the tax base from new industrial development, maximum economic returns from tourism, and increase personal incomes through expansion of markets for Iowa agricultural products and all Iowa products in World markets.

DIMENSIONS:

Personnel: 11 directly reporting, 42 TOTAL

Budget: State Funds: \$1,030,000/year
Federal Funds: negligible
Total: \$1,030,000

Direct Revenues: (about) \$10,000/year from sale of Manufacturer's Directory (about 25,000 copies sold and distributed)

Special Facilities Operated:

- Three Iowa Tourist Information Centers
- Traveling displays for Industrial Development
- Agricultural products display for Retail Grocers' Conventions

DESCRIPTION AND SCOPE:

The incumbent reports to the Iowa Development Commission. Reporting to the incumbent are: The Assistant Director, an Administrative Assistant, Director of Development Division, Director of Tourism, Director of Agricultural Products Promotion Division, Director Research Division, Director of Public Relations Division and four Area Representatives. No other person reports directly to the Development Commission.

The Iowa Development Commission is set apart from other state governmental departments in that they are not a regulatory body. The Commission is in fact a promotional group established to disseminate information and encourage economic growth in Iowa from industrial development, tourism, foreign trade, and in the Iowa agricultural economic sector. The activities break down into three principal areas: industrial development, tourism development, and agricultural products promotion. Supporting these specific missions are the public relations division, and the research division. The latter groups provide specific support materials for the ongoing programs, as well as providing special project studies, assisting in community development work and assisting in project planning at the local community level.

Industrial Development activities include: National Advertising Campaign for Iowa, personal contacts with companies/organizations in the U.S. and overseas to stimulate interest and to invest and locate in Iowa, active location projects, maintenance of the "community fact file", maintenance of the available buildings file, the "quick reference community fact file", direct development assistance on individual community developed prospects, organizing site evaluation teams, sponsoring Iowa industrial development tours, out of state "prospect development" tours (usually with one major tour to a region per year), industrial development workshops at the community level (30-50 per year). Efforts are aimed to stimulate community interest in self-development as well as create interest among prospective investors.

Tourism Development is similar in that National Advertising Campaign is conducted, several travel show exhibits are put on, "See Iowa Caravan" of 80 to 100 people visits neighboring states promoting Iowa tourism and products, quarterly mailing "Iowa Activities and Events" (about 100,000 per quarter), and provision of community assistance in tourism development and accommodations planning. A new, and promising, area of interest is planning and research for three state lodge recreational facilities which would be a development in cooperation with the Conservation Department. Agricultural Products Promotion responsibilities are a marketing effort assisted by the state that functions by identifying and creating a demand for Iowa agricultural products, be they processed or raw. Efforts along these lines include displays at three Retail Grocers Trade Shows per year, made in cooperation with private Iowa Commodity Promotion groups. Another example is, the Commission's activity in a "Fine Iowa Meets Corn-Fed Flavor" promotion at selected supermarket chains. Another specific project relates to Far East export market

development. This effort is an attempt to obtain more favorable freight rates from Iowa to West Coast ports to ensure favorable prices for Iowa crops exported to Far East Markets.

The Public Relations Division assists in planning and implementation of events for communities and organizations. They also publish "I.D.C. Digest", a monthly newsletter with a circulation of 20,000.

Research Division efforts are aimed heavily at assisting organizations and communities in how to collect and organize information that should be used in promoting their area for industrial development or tourism. They also publish the "Quarterly Economic Index" (12,000 circ.), the "Agri-Business" Newsletter (10,000 circ.), the annual "Statistical Profile of Iowa" (25,000 circ.), the Manufacturer's Directory every two years and various research projects in areas of current interest, or with economic growth potential, for Iowa industry or farmers.

In accomplishing the mission of the department, the incumbent is personally active in the overall direction of the Commission, assisting and approving the recruiting and selection of the professional staff, participation in division programs, making personal calls on top corporation prospects for industrial development purposes, self-initiated projects relative to all areas of Commission interest, counseling and consulting with various legislative committees and legislators on Iowa economic conditions, making personal appearances and speaking engagements relative to dedications, ground breaking etc., and filling Commission leaves on an advisory responsibilities. Membership on a number of committees forms an integral part of the job. The incumbent is appointed by the Governor to the Capital Role Policy Council, and the Manpower Advisory Council. Memberships are also held in the Center for Industrial Research and Service, Small Business Administration Advisory Council, Regional Export Expansion Council, and National Association of State Development Agencies. From time to time, offices may be held in any of the committees as well as being called on to serve as a member of national councils with the U.S. Commerce Department or the U.S. Agriculture Department, etc. The incumbent accomplishes the ongoing accountabilities of the department through direction of the following subordinates:

Assistant Director - acts in place of the Director in the Director's absence, fulfills administrative duties, directs the foreign trade and foreign organization investment in Iowa program.

Administrative Assistant - staff of 13 people, this department provides personnel, scheduling general office operations, budgeting, purchasing, budget preparation and financial reporting services to the Commission.

Development Division Director - through a staff of 6, the Director carries out the Industrial Development programs for the state of Iowa.

(Agriculture Director - a staff of 3, the Director carries out the Agricultural Product Promotional programs sponsored by the Commission. The 3 non-merit employees on this staff hold degrees in agricultural related studies or are experienced farmers/agri-businessmen.

Tourism Division Director - with the assistance of a staff of 2, the Director develops and carries out the various programs aimed at achieving expanded tourism in Iowa.

Research Division Director - through a staff of 4 professionals and one secretary, he provides special studies, publications and planning assistance to the incumbent in order to carry out the various programs of the Commission.

Public Relations Director - through a staff of 5 professionals and one secretary, the Division supports other divisional programs and provides publications, press releases, and other materials needed to supplement the communications requirements of Commission programs.

(Representatives - (4) four individuals with degrees in business administration, economics, etc., represent the Commission and any of its divisions on day-to-day matters and special assignments in one of the four quadrants of the state each representative covers.

Managerially, normal government "red tape" provides the most significant problems in terms of accomplishing Commission objectives. Retention of staff due to pay differentials between government and industry is also a problem. The single greatest challenge of the position is to be able to provide meaningful assistance in assuring adequate job opportunities for all the people who want to live and work in Iowa. Subject to Governing Board approval, the incumbent has full authority to hire or fire, promote, give raises and reassign non-merit personnel. The incumbent is required to do considerable out-of-state travel and is required to have out-of-state expenses approved by the executive council.

Accountabilities of the position require wide contacts within and outside of state government. Frequent internal contacts are maintained with: the Governor and the Governor's staff, Legislators, the House and Senate Appropriations Committee, the House and Senate Commerce Committees, Highway Commission, Office of Programs and Planning, Department of Health, Environmental Protection Agency, Employment Security Commission, Department of Education, Attorney General's Office, the Executive Council, General Services Administration, Comptroller's Office and the State Department of Agriculture. Externally, the incumbent is regularly in contact with: Community groups, Industrial groups, banking and investment firms, commercial interests spanning the economic spectrum, industrialists, (individual investors, the transportation industry, other state development commissioners, the U.S. Department of Agriculture.

The accountabilities of the Commission require that the incumbent have a demonstrated record of accomplishment in the business field, preferably in a marketing or sales area with an understanding of economics and finance. A background in area development for Chamber of Commerce work would also be equally desirable. Experience with or appreciation of the governmental operations is a plus in terms of understanding the environment in which the position operates.

PRINCIPAL ACCOUNTABILITIES:

1. Direct, maintain and improve the industrial development program of the State of Iowa in order to contribute to broadening the state's tax base and increasing job opportunities in Iowa.
2. Direct, assist and cooperate in efforts to increase tourism in Iowa, by Iowans and non-Iowans in order to increase the economic benefits accruing to the State of Iowa from tourist activities.
3. Direct, guide, collaborate and assist in operating and developing new programs designed to increase markets domestically in the agricultural sector of the Iowa economy in order that growth in agricultural income is stimulated.
4. Direct and guide Commission efforts in stimulating the export of Iowa produce and manufactured products and in turn encourage foreign organizations to invest in Iowa as alternative ways of increasing the income of Iowans and providing the alternative source of investment funds for industrial development purposes.
5. Actively seeks the assistance, cooperation, collaboration of other state agencies, federal agencies, private groups and community groups in achieving department objectives.
6. Direct, guide and cooperate with ongoing research and planning efforts in order that the people of Iowa, the Governor and the Legislature are kept abreast of Iowa trends and new developments in the areas of Commission interest so that action recommendations can be developed on an informed and businesslike basis.
7. Provide the Governor's Office, relevant legislative committees and the Iowa Development Commission governing board with information, reports and proposals necessary for them to remain aware of new developments and assess present program effectiveness so that recommended policies, laws or program changes can be acted upon expeditiously.
8. Maintain and develop a competent well trained, highly motivated and effectively organized staff in order that Commission objectives are achieved with quality and efficiency and human potentials developed fully.

STATE OF IOWA

Position Description

Date:	February, 1973	Position:	Executive Assistant to the Governor
Written by:	GLJ	Incumbent:	Wythe Willey
Approved by:	_____	Reports to:	Governor
		Department:	Office of the Governor

POSITION PURPOSE:

This position is accountable for providing assistance and support to the Chief Executive of the State of Iowa in the effective and timely implementation of the policies and programs of the administration.

DIMENSIONS:

Operating Budget:	\$300 M
Staff:	12 (Approximately)

NATURE AND SCOPE:

This position reports to the Governor. The position exists as the primary assistant to the Chief Executive and exercises some degree of direction over the four other administrative assistants.

The primary function of each of the administrative assistants assigned to the office of the Governor is to provide direct liaison to State department heads. This liaison provides for the continual flow of policy and program information to and from the Governor's office. Each assistant is also accountable for assisting the Chief Executive in the responsibilities of his office through the performance of specialized research projects, the preparation of reports recommending specific courses of action, and assuring that the Governor is generally informed on all issues of major significance.

The Executive Assistant monitors the programs of the Comptroller's office, the Iowa Crime Commission, Drug Abuse Authority, the Department of Insurance, the Auditor's Office, the State Treasurer, Office of Programming and Planning, the Attorney General's Office and the State and District Courts. The incumbent maintains continuing contact with these agencies to assure the implementation of the policies and programs of the Chief Executive and to provide the Governor with current information on the status of administration objectives and program effectiveness.

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The Executive Assistant functions as the chief liaison between the Governor and the Iowa Legislature on major legislation that is under consideration by the General Assembly. The incumbent meets with representatives and Senators, members of the media, lobbyist and special interest pressure groups on legislation originating from the Governor's office.

The Executive Assistant confers with the Governor on major political decisions affecting party structure and policy on the State and national level. The incumbent serves as liaison with Congressmen, Governors of other states and with the White House on matters of major importance such as federal legislation and federal funding of State programs.

The incumbent serves as primary contact for elected officials of political subdivisions of the State such as county officials and mayors in matters involving policies and programs that have direct impact on their governmental units.

The incumbent provides assistance to the Chief Executive in meeting the responsibilities of his office through the review of requests for executive clemency and extradition; makes recommendations regarding their disposition. The incumbent participates in daily staff meetings with various department heads to continually assess program effectiveness and keep the Governor informed. The incumbent schedules appointments for the Governor based on priorities of issues involved to assist the Governor in the most effective utilization of his available time.

The incumbent also serves as the office manager for the Chief Executive's office and assures its efficient day-to-day operation. The incumbent provides general direction to the support staff in the performance of their duties, assures the orderly transaction of business and the courteous treatment of all incoming visitors to the Governor's office.

PRINCIPAL ACCOUNTABILITIES:

1. Serve as advisor to the Chief Executive to assist him in making knowledgeable decisions regarding State policy and programs.
 2. Assure the timely implementation of administration policies and programs by State department heads.
 3. Serve as liaison to the legislature on legislation sponsored by the Chief Executive to provide information and promote its passage.
 4. Serve as liaison to officials of political subdivisions of the State to channel information to and from the Governor's office on programs impacting at the local level.
 5. Schedule the Governor's appointments with consideration of the priority of issues to provide for the effective utilization of the Governor's time.
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STATE OF IOWA

Position Description

Date:	January, 1973	Position:	Director
Written by:	GLJ	Incumbent:	Kenneth Jernigan
Approved by:	_____	Reports to:	Iowa Commission for the Blind
		Department:	Iowa Commission for the Blind

POSITION PURPOSE:

Direct the development and implementation of programs and services which are responsive to the needs of blind residents throughout the State of Iowa.

DIMENSIONS:

Budget:	\$1,850 M (both State and Federal)
Library:	375 M (books, tapes, etc.)
Blind Population in Iowa:	7 M
Staff:	105
Directly Reporting:	6
Volunteer:	1,000 part-time

NATURE AND SCOPE:

This position reports to the Commission for the Blind. Reporting directly to the incumbent are the Deputy Director, Assistant Director - Field Operations, Assistant Director - Orientation, Assistant Director - Library and Social Services, Assistant Director - Budget and Finance, and Supervisor of Building Maintenance.

As Director, the incumbent directs the development, implementation and evaluation of Commission programs and services to the blind and partially sighted residents of the State of Iowa. These programs and services extend to personal education and development, rehabilitation and integration into the community and community education and participation.

One of the incumbent's major accountabilities is assuring understanding and participation at the community level. In developing and implementing truly effective rehabilitation programs for Iowa's blind residents, it is imperative that blind people

imately be allowed to function as productive and accepted members of the community. To this end, the incumbent promotes involvement and commitment on the part of employers, community and civic organizations, and individual community members.

To maintain the accountabilities of the position, the incumbent has delegated authorities to subordinate staff:

- Deputy Director - This position functions in a staff capacity and maintains responsibility over routine personnel matters. The Deputy Director assures the hiring of competent and qualified staff, screens for key management positions in the Commission and makes recommendations to the Director for these positions. In addition, the Deputy Director maintains accountability for the development and implementation of training programs to provide for staff development and to contribute to the effectiveness of Commission programs.
- Field Operations (30) - The Assistant Director provides guidance and support to two Program Supervisors and their subordinate staffs.
 - Rehabilitation - Professional field services staff bring Commission programs to blind residents of the state. They provide information and assistance to residents with regard to available services, they seek community assistance and promote understanding and participation on the part of communities and employers.
 - Small Business Operation - Professional counselors provide guidance and supervision to blind residents in business operations, e.g., food services concessions. They promote understanding on the part of employers to expand vocational opportunities for blind people.
- Library and Social Services (30)
 - Library - Professional and support staff handle a large mail business sending out books, talking records, cassettes, etc. to blind people. All new incoming books are catalogued and filed. Requests come from the blind population at large and also from educational institutions or facilities, both public and private.
 - Technical Services - This unit provides instruction to volunteer staff and handles the production of braille books. A volunteer staff 1,000 transfers approximately 150 M printed pages to braille annually.

Additional services provided by this section include the marketing of products made at home by blind workers and the repair and delivery of talking book machines to blind residents. Special tools, aids or appliances are made available to blind people on request, e.g., clocks, measuring devices, etc.

- Orientation (10) - This centralized program provides intensive services to both resident and non-resident adults. It is designed to accustom them to blindness, to provide techniques and skills, both personal and vocational and to provide opportunities for the development of positive attitudes.
- Budget and Finance - This unit is accountable for the maintenance of accounting records, the preparation of budgetary and fiscal reports, annual budget preparation and equipment inventory.
- Supervisor - Building Maintenance (13) - This unit handles maintenance and upkeep of the Commission building in Des Moines.

As Director, the incumbent assures that programs are responsive to the needs of Iowa's blind residents. The incumbent plans and directs the development of new or expanded programs, promotes community understanding, seeks out community participation and assistance, and assesses the effectiveness of Commission programs and services.

The incumbent maintains ongoing working relationships with the Iowa Commission for the blind, civic and community organizations, representatives of the federal department of HEW, the Comptroller's office and legislative committee members to provide for the support of Commission programs and to develop sufficient resources to meet the needs of blind people throughout the State.

PRINCIPAL ACCOUNTABILITIES:

1. Direct the development and implementation of educational and rehabilitation programs which are responsive to the needs of blind people within the State.
2. Provide overall direction of State Commission for the Blind by interpreting and implementing the policies of the Commission.
3. Promote understanding and acceptability of blind people to contribute to their rehabilitation and integration into communities.
4. Direct rehabilitative services for the blind so that self-care and support becomes a reality, where possible.
5. Maintain a sound plan of organization that insures effective management procedures and controls for proper execution and attainment of goals.
6. Obtain support and cooperation from all sources, especially local communities and coordinate integrated blind education and rehabilitation programs.

STATE GOVERNMENT OF IOWA

Position Description

Date:	February 1973	Position:	Director, Iowa Natural Resources Council
Written by:	R. S. Bullock	Incumbent:	Othie R. McMurry
Approved by:	(1) _____	Department:	Natural Resources Council
	(2) _____	Reports to:	Iowa Natural Resources Council Policy Board

POSITION PURPOSE:

Direct, develop and guide the Department's operating and planning efforts so that the people of Iowa are assured that the use, storage, diversion and containment of the state's water resources are occurring safely in such a way to minimize future flood damage and with due regard to the long-term water needs of Iowa.

DIMENSIONS:

Personnel: (6 directly reporting)
21 TOTAL

Budget:

State Funds:	\$259,000	- 1972 Fiscal Year
Federal Funds:	<u>\$ 58,000</u>	
TOTAL:	\$317,000	

Direct Revenues: About \$9,100 from payment of fees and sale of "Mill Dam" licenses.

NATURE AND SCOPE:

The incumbent reports to the Iowa Natural Resources Council Policy Board. Reporting to this position are: Chief of Engineering, Chief of Flood Plain Management, Chief of Regulation, Chief of Water Resources Planning, Chief of Water Rights Regulations, Administrative Officer and Secretary.

This Department is one of the few in the Iowa State Government that holds public hearings relative to performance of its duties. Hearings are held in relation to issuance to water use/storage permits at a rate of 300-400 per year. Hearings are also held in reviews of all proposed Federal Agency plans with regard to water resource projects in all drainage basins of which Iowa is a part. The output of the hearings is a comment from the Iowa Natural Resources Council concerning their opinion on whether or not the proposed projects should go forward. These comments are included in congressional hearings considering these specific projects.

The Department reviews all plans and applications of proposed construction on, over, and through all floodways in the State of Iowa. The structures are analyzed under assumed severe flood conditions for hydraulic engineering integrity, backwater damage potentials, debris clearance, and the first floor height clearance analysis for buildings and homes that may be in the floodway. The Flood Plain Management program is conducted by the Department in order to provide data to municipalities in order that they may draw zoning ordinances that will minimize damage to property that may be built on flood plains.

Fifty-six "Mill Dams" are inspected and licensed per year. A "small dam" inventory and inspection program is just being undertaken which will entail the inspection of 1600 dams in this category in the state. Development and maintenance in a comprehensive state plan for the use, conservation, development and management of Iowa Water Resources is a responsibility of the Department. Personnel offers consultation and assistance in flood control efforts, opening streams that may be logged or ice-jammed, or in general, assisting local groups in planning for emergencies in these areas. An example of this is a flood warning system that was established through the efforts of the Department.

Fostering the adoption of and applying rules, regulations and policies governing oil and gas production in Iowa are within the jurisdiction of the Department.

The incumbent and his staff are working in an area which is becoming of greater interest and concern to the public, ecologists, conservationists, and legislators. This increased awareness is reflected in the workload being felt by the Department and by the Policy Board. For example, 28 meeting days were required to fill the Boards statutory responsibilities as opposed to the 8 meeting days per year required by law. It is doubtful that there will be a decline in public concern as to how our natural resources are used and managed. In this regard, this Department represents a unique resource relative to know-how and technical capabilities in the use and management of Iowa water resources.

Aside from day-to-day administrative duties required in running the Department per statutory guidelines, the incumbent is a member of numerous committees and boards. By law he is required to serve on the following groups: State Soil Conservation Commission, Chemical Technology and Review Commission. At the request of the Governor and by invitation, the incumbent represents Iowa on the Missouri River Reservoir Control Committee. The Governor appointed the incumbent as the state's representative of the National Water Commission. Membership and past chairman of the "Interstate Conference on Water Problems," which is a group made up of all state water administrators is an integral part of the job. Other activities which personally involve the incumbent are preparation of comment papers in response to requests from the Governor's office. The incumbent also responds to citizen and outside inquiries, legislator inquiries and provides counseling service to legislators. The appropriations and budgeting processes also consume the time of the incumbent.

The statutory accountabilities of the Department are fulfilled by the supervision of the following subordinates:

Administrative Officer: supervises all office functions, provides personnel services and acts on the Director's behalf in his absence.

Chief Engineer: provides overall guidance and direction to all engineering related functions. This officer and his staff constitute the hydraulic engineering resources for all programs and services in the Department. The Chief Engineer will represent the Director in many meetings. Reporting to the Chief Engineer are four section chiefs who are all performing engineering related work in specific areas.

Water Rights Officer: provides administration and enforcement relative to the issuance of water use and storage permits. Two deputies, both engineers, report to him and assist in carrying out this function.

Chief of Regulations: this officer plus three area engineers reporting to him (one per state drainage basin area) administer and enforce the flood plains construction review program of the Department.

Secretary: provides secretarial services, payroll services and supervises six other girls in the office.

From a managerial standpoint, one of the main problems in the position is to find enough man hours required to do the work of the incumbent. This is partially com-

() ided due to the fact that the Department staff is relatively new and unseasoned. This results from high turnover due to low pay scales for staff engineers. The greatest challenge in the position comes from trying to satisfy competing interests and keeping abreast of all new developments that may impact on natural resource management, use and development.

Subject to Natural Resource Council Policy Board approval, the incumbent has complete freedom to act in regard to hiring, firing, promoting, changing salaries of non-merit staff and initiating policy recommendations, comments and suggestions for new laws. The incumbent operates within the normal constraints of those functioning under a legislatively approved budget. The position also must receive executive council approval for out-of-state travel expense funds and for capital appropriations.

In accomplishing the accountabilities of this position, the incumbent maintains most frequent internal contact with: the Governor's Office, Conservation Commission, Department of Soil Conservation, Environmental Protection Agency, Highway Commission, Geological Survey, Comptroller's Office, Attorney General's Office, Merit Employment Office, and the Computer Center. External contact is made regularly with: U.S. Geological Survey, U.S. Corp of Engineers, Soil Conservation Service (U.S.D.A.), major Iowa City Mayors and Planning Directors, and all county engineers.

() The accountabilities of the position require that the incumbent have a degree in hydraulic engineering, a demonstrated record of professional competence in this area, and government experience.....or an appreciation of government operations.

PRINCIPAL ACCOUNTABILITIES:

1. Direct and oversee the application and administration of the water use/storage permit program in order to ensure water resource conservation and assure equity in the treatment of all Iowa water users is done in a timely and orderly fashion.
2. Direct, collaborate with, and assist in the Flood Plain Construction Review Program in order to assure the people of Iowa the Floodway Construction Projects are safe, technically sound and are designed to have a minimum probability of causing flood damage in time of floods.
3. Direct the Flood Plain Management Program in order that municipalities will receive proper technical guidance in the design of zoning ordinances so that future flood damage to buildings constructed in flood plains will be minimized.

4. Direct and oversee the mill and small dam program. Direct the dam inspection programs and cooperate, assist, and participate in public education, counseling and community consulting efforts of the department in order to generate greater understanding and awareness of the flood control techniques and counter-measures in order to increase public safety at times of natural disaster.
5. Direct, guide and assist in the preparation of comments concerning environmental impacts of proposed projects or water resource impact of proposed federal agency projects on the natural resources of Iowa in order to protect Iowa interests in maintaining state natural resources.
6. Ensure that a comprehensive State Water Resources Plan is maintained and updated in order to assure that future natural resource conservation or development policies, laws or regulations are formulated within a framework of professionally developed policies of resource availabilities and needs.
7. Provide the Governor's Office, relevant legislative committees, and the Natural Resources Council with information, reports and proposals necessary for them to remain aware of new developments and assess present program effectiveness in order that recommended new policies, laws or program changes can be acted upon expeditiously.
8. Maintain and develop a competent, well-trained, highly motivated and effectively organized staff in order that Council objectives are achieved with quality and efficiency and human potentials developed fully.

STATE OF IOWA

Position Description

Date:	February, 1973	Position:	Commissioner
Written by:	GLI	Incumbent:	Jerry Addy
Approved by:	_____	Reports to:	Governor
		Department:	Bureau of Labor

POSITION PURPOSE:

This position is accountable for the enforcement of the State's labor , safety and employment laws to protect the interests of the State labor force.

DIMENSIONS:

Operating Budget:	\$470 M
Federal Funds:	\$450 M (Pending)
Number of Inspections over Six Month Period:	362
Number of Boiler Inspections Annually:	10,659 from July, 1971 - June, 1972
Staff:	34 (Increase to 56 Pending)

NATURE AND SCOPE:

This position reports to the Governor. The incumbent is appointed to a two-year term by the Governor with approval of two-thirds of the Senate. Reporting directly to the incumbent are the Supervisor of the Administration Division, Coordinator of the Occupational Safety and Health Act Division, Supervisor of the Statistics Division, the Supervisor of the Boiler Division and an Education Specialist.

The Bureau of Labor is accountable for the enforcement of labor, employment and occupational safety laws affecting the safety of Iowa workers.

The Commissioner develops policies and regulations necessary to implement the provisions of State laws impacting on Bureau programs. The incumbent consults with industry and labor officials, State department heads and members of the legislature to interpret legislation and Bureau rules and regulations.

The incumbent conducts public hearings in the development of regulations regarding safety, meets with members of various industries and labor to assure that proposed standards and regulations are feasible. The incumbent makes final decisions on

Enforcement actions recommended by division managers and cooperates with the Attorney General's office in appealed cases.

The incumbent has organized subordinate units in the following manner:

- Administration Division (10) - This division maintains all agency accounts, prepares the budget, handles all personnel matters, prepares the payroll. Processes purchase orders and travel vouchers, establishes office procedures necessary to effective office operation. The supervisor maintains supervision of all office clerical personnel and assures proper distribution of work load.

The Administration Division assures compliance with State and federal regulations regarding child labor. Compliance checks are made on a selective basis and in response to complaints. Records are maintained on migrant worker activity particularly with respect to work permits issued to children. The Administration Division also implements the annual licensure program for private employment agencies. Complaints registered against any of the 50 agencies regulated are investigated by the division. Revocation authority is retained by the licensing authority board composed of the Labor Commissioner, the Industrial Commissioner and the Secretary of State.

- OSHA Enforcement Division (31) - The supervisor directs the activities of five technical engineers who each supervise a staff of six inspectors. This division is responsible for the investigation of industrial hazards and accidents. Last year, 102 work-related accidents resulted in deaths. In cases of safety violations or hazardous conditions, action is initiated and corrective measures must be taken. Disputed cases may be appealed to an administrative review board and to the district courts.
- Boiler Division (5) - This division inspects all steam boilers and pressure vessels annually to assure compliance with safety and operational standards. Licenses are issued or action is initiated to ensure compliance with regulations. This division also investigates inspections performed by insurance company boiler inspectors to ensure their competency.
- Amusement Ride Division (4) - This division assures the structural soundness of amusement rides. During winter months, the staff performs analyses of various rides' electrical and mechanical structures and stress points and, in summer, on-site inspections are made. Licenses are issued annually to amusement ride owners who meet safety regulations.
- Statistics Division (4) - This division compiles statistics on work injuries. Reports developed by the division are utilized by the OSHA division to identify specific types of industrial hazards.

- Education Division (1) - This specialist develops and presents training to Bureau staff on current legislation, regulations and standards that impact on the Bureau's enforcement program.

The Commissioner works closely with various segments of the labor force to elicit support of needed legislation. The incumbent meets with members of the legislature to promote legislation and with representatives of the federal government to identify new financial resources to assist Iowa in implementing an effective labor safety program.

The Commissioner is currently working with officials of area community colleges in promoting the development of an OSHA curriculum emphasizing its application and directed toward employers and employees.

The incumbent feels that the greatest challenge of the position is the development of legislation and programs which are responsive to and protect the rights of Iowa workers.

PRINCIPAL ACCOUNTABILITIES:

1. Determine and initiates actions necessary to enforce State laws and regulations pertaining to labor and employment.
2. Ensure the proper examination and licensing of all boilers and pressure vessels annually to provide safety controls and assure continued safe operation.
3. Direct the licensing of all private employment agencies operating within the State to ensure compliance with State regulations.
4. Promote new legislation and recommend changes in existing legislation to protect the public interest.
5. Assure the effective organization and utilization of agency resources and manpower in the implementation of Bureau programs.

STATE OF IOWA

Position Description

Date:	January, 1973	Position:	Executive Director
Written by:	GLJ	Incumbent:	George Orr
Approved by:	_____	Reports to:	Commission
		Department:	Iowa Crime Commission

POSITION PURPOSE:

Provides coordination and assistance to various agencies throughout the State concerned with criminal justice and provides administrative control over federal grants to criminal justice programs. Develops annual State Comprehensive Criminal Justice Plan.

DIMENSIONS:

Annual Budget:	\$81 M State / 360 M Federal
Federal Grants:	\$8.0 MM + local match
Number of Projects currently funded through ICC:	600
Staff:	25
Directly Reporting:	7

NATURE AND SCOPE:

The incumbent of this positions is appointed by the Governor and reports to the 32 member Iowa Crime Commission. Reporting to the incumbent are the Deputy Director, Programs Manager, Plans Manager, Fiscal and Administration Manager, Audit Manager, Community Relations Officer and Systems Analyst.

The Iowa Crime Commission was developed to serve as a State planning and coordinating agency in the development and implementation of law enforcement, correctional and criminal justice programs and systems. The federal Safe Streets Act of 1968 required the creation of a State agency to develop a comprehensive State-wide plan to improve law enforcement, to develop and correlate State and local governmental law enforcement projects and to generate priorities for the improvement of law enforcement throughout the State.

Through Commission staff, the incumbent works with regional commissions throughout the State in establishing priorities, plan development and project implementation. They receive and approve applications from local units for planning or action grants and promote the continuing development and modification of the State-wide law enforcement and criminal justice plan.

The incumbent maintains the following subordinate units to assist in accomplishing the accountabilities of the position:

- Deputy Director - Assists in providing adequate direction and guidance to staff in implementing Commission programs.
- Programs Manager - Plus four specialists and two monitors follow all ongoing programs and grants, develop new programs, perform onsite program audits and prepare reports on program compliance.
- Plan Manager - And two specialists assure the development and preparation of the Annual Plan, provide assistance to regional commissions in regional plan preparation and incorporate these plans into the total State plan.
- Fiscal and Administration - An accountant, one specialist and one accounting clerk maintain accounting records, prepare financial reports, participate in budget preparation, prepare all grant applications and request appropriate funds from federal account as required.
- Audit - An auditing supervisor and two auditors assure fiscal compliance with grants and perform onsite audits to document compliance.
- Community Relations Officer - Maintains ongoing liaison with community and police representatives throughout the State to provide for exchange of information, to assess attitudes regarding change, e.g., penal reforms, treatment for drug abusers, etc.
- Systems Analyst - Currently developing the systems to provide for automated grant management, greater feedback and interpretation of informational data, statistics, etc.

Because the implementation of an integrated State-wide approach to improved criminal justice exists in a nonstatic environment, the incumbent's role is less an administrator and more of an innovator. Changes in attitudes, social behaviors, technology, informational data can potentially impact in the criminal justice field. The incumbent, then, must continually assess program effectiveness, develop new areas, assure public understanding and acceptance of programs, seek out new or expanded financial resources and look to the development of intermediate and long-range goals and objectives.

Working relationships are maintained with officials from local and federal governmental agencies and representatives of police agencies, civic and community groups. The incumbent may provide information to legislators on the development of legislation affecting in areas of criminal justice and crime prevention.

PRINCIPAL ACCOUNTABILITIES:

1. Encourage and support State and regional planning in the area of criminal justice to provide for the identification of priorities and development of realistic plans and goals.
2. Assure assistance to regional and local agencies in procuring funds for planning and action programs to provide for the continued improvement of the criminal justice system.
3. Monitor grant compliance on the part of grant recipients to assure that federal funds channeled through the Commission are administered fairly and effectively.
4. Promote interest and involvement in criminal justice planning throughout the State in order to further common interests and concerns and to develop additional areas of cooperation.
5. Ensure the continuing effectiveness of Commission operations through the selection, development and maintenance of competent specialists and administrative personnel.

STATE OF IOWA

Position Description

Date:	January, 1973	Position:	Director
Written by:	GLJ	Incumbent:	Fred S. Brinkley, Jr.
Approved by:	_____	Reports to:	Governor's Office
		Department:	Iowa Drug Abuse Authority

POSITION PURPOSE:

This position is accountable for assuring the coordination and cooperation of all drug abuse planning and programming in the State of Iowa to provide for the effective and integrated utilization of State, federal and local resources.

DIMENSIONS:

Operating Budget: State Funds	\$250 M
HEW Formula Grant (P.L. 92-255)	\$237 M
OEO Grant:	\$311 M
HEW:	\$10 M
Iowa Crime Commission Grant:	\$50 M
Review and Comment on \$1.8 MM in Drug Abuse Grants	
Staff:	8

NATURE AND SCOPE

This position reports to the office of the Governor. Reporting directly to the Incumbent are the Deputy Director, Community Assistant, Accountant, Youth Drug Abuse Specialist, Assistant Project Manager, and Office Services Supervisor.

Executive order served as the basis for the establishment of the Iowa Drug Abuse Authority in 1971. The Authority is designed to function as a centralized planning agency to coordinate the planning and administration of drug abuse programs and resources throughout the State and meets the provisions of federal legislation which require that a single State agency be designated and responsible for coordinating the planning and implementation of drug abuse programs within the State. Legislation is currently pending in the General Assembly which provides for the statutory establishment of the Drug Abuse Authority and its powers. A State Advisory Council exists to provide counsel and guidance to the Director and serves in an advisory capacity regarding decisions made by the Director. Council membership is composed of representatives of those State agencies involved in drug abuse programs.

The Director is charged with the accountability of developing a long-range State plan for the prevention of drug abuse. This includes determining the types of drug abuse that exist, their incidence, determining the most effective placement of resources, developing cooperative plans with local drug abuse programs and district councils and coordinating the planning and program efforts of other State agencies implementing drug abuse programs.

The Authority has established 16 multi-county districts throughout the State, which serve as a direct extension of the Drug Abuse Authority and coordinate the planning and administration of drug abuse programs within their area. The district councils are made up of two representatives from each county, an elected chairman and one representative from each active drug abuse program.

Operating with authority granted by Executive Order, the Director assures the monitoring of all federal grants given to Iowa for drug abuse programs to avoid program duplications or overlap. Through staff, the incumbent provides for the review and comment on all proposed drug abuse grants funded by other State agencies. The Director cooperates with the office of Planning and Programming in the review of grant applications.

The Director assures the establishment and maintenance of liaison with local community and civic organizations to promote community concern and participation in drug abuse programs. The Director is authorized to provide seed grants to local communities in the planning and implementation of drug education and/or treatment programs. Through staff, the incumbent provides technical assistance to local communities in developing effective programs for drug prevention or treatment.

The Director maintains the following subordinates to assist in executing the accountabilitys of his position:

- Deputy Director - Assists the Director in implementing agency programs, establishes guidelines and procedures for the evaluation of drug abuse programs, questions and/or problems relating to treatment or rehabilitation programs are handled by this position.
- Community Assistant - Establishes and maintains work relationships with chairmen of district councils and with community organizations, establishes grant review procedures and monitors grant compliance.
- Accountant - Maintains agency accounts, maintains separate accounts for each federal or State grant, e.g., OEO, HEW, Iowa Crime Commission, etc., prepares the budget, and prepares financial statements and reports.
- Youth Drug Abuse Specialist - Provides assistance to local communities in establishing programs, promotes community participation, assisting in developing integrated youth programs at the local level, develops public information programs to educate parents about drugs.

- Assistant Project Manager - Monitors drug abuse programs funded by the Office of Economic Opportunity, provides technical assistance to grant recipients, assures grant compliance.

Legislation is pending which will increase the responsibility of this department to include the regulation and licensing of drug abuse programs within the State and will provide for additional federal revenues for Iowa.

PRINCIPAL ACCOUNTABILITIES:

1. Assure the adequate coordination of planning and implementing of drug abuse programs within the State of Iowa to provide for the development of an integrated and effective drug prevention program.
2. Develop a long-range drug prevention program for the State of Iowa to provide for the development of effective means of drug abuse control and prevention.
3. Assure the provision of technical assistance to district councils and local communities in the development and implementation of drug abuse programs to assure the development of effective drug prevention and treatment programs.
4. Assure that all grant proposals receive adequate review and comment to avoid program duplications or overlap.
5. Assure grant compliance by grant recipients to provide for effective program and fiscal management.

STATE OF IOWA

Position Description

Date:	January, 1973	Position:	Director
Written by:	GLJ	Incumbent:	Frank Berlin
Approved by:	_____	Reports to:	Commission
		Department:	Aeronautics Commission

POSITION PURPOSE:

This position is accountable for promoting airport development and assuring uniform standards of airport construction within the State of Iowa. Administer and direct all aviation programs.

DIMENSIONS:

Budget:	\$1 MM
Federal Funds for Airport construction or improvements:	\$8 MM+
Total Registered Aircraft Owners:	2650
Total Registered Airmen:	8200
Total Airports:	227
Staff:	12

NATURE AND SCOPE:

This position reports to the five member Iowa Aeronautics Commission. Reporting to the position are the Assistant Director, Construction Engineer, Air Age Education Specialist, Flight Standards Specialists, Registration and Enforcement Supervisor, Administration and Finance Manager and General Services Supervisor.

The Iowa Aeronautics Commission is charged with fostering and assisting in the development of aeronautics, encouraging the establishment and improvement of airports and airport facilities. The Commission channels federal funds to municipalities for airport construction or improvement and participates with federal and local officials in assuring contract compliance and the approval of all contracts prior to dispersing funds.

The incumbent, as Director, assures that all construction grant applications meet federal and state requirements and regulations. Federal funds are not released until approval of the plans is given by the incumbent. In addition, the incumbent approves the dispersal of the State portion of construction grants (construction grants are 50% federally funded, 25% state funded and 25% municipally funded). Through the construction engineer, the incumbent ensures onsite grant compliance during construction phases.

The incumbent ensures the enforcement of aviation regulations regarding airport construction, registration of aircraft and airmen and air space regulations. The incumbent promulgates any other rules or regulations necessary for ensuring the general public interest and the safety of air transportation.

The following subordinate staff assist the Incumbent:

- Assistant Director - Directs the day-to-day operations of the Commission office and participates in discussions with local municipalities in the development or expansion of airports.
- Construction Engineering - This position inspects construction applications to assure compliance with construction and safety regulations, works with local engineers in plan development and assures compliance throughout construction phases through onsite inspections.
- Air Age Education - One specialist provides technical assistance to colleges and universities in establishing aviation curricular, speaks at career days and vocational schools and prepares a monthly aviation bulletin and disseminates materials and literature to schools, faculties, etc.
- Flight Standards - One safety specialist conducts safety clinics for airmen, makes checks on navigational facilities to assure proper working order and safety compliance and investigates towers or tower sites to assure compliance with airways and airport approaches. General Services - This specialist prepares aviation and safety bulletins and the airport directory and aeronautical charts.
- Administration and Finance - This unit maintains all accounting records, prepares the budget, handles personnel records and prepares payroll.
- Registration and Enforcement - This unit issues certificates of registration to aircraft owners annually (fees based on aircraft size) and registers all airmen annually (flat fee). Expiration notices are sent out, fees are collected, and delinquencies are attached penalties.

The major challenge of this position for the incumbent is working toward the development of a network of airports throughout Iowa without losing sight of potential environmental and ecological impacts. The development of airline routes and service to Iowa communities is of major interest to the department and the incumbent has appeared before the Civil Aeronautics Board representing the State of Iowa in these matters.

PRINCIPAL ACCOUNTABILITIES:

1. Provide local governmental units with technical and financial assistance in the construction or improvement of airports and airport facilities to assure uniform compliance to aviation and safety regulations.

2. Participate with local and federal officials in ensuring that state and federal funds are properly and effectively administered.
3. Promote the concept of aviation and inform the public of its economic value to the State.
4. Assure the enforcement of aeronautical regulations and procedures relative to airport construction and the registration of airmen and aircraft throughout the State.
5. Provide for the annual registration of all aircraft owners and airmen in the State to maintain accurate records on aircraft and pilots flying in the State.

STATE OF IOWA

Position Description

Date:	January 1973	Position:	Industrial Commissioner
Written by:	GLJ	Incumbent:	Robert C. Landess
Approved by:	_____	Reports to:	Governor
		Department:	Industrial Commissioner

POSITION PURPOSE:

This position is accountable for the effective administration of the Workmen's Compensation Laws, ensuring the rights of all employers and injured employees.

DIMENSIONS:

Operating Budget:	\$170M
Active Case Files:	16M
Disputed Cases:	4M
Staff:	15 1/2

NATURE AND SCOPE:

This position reports to the Governor. The incumbent is a lawyer and is appointed to a six year term by the Governor. Reporting directly to the incumbent are four Deputies, all lawyers (Hearings Officers), a Rehabilitation Counselor, an R. N., Medical Counsel, an M.D., a Confidential Secretary, the Office Supervisor, the Supervisor of Records and the Docket Clerk.

The Industrial Commissioner is responsible for administering the Workmen's Compensation Laws for the State of Iowa. Approximately 16M workmen's compensation claims are filed with the Commissioner annually. Of these 16M claims, approximately 12M have few disputed elements and are agreed upon as compensable. The remainder have one or more disputed elements and are assigned to the Hearings Officers for compensability decisions. Losses paid by insurance companies only, to injured workers in Iowa, amounted to \$16,464M in 1971, all of which are done by approval and under supervision of department.

One of the incumbent's major accountabilities is to assure the best interests of all parties in workmen's compensation claims. To this end, the incumbent assures proper interpretation and application of the law, providing information to insurance

ers, employers, and individual claimants. The incumbent directs the internal operations of the Department, ensuring that proper files are maintained, cases are assigned, case backlog is kept to a minimum and hearing notices and decisions are disseminated on schedule.

Another major accountability of the incumbent is to supervise and approve settlements on disputed claims. The incumbent provides guidance to the hearings officers in the rendering of compensability decisions to assure that facts support decisions rendered and that the proper laws are applied. The incumbent personally serves as the appellate level for decisions appealed from the hearings officers. Hearings are conducted in advocacy proceedings with rulings on objections, etc., and full written opinions. Cases appealed beyond the incumbent go directly to the district courts.

All cases of injuries to state employees are adjusted by department. Amounted to payments of \$541M last year. Settlement agreements and commutation agreements reached by all parties on disputed claims prior to reaching the formal hearing stage are reviewed by the department and if approved as serving the claimant's best interests become effective.

Responsible for payments made from second injury fund and recovery for state on third party suits.

The incumbent maintains the following subordinate staff to assist in executing the position's accountabilities:

Deputies (Hearings Officers) - Three hearings officers travel throughout the State to preside at formal hearings where compensability is disputed. Written decision of findings are prepared for the incumbent's review and approval.

Deputy - One deputy reviews "short files" (noncontested claims), determines compensability for State employees, and provides information to the public on the law, claimant rights, etc.

Medical Counsel - Assists on medical interpretations and fees.

Office Supervisor - Supervises and allocates work to clerical staff in the typing of decisions, establishment and maintenance of office files, personnel records, ordering of supplies and processing of travel and expense vouchers.

Confidential Secretary - Assists incumbent in assignments, continuances and follow-ups, as well as secretarial work.

Supervisor of Records - Supervises two record clerks in the establishment and maintenance of case files and employer files, keeps controls on status of pending cases and maintains statistical records on cases.

Docket Clerk - Maintains accountability for all case related documents, i.e., interrogatories, depositions, etc., assures that all parties have copies of all documents, keeps controls on status of pending cases and maintains statistical records on cases.

Rehabilitation Counselor - Reviews all incoming cases for rehabilitation potential. Travels throughout the State providing information to claimants, employers, hospitals and insurance companies on available rehabilitation services provided in the State; performs follow-up and monitors claimants' progress while in rehabilitation programs.

The incumbent drafts remedial and/or new legislation and appears before legislative committees, as required. Also works with representatives of employers, employees, insurance and lawyers to prepare legislation and work out mutual problems. Also appears as speaker at meetings of groups interested in workmen's compensation.

The incumbent feels that the greatest challenge of the position currently is to bring Iowa law into compliance with national recommendations.

Greatest continuing challenge is to keep current on both the judicial and administrative aspects of the job.

PRINCIPAL ACCOUNTABILITIES:

1. Interpret and administer the Workmen's Compensation Laws of the State to ensure that employees suffering industrial accidents receive all that is due under the law.
2. Educate the general public, employers, employees and insurers of the laws' provisions and their specific rights and obligations under the law.
3. Provide for sufficient review of claims submitted by injured employees to assure proper decisions regarding compensability.
4. Assure the referral of injured employees to rehabilitation services to provide for their return to gainful employment.
5. Prepare drafts of new or remedial legislation to bring Iowa laws into compliance with national recommendations.
6. Determine eligibility of state employees to compensation.
7. Determine eligibility of injured workers to benefits from second injury fund.

STATE OF IOWA

Position Description

Date:	January, 1973	Position:	Executive Director
Written by:	GLJ	Incumbent:	Alvin Hayes
Approved by:	_____	Reports to:	Commission
		Department:	Iowa Civil Rights Commission

POSITION PURPOSE:

This position is accountable for ensuring the civil rights of Iowa residents through the review of civil rights complaints and development of conciliation agreements.

DIMENSIONS:

Budget:		
State Appropriation:	\$99 M	
Federal Project Grant:	\$16 M	
EEOC Compliance Director:	\$20 M	
EEOC Union Compliance:	\$26 M	
Caseload Intake Monthly:	65	
Local Human Rights Commissions:	22	
Staff:	10	
Reporting Directly:	3	

NATURE AND SCOPE:

This position reports to the seven member Iowa Civil Rights Commission. Reporting directly to the incumbent are the Compliance Director, Research and Information Specialist, Compliance Director - Legal Research and EEOC and a Staff Attorney (currently vacant).

The Iowa Civil Rights Commission was established by statute in 1965 to protect the rights of individuals and to assure nondiscriminatory practices regarding age, sex or race in employment, housing, public accommodations, public services and education. The Commission exists as a part of a cooperative tri-level governmental structure in that civil rights violation complaints may be initiated at the local, State or federal level. Cases initiated with the federal Equal Employment Opportunities Commission (EEOC) are deferred to the appropriate state for a period of 60 days. Cases filed with the State Civil Rights Commission are deferred to local human rights commissions for a period of 45 days.

When complaints are deferred by EEOC and/or complaints are referred by local human rights commissions to the Iowa Civil Rights Commission the complaint is researched by an investigator and disposition is recommended. The full Commission decides against or in favor of "probable cause." When probable cause is decided, the incumbent, as Executive Director, sets up and conducts a conciliation meeting in an attempt to develop a conciliation agreement. The agreement is binding by law once it is approved by the full Commission. Should the violator refuse the conciliation process, the incumbent refers the case to the full Commission and a public hearing is scheduled. If cases are appealed to the district courts, the incumbent maintains accountability for filing with the courts. In cases appealed to the courts the incumbent may testify as an expert witness and/or may prepare interrogatories for use by trial attorneys.

The incumbent maintains as a statutory accountability the responsibility for taking preventive measures in potential civil rights disturbances. Specifically, in cases of crisis, the incumbent meets with local governmental and law enforcement representatives, university officials, etc. and participates in negotiations or meetings to maintain peace.

The incumbent maintains the following organization to assist him in accomplishing the position's accountabilities:

- Compliance Director - Assigns cases and supervises two investigators in the investigation and research of civil rights complaints and assures that written reports contain sufficient information. Additionally, the position is responsible for assuring compliance with terms outlined in conciliation agreements.
- Research and Information Specialist - Maintains ongoing liaison with civic and ethnic organizations, civil rights groups and governmental committees concerning civil rights to provide information and interpretation on civil rights legislation. Prepares monthly bulletin on Commission activities and assists in federal report preparation.
- Compliance Director - EEOC - Provides guidance to EEOC project director in the investigation of companies' employment practices. This federal grant is directed toward companies having in excess of 100 employees. Assures that reports outlining current practices and patterns are written and filed with the Commission and with EEOC.
- Legal Research - A part-time staff of legal research assistants performs research and prepares drafts on cases, assists in developing appropriate rules and regulations to implement Commission programs.

- State Affirmative Action Administrator - provides liaison to other state agencies helping them to develop their affirmative action programs and monitors the progress made, recommending changes in these programs to improve their effectiveness, coordinates the development of the affirmative action programs with the requirements of the federal and state law.

The incumbent consults with the Compliance Office of the Board of Regents to assure contract compliance, with the Attorney General's office on litigated cases and legal opinions, with other state agency officials to assure nondiscriminatory employment practices, with federal agency representatives on program, grants, etc., with local and civic officials for information exchange and with local human rights commissions to provide technical assistance.

To perform effectively in the position, the incumbent must have a thorough knowledge of applicable state and federal legislation and a knowledge of case law and court decisions affecting that legislation.

PRINCIPAL ACCOUNTABILITIES:

1. Assure the timely and equitable handling of civil rights complaints through proper research and case development.
2. Develop conciliation agreements which are fair to both parties and comply with state and federal civil rights legislation.
3. Direct the monitoring of conciliation agreement terms to assure that civil rights violators have ceased discriminatory practices.
4. Maintain liaison with local governments, civic organizations, and university officials to provide for mutual knowledge and awareness of potential civil rights demonstrations or disturbances.
5. Assure the effective utilization of Commission staff in the investigation and case development of civil rights complaints.
6. Maintain an effective working relationship with Commission members to ensure continued implementation of Commission programs.
7. Interpreting court decisions and relating those decisions to the facts of cases under investigation and developing remedies consistent with these decisions.

STATE OF IOWA

Position Description

Date:	January, 1973	Position:	Chairman
Written by:	GLJ	Incumbent:	Maurice Van Nostrand
Approved by:	_____	Reports to:	Governor
		Department:	Iowa Commerce Commission

POSITION PURPOSE:

Regulate the rates and/or services of limited-interest companies within the State to assure both consumer protection and public convenience.

DIMENSIONS:

Statutory Regulation Over:	30,000 Truck Lines 1000 Grain Warehouses 448 Public Utilities Railroads
Disposition of Utilities Rate Cases Annually:	9
Operating Budget:	\$2 MM
Consumer Refunds:	\$20 MM (Last Fiscal Year)
Staff:	125
Reporting Directly:	8

NATURE AND SCOPE:

This position reports to the Governor. Reporting directly to the position are two Iowa Commerce Commission members, the Executive Secretary of the Commission, Administrator - Utilities Division, Administrator - Motor Transportation Division, Superintendent - Warehouse Division and Superintendent - Railroad Safety and Service Division.

As Chairman of the Iowa Commerce Commission, the incumbent is charged with the statutory responsibility of regulating the rates charged and/or services provided by certain limited interest or quasi-public businesses within the State. The Commission maintains responsibility over the rates charged by all large public utilities, the regulation of services provided by small public utilities, the inter-State regulation of routes and services of trucking firms, the intra-State regulation of railroads and their services and storage liability regulation of grain warehouses.

The Commission consists of three members appointed by the Governor to overlapping six-year terms. The Commission elects one of its members to serve as Chairman. The Commission is unique in that all three members work full-time in implementing the Commission's programs.

The incumbent accomplishes the accountabilities of his position through the organization of subordinate staff as follows:

- Administrative - The Commissioners, the Executive Secretary and Commerce Legal Council provide direction to subordinate staff in implementing the Commission's programs of rate and service regulation and assist the Chairman in assuring compliance with regulations regarding Intra-State commerce.
- Utilities (46) - An Administrator directs subordinate professional and clerical staff in reviewing and making recommendations to the Commission in the areas of rate changes, services provided and the establishment of new public utilities. The Commission maintains rate authority over 48 large public utilities and services regulation over 400 small public utility companies in the State of Iowa.
- Motor Transportation (42) - An Administrator supervises subordinate staff in the regulation of the Intra-State trucking industry in Iowa. The staff reviews new and service change requests and makes recommendations to the Commission. Additionally, this division maintains an investigative staff geographically dispersed throughout the State which assures compliance with State regulations by trucking firms, e.g., insurance coverage, credentials, revenues.
- Warehouse Division (8) - A Superintendent directs the subordinate staff of inspectors in the inspection of grain warehouses throughout the State of Iowa. The initial inspection serves to license warehouses for a specific amount of storage space and the second annual inspection assures compliance with previously established storage liability standards.
- Railroad Safety and Services (25) - A Superintendent and subordinate staff review rate changes and service changes for railroads operating in Iowa. Recommendations are made to the Commission to grant or deny requests. This unit also makes recommendations in railroad safety cases, e.g., crossings, fences.

The Commission, with the incumbent as Chairman, maintains as its major accountability the ruling on issues of rate and service changes in response to some form of application or complaint. The Commission presides at quasi-judicial hearings during which the company and Commission staff present briefs on the issues involved. When all testimony has been heard and the company has given its rebuttal, the

Commission renders a written decision outlining the legal and factual reasons for the action taken and either grants or denies the company's request.

Because Iowa law provides for the implementation of a rate or service change 120 days after filing with the Commission, decisions made by the Commission to deny a request may result in requiring the company to refund any overpayments made by consumers in the interim.

The incumbent assures adherence to the Commission hearing schedule, provides direction and guidance to staff in the development of cases, assures adequate staff and resources for case development and intra-State regulation and assures compliance by companies with decisions rendered by the Commission. The incumbent speaks with associations of the utilities and carriers which are regulated and before citizen groups to further understanding of the Commission's role.

Additionally, the incumbent and the Commissioners may provide assistance to the Interstate Commerce Commission by making recommendations in cases involving interstate commerce, e.g., railroad abandonment cases. The Commission also responds to local governmental requests and makes determinations in the area of railroad safety, e.g., type of signal at railroad crossings.

The effectiveness of the incumbent in meeting the accountabilities of the position is measured in the timely and equitable disposition of rate cases and the regulation of limited interest businesses throughout the State of Iowa to the mutual protection of Iowa residents and the companies involved.

To perform effectively in the position, the incumbent must have a general business background with skills in administration and a thorough knowledge of laws and regulations applicable in administering the programs of the Commission.

PRINCIPAL ACCOUNTABILITIES:

1. Regulate the rates charged by large public utility companies to ensure protection of the public interest.
2. Regulate the services provided intra-State by railroads and the trucking industry to assure public convenience.
3. Enforce all laws, regulations, and licensing defined by statute to preserve the best interest of the people of Iowa.
4. Ensure that all relevant facts are presented at hearings to provide decisions that are soundly based and comply with statutory requirements.
5. Promote the resolution of complaints and solutions of difficult problems by informal meetings between staff and utility or carrier so that formal actions may be minimized.
6. Provide for the viable organization and development of staff to assure sufficient resources to meet Commission accountabilities and goals.
7. Promote understanding and acceptance of the Commission's role through speaking before associations and citizen groups.

STATE OF IOWA

Position Description

Date:	February, 1973	Position:	Chairman
Written by:	GLJ	Incumbent:	George Lundberg(Acting)
Approved by:	_____	Reports to:	Governor
		Department:	Employment Security Commission

POSITION PURPOSE:

This position is accountable for the development and implementation of employment security policies and programs which are responsive to the employment needs of Iowa residents and assuring a stable and high interest return on IPERS funds by investing the funds in high grade stocks and bonds.

DIMENSIONS:

Operating Budget:	\$12,490,771
Number of Employment Service Offices:	34
Number of Unemployment Insurance Centers:	11
Value of IPERS Funds Invested:	\$437 MM
Staff:	730 (Full Time)

NATURE AND SCOPE:

This position reports to the Governor. The position exists as Chairman of the three member Employment Security Commission. The members are appointed by the Governor with Senate confirmation to six-year terms, with one member representing labor, one representing employers and one representing the general public. Each year the Commission selects one of its members to serve as Chairman.

The Executive Secretary of the Employment Security Commission reports to the Commission and maintains direct accountability for departmental support programs. However, the Commission maintains line authority over the four main divisions: employment service, unemployment insurance, retirement and administrative services. The Executive Secretary coordinates the day-to-day operations of these four divisions.

The Iowa Employment Security Commission is responsible for administering: 1) the State employment security program through a State-wide network of employment service offices and area unemployment insurance claim centers and 2) the Iowa Public Employees Retirement Systems (IPERS).

The Commission functions as a policy-making board making decisions on agency goals and objectives, program planning, budgetary policy and organization and management of agency operations and manpower resources. The Commission appoints nine members to a State Advisory Council to assist the Commission in formulating agency policy.

The IPER system covers all employees of the State of Iowa and its political subdivisions. The Commission assures the administration of this system and the collection of federal social security payments from these employers (the State and its subdivisions). The Commission maintains accountability for the investment of IPERS funds in high grade bonds and stocks. They meet once every two months with an IPERS Advisory Investment Council to determine proper course of action to ensure effective handling of IPERS funds. The ongoing operations of collection, accounting, benefits issuance and enforcement are executed by the Retirement Division.

The Commission serves as the final level of administrative review on unemployment claims appeals. With the Chairman presiding, the Commission conducts hearings to review disputed unemployment insurance benefit claims. Decisions rendered establish policy and set precedent for the adjudication of disputed claims.

The Commission has organized subordinate functions in the following manner:

- Executive Secretary - Maintains direct responsibility over staff departments of Information Services, Methods and Planning, Personnel, Research and Statistics and Staff Development. Assures that staff and support services are responsive to the needs of the four divisions. This position also coordinates the day-to-day operations of the four program divisions and provides assistance to the Commission in program and policy development.
- Employment Service Division (320) - Administers the State employment service program consisting of four major units.
 - Work Incentive Program - Operates in nine ISES offices and is accountable for facilitating the referral of welfare recipients to vocational training programs to prepare them for jobs.
 - Employability Development - This unit is responsible for planning, developing and implementing special population programs, e.g., Job Corps, Manpower Development and Training Act (MDTA), and Job Opportunities in the Business Sector (JOBS). This unit provides guidance and assistance to E.S. local offices in implementing these programs.
 - Employment Service Operations Unit - Maintains line authority on all local E.S. office operations, evaluates operational effectiveness, ensures adherence to policies and procedures, etc.
 - Employer Relations and Placement - Provides guidance and assistance to local E.S. offices in specific programs, e.g., placement, job

bank, employer relations, testing, occupational analyses, manpower analysis. Also included are Jobs for Veterans, Rural Manpower Services and other special programs.

- Unemployment Insurance Division (146) - Administers the collection of employer contributions, the payment of benefit claims and the investigation of employer and claimant fraud.
 - The Tax Functions Unit - Assigns contribution rates, collects taxes, audits reports against wage records, maintains employer files, institutes legal actions against delinquent employers.
 - Employer Liability Audit Unit - Determines and investigates status of employers, sets up employer accounts, conducts field audits, collects delinquent contributions. Also performs similar investigations for IPERS.
 - Claims Department - Is responsible for determining the eligibility of claimants to receive benefits and the processing of pay orders for benefits. Claims are received daily from Area Claim Centers and monetary determinations are made by computer. Nonmonetary determinations are made by central office staff.
- Retirement Division (37) - Collects employer and employee contributions maintains account records, issues benefits and refunds, prepares investment portfolios for Commission and maintains records of investments.
- Administrative Services Division (49) - Is responsible for the fiscal management of the E.S. Commission.
 - Budget and Accounting - Prepares agency budget, sets up accounting procedures, handles payroll and payment for expenditures.
 - Premises Management - Plans and monitors construction and remodeling of buildings, leasing, and telephone installations for all buildings utilized by the agency.
 - Procurement and Office Services - Purchases equipment, supplies and services, stores and issues equipment and supplies, maintains inventory. Mailroom, microfilm and printing services are also performed by this department.
- Data Processing (57) - Develops systems and processes data for unemployment insurance contributions and benefits programs, for IPERS, for research and statistics and for ESARS.

- Legal and Appeals Department (12) - Handles first-level administrative appeals on disputed claims, provides legal opinions and assistance to the agency and handles court actions. The chief of this department serves as legal counsel to the Commission and represents Commission on court cases.

PRINCIPAL ACCOUNTABILITIES:

1. Develop and assure the implementation of policies and programs that reduce economic insecurity due to unemployment.
2. Invest IPERS funds in high grade stocks and bonds to obtain the highest and most secure investment return possible.
3. Assure the administration of the Iowa Unemployment Insurance Law by ensuring the collection of delinquent accounts and by prosecuting fraudulent practices.
4. Assure continuing study of influential economic and labor market factors to keep the State informed of current situations and new developments.
5. Assure the effective organization and utilization of agency resources and manpower in implementing agency goals and objectives.

STATE OF IOWA

Position Description

Date:	February, 1973	Position:	Executive Director
Written by:	GLJ	Incumbent:	Norman Kladstrup
Approved by:	_____	Reports to:	Commission
		Department:	Higher Education Facilities Commission of the State of Iowa

POSITION PURPOSE:

This position is accountable for implementing the student aid and federal construction grant programs of the Higher Education Facilities Commission in an effective and equitable manner to provide financial assistance to both students and institutions.

DIMENSIONS:

Operating Budget (Biennium):	
State:	\$170,428
Federal:	\$37,500
Federal Construction Grant - Fy 1972:	\$681,585
Scholarship Grants Awarded 1972-73:	\$236,696
Tuition Grants Awarded 1972-73:	\$4 MM
Staff:	8

NATURE AND SCOPE:

This position reports to the nine member Higher Education Facilities Commission. Reporting directly to the incumbent are the Director - Federal Programs, Director - Student Aid Programs and the Bookkeeper.

The Higher Facilities Commission is charged with administering the State of Iowa's scholarship and tuition grant programs. The Commission also functions as a State clearing agency for the dispersal of federal funds to colleges and universities for construction or equipment and conducts statewide studies to determine facilities' needs of colleges and universities.

As Executive Director, the incumbent is responsible for implementing Commission programs. The incumbent establishes necessary procedures and practices to administer Commission policies, e.g., develop criteria for grants, establish grant applications procedures, etc. Through staff, the incumbent assures that federal grant

applications are in compliance and meet State criteria for eligibility. The incumbent establishes priority rankings of project applications and must recommend grants before federal funds are released.

The incumbent, under the federal comprehensive planning program, has been responsible for publications on physical facilities inventories, structural/environmental conditions of our 400 college and university buildings, facilities utilization studies, enrollment projections, education needs of disadvantaged students and other related studies.

In administering the scholarship program, the incumbent ensures that all eligible candidates are identified and invited to apply for scholarship grants. The incumbent promotes understanding and participation in the scholarship program to university and college financial aid directors and high school counselors through meetings and informational reports. Criteria for grant participation in the program is academic ranking in the upper 10% of the graduating class and un-met financial needs. A maximum stipend of \$610 is awarded for the year and is renewable if the student continues to meet criteria.

The tuition grant program requires that the incumbent use every available means to encourage financially needy students to apply for grant assistance. The incumbent meets with students, high school counselors, and civic groups, prepares news releases, and participates in special television program. Since tuition grants are based entirely on financial need, the incumbent, with assistance from the staff and college financial aid directors, must analyze the income and other resources of the applicants' families.

Subordinate staff are organized as follows:

- Director - Federal Programs - This position provides assistance to colleges and universities in the preparation of construction or equipment grants, monitors projects for grant compliance. Currently, approximately 60 colleges, universities and area community colleges are receiving federal grants through these programs.
- Director - Student Aid Programs (5) - The director supervises four staff in the administering of three student aid programs.
 - Scholarship Program - Provides financial assistance to those individuals who show academic excellence and un-met financial needs. Four hundred and thirty-two students were given scholarships for the 1972-73 school year.
 - Tuition Grants Program - Provides financial assistance to students who meet the criteria of financial need only. Grants may be given only to students attending private colleges or universities. Over 11,000 applications were received and 4,500 students were given financial assistance by the tuition program in the 1972-73 school year.

- Medical Program - provides full tuition loans to medical students who agree to practice medicine in Iowa for five years (50% of loan is eliminated for five years practice, 100% after 10 years).
- Bookkeeper - Performs accounting functions, draws federal funds for administrative costs, prepares fiscal reports, payroll, etc.

The incumbent prepares the agenda for the monthly Commission meetings, provides information on Commission programs to the Board of Regents and Office of Public Instruction, works with the Comptroller's office on fiscal matters and with federal regional representatives of the Office of Education on Commission programs.

PRINCIPAL ACCOUNTABILITIES:

1. Direct the implementation of the Commission student aid programs in an effective and equitable manner to provide for financial assistance to qualified students.
2. Assure the effective utilization of federal monies by colleges and universities through the review of grant applications and monitoring of projects for grant compliance.
3. Promote understanding and participation in Commission student aid programs to provide additional means of financial support to students in need.
4. Direct the operations of the Commission in an effective manner to assure efficient utilization of resources and manpower.

STATE OF IOWA

Position Description

Date:	February, 1973	Position:	Executive Secretary
Written by:	GLJ	Incumbent:	Richard Howe
Approved by:	_____	Reports to:	Board
		Department:	Iowa Reciprocity Board

POSITION PURPOSE:

This position is accountable for negotiating reciprocity and pro-ration agreements with other states and assuring the registration of trucks and the collection of fees to provide for sources of revenues for highway maintenance.

DIMENSIONS:

Operating Budget:	\$320 M
Estimated Revenues 1973:	
Pro-Ration Agreements:	\$13.8 MM
Reciprocity Agreements:	\$.2 MM
Number of Vehicles Registered Annually:	
Pro-Ration:	175 M
Reciprocity:	100 M
Staff:	19

NATURE AND SCOPE:

This position reports to the three member Iowa Reciprocity Board. The Board membership as defined by statute consists of the Chairman of the Commerce Commission, the Director of Public Safety and one member of the Highway Commission. Reporting directly to the incumbent are the Auditor, the Office Services Supervisor and Assistant to the Executive Secretary.

The Iowa Reciprocity Board has as its primary accountability the establishment of reciprocal and pro-ration agreements with other states regulating the interstate movement of trucking firms. The agreements allow states to share licensing fees paid by trucking firms and provide an added source of revenue to the states. Ninety-six percent of the revenues collected by the Iowa Reciprocity Board go to the highway maintenance fund. Iowa has reciprocity agreements with 25 states providing for the exchange of privileges for a nominal fee. Each agreement is tailored to the two participating states to protect individual interests. Iowa maintains pro-ration agreements

with 20 states. In pro-ration agreements, percentages are determined for the base carrier state and out-of-state carriers and collectively equal 100% of the trucking firm's fee. The percentage is derived by dividing in-state miles by total miles. The percentage multiplied by the state fee gives the dollar amount of the license fee for the carrier.

The incumbent maintains accountability for the negotiation of reciprocity and pro-ration agreements with other states. Once approved by the Board, the incumbent implements the provisions of the agreements.

The incumbent assures the registration of all commercial carriers and their vehicles. Registration cards and decals are issued, fees are set and collected. This office works with the Highway Commission weight officers in the enforcement of truck weight regulations. The incumbent meets periodically with weight officers to provide information and to interpret laws and regulations regarding interstate movement of trucks and Iowa trucking regulations. The incumbent works with executives of trucking firms to assure understanding of Iowa trucking regulations and to elicit their cooperation in complying with regulations. Trucking firms can file claims for partial refund of some fines which may have been assessed. In such cases, the incumbent reviews claims and statutory provisions and makes recommendations to the Board.

The incumbent has the following subordinate staff:

- Auditor - Performs audits of trucking firm records to verify accuracy of reports filed with Board, e.g., number and type of vehicles, total number of miles traveled, additional vehicles purchased after filing date have been added as supplements, etc.
- Assistant to Executive Secretary - Performs special studies and projects as assigned, currently involved in the conversion to automated processing of registration and fees collection, assists in systems development. This conversion will bring about the rapid processing of annual registrations and thereby release Board staff to devote a greater portion of time to auditing trucking firms to ensure compliance with regulations.
- Office Services Supervisor (13) - Supervises the Pro-Ration Unit and Reciprocity Unit in the processing and issuance of registration cards and decals and the collection of fees from carriers. Registration cards are issued annually and every truck must display this card in the cab. The cards indicate truck number, carrier number and the gross weight of the tractor.

PRINCIPAL ACCOUNTABILITIES:

1. Negotiate reciprocity and pro-ration agreements with other states to provide additional revenues for highway maintenance.

2. Direct the processing and issuance of registration cards to trucking carriers to provide means of identification and control in enforcing truck weight regulations.
3. Assure assessment of appropriate fees and compliance with registration regulations through the audit of trucking firm records and reports.
4. Interpret Iowa trucking laws and regulations in a manner consistent with the intent of the legislation.
5. Assure the effective organization and utilization of agency resources and manpower in implementing agency objectives and programs.

STATE OF IOWA

Position Description

Date:	February, 1973	Position:	Director
Written by:	GLJ	Incumbent:	Barry Porter
Approved by:	_____	Reports to:	Board of Trustees
		Department:	Iowa State Traveling Library

POSITION PURPOSE:

This position is accountable for administering the State Library program and promoting the expansion and improvement of library services throughout the State of Iowa.

DIMENSIONS:

Operating Budget:	\$1 MM
State Appropriation:	\$125 M
Federal Grant:	\$800 M - Dispersed to local projects
Number of Volumes:	200 M
Audio-Visual Aids:	4,900 (Records, Cassettes, Films)
Staff:	42

NATURE AND SCOPE:

This position reports to a five member Board of Trustees. The incumbent is appointed by the Board. Reporting directly to the incumbent are the department heads of Administrative Services, Reference Services, Technical Services, Special Projects, and the Assistant State Librarian.

The mission of the Iowa State Traveling Library is two-fold. The Library is a repository for some 200 M volumes which are lent out primarily as reference sources to legislators, State employees and the requesting public. The Library also serves as a focal point in expanding library services throughout the State. Eight hundred thousand dollars in federal monies from HEW under Titles I, II and III of the Library Service and Construction Act are dispersed by the State Library to provide for expansion of library services in rural areas, construction of new buildings and library cooperation.

Nine libraries throughout the State have been designated as regional libraries and are in communication with the State Library by means of teletype. These regional

libraries serve as the central point for each region and assist local libraries in meeting the public's needs. The teletype network provides for the rapid transmission of information and assists in seeking and locating specific volumes.

As Director, the incumbent is accountable for assuring the maintenance and continued development of State Library facilities and services. In line with federal recommendations the incumbent promotes expansion of library services throughout the State and channels federal funds to the local level to provide financial assistance in library expansion. Through a regionalized staff of consultants, the incumbent assures that technical assistance is provided to local libraries in expanding their facilities and/or services.

To assist in executing the accountabilities of the position, the incumbent has organized subordinate staff in the following manner:

- Assistant State Librarian (8) - This position maintains responsibility for directing the regional consultant service. Consultants in seven regions provide technical assistance to local libraries in expanding their services.
- Reference Services (5) - This section is responsible for filling individual requests for reference materials, handles inter-library loan requests and operates the library's teletype unit providing a communications link to the nine regional libraries.
- Technical Services (3) - This section receives and processes all incoming books, prepares and catalogues all new books, provides technical assistance to other state agencies in the establishment of library systems.
- Special Projects (7) - This section consists of four programs.
 - Audio Visual Aids - Distributes records, cassettes and /or films on request, catalogues all new incoming materials, etc.
 - Library Consultant - Physically Handicapped - Assures mail or delivery service to handicapped residents requesting library services. The position also monitors compliance of \$40 M in grants dispersed to local hospitals, institutions, etc.
 - Library Service to the Disadvantaged - This position provides assistance to local communities in establishing library services for disadvantaged residents. As assistance, \$25 M in grants are dispersed to local communities.
 - Library Services to Institutions - In grant monies, \$40 M has been given to the Department of Social Services to be distributed to State institutions to expand library services.

• Administrative Services (6) - This section is accountable for accounting functions, preparing the budget, preparing the payroll and maintaining personnel records. Incoming and outgoing mail is sorted and/or prepared for mailing. The position assures that custodial staff clean and maintain the premises.

The incumbent works with the State Board of Education, Department of History and Archives and the Director of University Libraries to ensure coordination of library programs and activities, with the Department of Social Services to improve library services in State institutions, with the Comptroller's office and Department of Merit Employment on fiscal and personnel matters and with federal representatives in the acquisition and management of federal funds. Legislation pending in the current session of the Iowa General Assembly would bring the State Law Library and the State Medical Library under the jurisdiction of the incumbent.

PRINCIPAL ACCOUNTABILITIES:

1. Assure the continued development of State Library programs and services in order to effectively meet Iowa's library services needs.
2. Provide consultative services to local communities in library services expansion to assist them in developing feasible plans and to provide for the uniform upgrading of library services throughout the State.
3. Direct the distribution of federal monies to local communities to provide for the development and expansion of library services in the State.
4. Direct the development of the library cooperative movement (regionalized concept) to provide for the most effective utilization of existing library resources.

STATE OF IOWA

Position Description

Date:	February, 1973	Position:	Curator
Written by:	GLJ	Incumbent:	Jack Musgrove
Approved by:	_____	Reports to:	Board of Trustees
		Department:	History and Archives

POSITION PURPOSE:

This position is accountable for the acquisition and preservation of artifacts, information and items significant to the history of the State of Iowa.

DIMENSIONS:

Operating Budget:	\$190 M
Historical Volumes:	50 M
Staff:	25

NATURE AND SCOPE:

This position reports to a three member Board of Trustees and is appointed by the Board to a term of six years. Reporting directly to the incumbent are the heads of the Historical Library, Newspaper Library, State Archives, Census Division, Annals of Iowa, security force, custodial staff and two specialists in the Museum Department.

The Board membership is composed of the Governor, the Superintendent of Public Instruction and the Chief Justice.

The Department of History and Archives is responsible for acquiring, storing and/or displaying historical information, artifacts, and archives of significant value to the history of the State of Iowa.

As Curator, the incumbent is accountable for the securing of historical data or items, their restoration, proper cataloging and storage and the display of those items which are of significant public interest. The incumbent establishes procedures for cataloging and storage to ensure against excessive deterioration and to provide for easy retrieval.

The incumbent stimulates public interest in the department and its programs through public speaking, lectures and the publication of the quarterly Annals of Iowa, a

historical magazine. Tours of the history and archives building are given daily by department staff and the incumbent is available to answer specific questions if requested.

The incumbent maintains statutory accountability for the storage of the administrative, legal and fiscal records of State government. The incumbent assures storage procedures consistent with the specified life of the records, e.g., permanent records are stored in metal containers.

Security of the premises and contents is assured by the Curator through a 24-hour a day security force who patrol the building and grounds.

Subordinate staff assisting the incumbent are as follows:

- Department Secretary (1)
- Museum Department (2) - Catalogue, restore and store historical items, build displays and participate in archeological digs.
- Museum Guide (1)
- Historical Library (3) - Catalogue and store historical volumes, provide reference and research services for historians, professors, students, etc.
- Newspaper Library (2) - Catalogue and store the newspaper history of the State, transfer to microfilm, provide research service to public on request.
- Census Division (2) - Maintain census records for the entire State, search on birth records when requested.
- State Archives (2) - Catalogue and store administrative, legal and fiscal archives of State government according to set procedures, destroy discarded archives as required, microfilm materials as volume requires.
- Annals of Iowa (2) - Accepts and/or write articles on various aspects of Iowa history for publication quarterly, receives subscriptions, records fees, etc.
- Security (4) - Armed security force provides 24-hour a day protection of the building and its contents.
- Custodial (5) - Clean and maintain the building and its contents and serve as auxiliary guards if required.

The incumbent receives archives from all State departments, cooperates with all State departments to avoid duplication of services, serves on several historical commissions, may serve as an expert witness in a court of law, and notifies the Board of Trustees when significant artifacts are acquired or uncovered by the department.

PRINCIPAL ACCOUNTABILITIES

1. Secure significant historical artifacts, items or documents to provide an accurate record of the history of Iowa.
2. Direct the proper storage of all historical items to provide for their preservation.
3. Display historical items of significant public interest to provide cultural and educational opportunities for the people of Iowa.
4. Direct the proper storage of State archives to provide for the maintenance of a record of State government.
5. Direct the activities of a staff of guards to maintain adequate security of the building and its contents.

STATE OF IOWA

Position Description

Date:	February 1973	Position:	Director
Written by:	GLJ	Incumbent:	William Greiner
Approved by:	_____	Reports to:	Committee
		Department:	Soil Conservation

POSITION PURPOSE:

This position is accountable for assuring the development and implementation of effective soil conservation programs throughout the State of Iowa by coordinating the programs of soil conservation District Commissioners with the provisions of soil conservation legislation.

DIMENSIONS:

Operating Budget:	\$148,496
Soil Conservation Districts:	100
Districts' Budget:	\$792,600
Allocation for District Commissioners:	\$ 75M
Soil Survey Budget:	\$125M
Watershed Planning:	\$ 60M
Central Staff:	8
Districts' Staff:	178

NATURE AND SCOPE:

This position reports to the State Soil Conservation Committee. The Committee is composed of seven voting members and five exofficio members. Reporting directly to the incumbent are the Assistant Director, the Resource Conservationist and an Administrative Assistant.

The State Soil Conservation Committee was established by statute in 1939 and was accountable for the establishment of soil conservation districts throughout the State. The Committee's mission has been to establish policies and programs necessary to provide for the conservation of Iowa's soil and water resources. Iowa has 100 soil conservation districts which are responsible for implementing soil conservation programs and practices at the local level. The function of the State Soil Conservation Committee is to coordinate the efforts of individual districts, establish uniform

procedures and enforcement practices and provide financial assistance to the districts in implementing their programs. The Federal Soil Conservation Service maintains a regionalized staff of engineers and other professional specialists to provide technical assistance to both district and State agencies in soil conservation techniques.

The Director and his staff provide assistance to the Committee with the implementation of Committee policies. The Director works with soil conservation district commissioners in developing and implementing soil conservation procedures, provides interpretation of existing legislation and regulations governing soil conservation, promotes community concern and participation in soil conservation programs and coordinates district programs.

Typical of the Director's accountability for interaction with district commissioners is the responsibility for implementing provisions of recently enacted legislation providing for the enforcement of erosion prevention practices. This legislation allows for the filing of complaints and assessment of fines against persons who willfully permit erosion which damages the property of another individual. To implement the program, the soil conservation staff works with district commissioners and SCS technicians to classify types of soils, establish soil loss limits, and develop regulations to guard against erosion. Now, when complaints are received, they are investigated in relation to soil loss limits and if in violation, the owner must install a permanent practice to prevent further erosion. The law further provides that 75% of the cost of permanent practice must be assumed by the State or Federal government or an individual. To meet this requirement, the Director is asking for an additional appropriation of \$2.5 MM for the next fiscal year.

The Director conducts meetings with district commissioners every six months to provide information and interpretation of soil conservation regulations, to discuss and resolve problems and to promote communication and information exchange. District commissioners are required to submit annual reports on past years' activities and funds management.

The incumbent's administrative accountabilities include assuring the provision of support staff for soil conservation district commissioners and assuming the cost of their salaries and expenses. The incumbent's staff is accountable for the printing of ballots and the verification of petitions for the election of district commissioners. Each district has five commissioners and approximately 110 commissioners are elected annually throughout the State.

The incumbent maintains the following subordinate staff:

- Assistant Director - Works with district commissioners and local groups in providing information and education on soil conservation, interprets existing legislation and regulations and maintains liaison with the Attorney General's office to obtain legal opinions, etc. as required.

- Resource Conservationist - Maintains continuing work relationships with district commissioners and their staff, provides assistance to them in developing procedures for soil conservation, assures uniformity, assists them in implementing the new soil erosion enforcement program.
- Administrative Assistant - With the assistance of an accounting clerk, maintains all accounts, prepares budgets, handles personnel records, prepares agency payroll, assures allocation of funds to districts.
- Secretarial Staff - Three secretaries perform secretarial duties, serve as recording secretaries for meetings, assist in performing related office duties, i.e., processing mail, preparation of newsletters, and process materials for district commissioner elections, etc.

The Director serves as Chairman of the Governor's Inter-Agency Resources Council and serves as Chairman of the joint Federal-State of Iowa Cedar Rivers Basin Coordinating Committee to ensure the development of long-range water resource planning. The incumbent also serves as a member of the executive committee of the newly created Department of Environmental Quality, a member of the Governor's Rural Policy Council, a member of the Iowa Land Rehabilitation Advisory Board, and a member of the State Map Advisory Council.

PRINCIPAL ACCOUNTABILITIES:

1. Provides for the effective management and conservation of the State's soil resources through the administration of the provisions of soil conservation laws.
2. Provides educational, financial and promotional assistance to soil conservation district commissioners to assure that local programs are effective in managing soil resources.
3. Coordinates the State Soil Conservation Committee programs with all related federal, State and district programs to provide for an integrated and uniform approach to the conservation of natural resources.
4. Explains and interprets the programs and regulations regarding soil conservation to the public and civic and community organizations to promote an understanding of and concern for soil conservation.
5. Directs the activities of the Soil Conservation Committee staff and performs administrative functions for the Committee to develop and maintain an effective agency operation.

As secretary of the Fair Board, the incumbent is accountable for the implementation of the State Fair Board policies and the development of the State Fair program. The State Fair program plan with projected costs and expenditures is presented to the Board for their approvals by the incumbent. The incumbent maintains accountability for the preparation of the annual budget and assures fiscal controls and management of Board monies throughout the year.

The State Fair Board shares accountability for the development of the annual State Fair program. Each Board member assumes responsibility for various phases of the Fair. These include concessions, industrial exhibits, competitive exhibits, entertainment, publicity, public safety, etc. As plans are developed they are presented to the Board for its approval. The plans are then implemented by the incumbent who works throughout the year to secure commitments and/or contracts with exhibitors, concession licensees, booking agents and organizations sponsoring special events.

The Secretary directs the activities of the State Fair Board staff in the operation of the Board office, in the maintenance and repair of the buildings, ground and equipment. The incumbent assures that additional manpower is secured to prepare the facilities and grounds in anticipation of the exposition. In May, 100 staff are added to prepare and maintain the grounds and buildings. An additional 50 are added during the months of June and July and for the fourteen days of the exposition 1400 staff including law enforcement and public safety personnel are working on the grounds.

The incumbent continually searches for interim events and promotes the utilization of the fairgrounds and its facilities throughout the year. The facilities are extended to nonprofit organizations for a flat service fee. Private groups or organizations are also encouraged to utilize the facilities. Typical of the kinds of activities which occur throughout the year are livestock auctions and sales, horse shows, automobile races and fund raising dinners.

The incumbent assures sufficient publicity regarding the annual exposition and special interim events through press releases, public appearances, media presentations and publication of a newsletter to provide information to the public and to promote attendance.

Subordinate staff assisting the incumbent are as follows:

*Assistant Manager - assists the Director in the administration of day-to-day operations, assumes accountability for assisting in the preparation of the budget.

Personal Secretary -

Bookkeeper - maintains accounts of Board monies and expenditures, prepares the payroll and assists in preparing financial reports.

The table of organization call for 1 Administrative Assistant II, an Administrative Assistant I, and A Secretary I, who have been layed-off because of cash shortage this year. The Secretary of the Fair has assumed all the additional management responsibilities.

Interim Events Manager - full time

Superintendent of Buildings and Grounds (9) - directs the activities of the carpenters, plumbers and mechanics in the maintenance and repair of buildings and equipment.

Concessions Supervisor - 3/4 time

Security Chief - utilizes 4 full-time and other part-time security officers to patrol the grounds and maintain security. The part-time officers are used for special events.

Clerical Support - three regular hourly staff provide clerical assistance and support to the Fair Board staff.

PRINCIPAL ACCOUNTABILITIES:

1. Implements Fair board policy in a timely and effective manner to provide for the development and implementation of an attractive State Fair program.
2. Assures the negotiation of cost effective contracts with various exhibitors, performers and organizations of special events.
3. Secures special interim events throughout the year to provide for added revenues needed to maintain and operate the fairgrounds.
4. Promotes attendance at the State Fair and at interim events through wide-spread publicity, media presentations and press releases.
5. Assures the efficient and cost-effective utilization of Board resources and manpower in the implementation of Board programs.



NATURE AND SCOPE:

This position reports to the Chief Justice of the Iowa Supreme Court. The incumbent is appointed by the nine-member Iowa Supreme Court and serves at the pleasure of the Court. The Iowa Supreme Court is the highest judicial body in the State. The Supreme Court has plenary appellate authority over the several courts of the State and exercises supervisory and administrative control over all inferior judicial tribunals.

The Office of the Iowa Court Administrator was established by statute July 1, 1971, as part of the Iowa court reform movement. The Court Administrator, with the approval of the Supreme Court, shall appoint such assistants as are necessary to enable him to perform the powers and duties vested in him.

The general statutory duties of the Court Administrator cover the collection of data regarding the work load, financing and administrative methods of the Iowa Courts.

Specific statutory duties have been given the Court Administrator under the Unified Trial Court Act and include: Administration of the judgeship formula; providing an annual school of instruction for magistrates; apportionment of judicial magistrates. It is projected that additional statutory duties will be given this new office. See that additional statutory duties will be given this new office. See House File 12, introduced in the 1973 Session of the 65th G.A., State of Iowa, regarding the proposed Judicial Qualifications Commission.

The incumbent maintains general supervision over the support personnel of the Iowa Supreme Court and provides assistance to the Justices in the hiring of new staff. In addition, the incumbent assesses future manpower needs of the Supreme Court and Iowa District Court and develops plans to provide for the funding and acquisition of qualified staff.

The Prehearing Research Division of the Court Administrator's Office makes screening recommendations on pending appeals. The Research Division recommends the allocation of time for oral arguments, assignment of cases to judges based on rotation schedule, hearing of cases by panel or full court and schedule changes when required because of cases involving significant issues.

Through staff, the Court Administrator assures the monitoring of trial court activities. Statistical data is collected, interpreted and reports are prepared to provide information to the Supreme Court, the Legislature, the Governor's Office and the general public on judicial activity.

The Court Administrator maintains statutory accountability for continuing judicial education for Iowa judiciary. The incumbent is working with the American Academy of Judicial Education to establish annual training seminars for magistrates. Additional training seminars for district court judges are currently in the planning stage.

The Court Administrator is responsible for the fiscal management of the Supreme Court. Accounts are maintained, cost analyses are projected and the budget for the Supreme Court is prepared by this office.

One of the Court Administrator's continuing accountabilities is the seeking and securing of federal funds to provide financial assistance to the Iowa courts in implementing the justice system.

The incumbent projects organization of subordinate staff in the following manner:

Judicial Statistician - collects, collates, interprets data on trial court activity, prepares annual report on trial court activity in Iowa.

Research Director (2) -this supervisor and two staff attorneys analyze pending appeals, recommend time allotted for oral arguments and prepare prehearing bench memoranda.

Budget and Finance Officer - maintains State and federal accounts, makes cost analyses, prepares the annual budget.

In addition to statutory duties and responsibility for the non-judicial activities of the Iowa Supreme Court, the Court Administrator serves as participant in activities to improve the administration of justice in Iowa. Representative activities are as follows:

1. Counsel of State Representatives, National Center for State Courts
2. Executive Committee, Conference of State Court Administrators
3. Advisory member, Supreme Court Study Committee of Iowa Legislature
4. Member, Governor's Task Force on Court Reform
5. Advisory Member, Court Committee, Iowa Crime Commission.

The Office of Court Administrator is a full time position and neither the Court Administrator nor his assistants shall practice law. The Court Administrator and his assistants serve at the pleasure of the Court.

PRINCIPAL ACCOUNTABILITIES:

1. Assure the efficient administrative management of the Iowa Supreme Court through proper utilization of court resources and manpower.
2. Provide prehearing research for the Iowa Supreme Court in an effective manner to contribute to the expeditious disposition of pending appeals.

3. Make budget recommendations to the Iowa Legislature based on financial data maintained or gathered to seek adequate state funding for the Iowa Judiciary.
4. Provide for the space and equipment needs of the Iowa Supreme Court.
5. Monitor the Iowa trial court activity by collecting statistical data and issue an annual report of that activity.
6. Assist the effective implementation and smooth transition of the Iowa courts to the Unified Court system.
7. Provide for the continuing education of the Iowa judiciary through the development and implementation of seminars pertinent and beneficial to Iowa Judges.
8. Seek federal funding for the Iowa Judiciary.

STATE OF IOWA

Position Description

Date:	February, 1973	Position:	Executive Director
Written by:	GLJ	Incumbent:	Ronald Saf
Approved by:	_____	Reports to:	Board
		Department:	Board of Medical Examiners

POSITION PURPOSE:

This position is accountable for providing assistance to the Board of Medical Examiners in the effective and uniform implementation of the physicians certification program and the enforcement of the Medical Practice Act to provide administrative controls on the practice of medicine, osteopathic medicine and surgery in Iowa.

DIMENSIONS:

Operating Budget:	\$71,280
Number of Licenses issued annually:	
Initial Certifications:	290
Temporary Licenses:	60
Resident Licenses:	55
Renewals:	6 M
Staff:	2

NATURE AND SCOPE:

This position reports to the eight member Board of Medical Examiners. The Board is composed of six physicians and two osteopathic physicians. Reporting directly to the incumbent are two secretaries.

The Iowa Board of Medical Examiners is charged with the statutory accountability of implementing and enforcing the physicians licensure laws of the State. The Board issues initial certifications through examination or endorsement, temporary and resident licenses and renewal certifications. The Board is also responsible for enforcing the Medical Practice Act for the State of Iowa and as such investigates complaints registered against physicians.

The Executive Secretary is accountable for the review of all applications for certification. Candidates must have a diploma from an approved school of medicine, an Iowa basic science certificate, completed internship and must successfully complete

The certification examination or be licensed by written examination in another state. The incumbent recommends certification of candidates who qualify to the Board. Once certified by the Board the list of candidates is sent to the Department of Health and licenses are issued by that department.

The certification examination is administered by the Board office twice annually. The incumbent is responsible for assuring all preparations, scheduling the examination, maintaining security and notifying candidates of examination results. The incumbent cooperates with other states in allowing candidates to sit the examination in Iowa and makes arrangements for Iowa candidates to sit the examination in another state.

The Board certifies and issues licenses for resident physicians. The Board also grants temporary licenses, which are valid for one year and may be renewed annually for a period not to exceed two additional years. These are typically given to physicians from foreign countries who have not yet met all of the requirements for Board certification.

Complaints received by the Board regarding individual physicians are investigated by the incumbent. Certification is verified, the complaint is researched by the incumbent and if charges are valid, the incumbent recommends that a hearing be conducted. The incumbent sends the notice of hearing and prepares the formal complaint and statement of charges for the Board. The incumbent may testify during the hearing if requested. The Board enters the findings of Fact and Conclusions of Law and may direct the Commissioner of Health to revoke or suspend the physician's license.

The incumbent's general administrative accountabilities include answering all correspondence and inquiries regarding licensing and eligibility requirements. Approximately 1 M pieces of correspondence are received monthly from physicians, students, out-of-state physicians and physicians from foreign countries. The incumbent also prepares the monthly agenda for Board meetings and assures preparation of minutes, etc.

The Board and the Executive Secretary are currently developing programs and regulations for certification of physicians assistants in accordance with legislation passed by the General Assembly. The law requires the establishment of a physicians assistant program. Prior to implementing the program, the Board is responsible for developing certification requirements and procedures for physicians assistants. A report has been prepared by the incumbent and the Board and has been submitted to the Governor and the legislature on this program.

The incumbent works closely with the Commissioner of Health on physicians licensure and violations of the Medical Practice Act. The incumbent cooperates with the Attorney General's staff in decisions appealed to courts, with the Comptroller's office on fiscal and payroll matters and the Merit Employment Department. The incumbent maintains liaison with local law enforcement officials, and federal narcotics authorities in the investigation of suspected violations of the Medical Practice Act.

PRINCIPAL ACCOUNTABILITIES:

1. Review applications requesting Board certification to assure that candidates are eligible and meet all requirements necessary for certification.
2. Assure the efficient administration of the Board certification examination through proper scheduling, maintenance of security and the timely notification of test results.
3. Investigate complaints against physicians thoroughly to provide for an accurate determination regarding the seriousness of complaint.
4. Prepare statements of charges against physicians thoroughly and accurately to assure that the Board has sufficient information regarding charges to make fair decisions.

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IOWA LEGISLATIVE SERVICE BUREAU

SALARIES FOR ELECTED STATE OFFICIALS
OF THE STATE OF IOWA

A report to the Commission on Compensation,
Expenses and Salaries for Elected
State Officials

JANUARY 1973

This report is for the use
of the above named Commission

PREPARED BY:

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IN CONSULTATION WITH:

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INTRODUCTION

The sixty-fourth General Assembly of the State of Iowa, in its second session, established a commission to be known as the Commission on Compensation, Expenses and Salaries for Elected State Officials to make recommendations to the General Assembly as to the compensation and expenses of members of the General Assembly and constitutional judicial officers.

Hay Associates was retained by the Commission to review and analyze the salaries of elected state officials and submit recommendations for the consideration of the Commission in preparing its report to the General Assembly. This study was directed toward the development of salary standards that are both internally equitable, in the relationship of one position to another within the group, and externally competitive, to enable the State to attract and retain qualified personnel for these important positions.

II

PROCEDURE

As a basic first step prerequisite to our later findings and recommendations, job descriptions were prepared based on interviews with the incumbents. In the case of Supreme Court Justices, District Court Judges and Legislators, groups of incumbents were interviewed by two consultants. Job descriptions were then prepared by the consultants and the incumbents in collaboration. These descriptions are included in Appendix A of this report. The emphasis in these interviews and descriptions was on the requirements of the position as performed at an acceptable level, not on the individual incumbent's performance.

The positions included in this study were then evaluated by your consultants using the Hay Guide Chart - Profile Method of evaluation. This method enables numerical value to be assigned to each of the three major components common to all positions in any organization:

Know-How - the sum total, however acquired, of technical or specialized knowledge, human relations skills, and managerial know-how required for acceptable job performance in resolving the problems and discharging the accountabilities of the position.

Problem Solving - the amount of original, "self-starting" thinking required by the job for analyzing, evaluating, reasoning, arriving at and making conclusions, either in the form of recommendations or decisions.

Accountability - the measured effect of the job on end results; the answerability for actions and the consequences of actions.

Point values are assigned for each of these three components and the total of these three point values represents the evaluated job content of the job. The Guide Charts used in this process are shown behind Tab B in the Appendix.

A summary of the evaluations is shown in Table I on the following page.

Following the job description and evaluation phase, we analyzed your current salary practice for internal consistency and external competitiveness. These analyses follow in the next section of this report.

STATE OF IOWA

JANUARY 1973

POSITION	INCUMBENT	KNOW-HOW		PROBLEM SOLVING		ACCOUNTABILITY		TOTAL POINTS "p"	PRESENT SALARY
		Slot	Points	Slot (%)	Points	Slot	Points		
Governor		GVI3	1600	H5 (87)	1400	I5P	2112	5112	\$
Chief Justice		GV3	1400	G5 (76)	1056	I5C	1400	3856	35,000
Supreme Court Justices		GV3	1216	G5 (76)	920	I5C	1216	3352	25,000
Attorney General		GIV3	1056	G4 (66)	700	G5C	700	2456	25,000
District Court Justices		GIV3	920	G4 (66)	608	G5C	700	2228	22,500
Secretary of Agriculture		GIII3	700	F4 (57)	400	F5C	460	1560	18,500
Auditor of State		GIII3	608	F4 (57)	350	F5C	400	1358	18,500
Treasurer of State		GIII3	608	F4 (57)	350	F5C	400	1358	18,500
Lieutenant Governor		FIII3	528	F4 (57)	304	F5C	400	1232	11M + 80/day
Speaker of the House		FIII3	528	F4 (57)	304	F5C	400	1232	11M + 80/day
Secretary of State		FII3	400	F4 (50)	200	E5C	264	864	18,500
Majority/Minority Leader; Committee Chairman		FII3	400	E4 (50)	200	E5C	264	864	6.5M + 40/day
Legislator (Senator/ Representative)		FII3	350	E4 (43)	152	D5C	175	677	5.5M + 40/day

III
FINDINGS

A. Current Salary Practice

To assess the degree to which the State's current salary practice for elected state officials is internally equitable, and to furnish a basis for external comparisons, a scattergram was prepared and an "actual practice line" drawn through the data. The scattergram consists of plots of the intercepts of total points awarded each job and the annual base salary paid to the incumbent of that position.

In organizations where salaries are reasonably consistent with job content we find the increase in point totals accompanied by a corresponding increase in salaries. The result is that a line of best fit drawn through the scatter of dots to represent the current actual salary practice of the organization will be an approximately straight line with a rising slope. Such straight lines are common, although by no means universal, among our clients in the private sector.

In our studies of state government compensation, it is more common to find a segmented or broken line, usually with three different slopes. In such lines, the lower segment has a fairly steep slope comparable to that found in the private sector; the middle segment has a somewhat flatter slope; and the upper segment an extremely flat slope. Thus, the dollar value per point for the top State officials is significantly less than that of the clerical, professional and lower supervisory and managerial positions in the bottom segment.

Because of the limited nature of the sample of jobs included in this report, we did not find a bend in the actual practice line in this study. However, our work with other state governments and data previously obtained from the State of Iowa as part of our Annual State Survey of Cash Compensation Practices, leads us to believe that a larger sample, with more representation at the lower levels, would show such a downward bend.

Chart 1, following, shows the scattergram referred to above. Each dot represents a position with one or more incumbents. Because the salaries for legislative positions, and for the Lieutenant Governor, are paid for something less than full-time work, we have shown them as a vertical line extending on the dollar axis from the annual salary at the low end up to double that amount at the high end. This assumes that present annual salaries were set with the expectation that the jobs would be approximately half-time jobs. Two separate vertical lines are shown at 1232 points for the Lieutenant Governor and Speaker of the House, since these are two separate positions; similarly, two lines have been shown at 864 points for the positions of Majority/Minority Leader and Committee Chairman, since we have regarded these as two separate jobs; the position of Legislator is represented by a single vertical line at 677 points. These entries reflect base salary only and do not take into account expense allowances nor the cash equivalent of perquisites and other fringe benefits. An actual practice line has been drawn through the data. The entry for the job of Legislator was not given significant weight in arriving at this line, since the salary for this job seems to represent an exception to the general practice reflected in this scattergram. While the salary for this job may reflect the downward bend that we anticipate, we felt that the salary for a single job (in spite of the large number of incumbents) was insufficient data upon which to base the lower or middle segment of a segmented actual practice line.

It can be seen that the dispersion around the actual practice line (with the exception of the Legislator) is relatively modest, indicating a fairly high degree of consistency in salaries within this limited group of jobs.

B. External Competitiveness

In addition to analyzing your pay practice internally, we have examined that pay practice in relation to that of other state governments and to our industrial and financial clients in the private sector to assess the degree to which it is externally competitive.

Hay Associates gathers compensation data from our clients annually and develops survey data for their use in making compensation policy decisions. The survey charts in these annual studies show a framework of five lines. The high (H) and low (L) lines are the highest and lowest pay practices respectively of the organizations surveyed, at key Hay reference points. The first quartile (Q1) and third quartile (Q3) lines encompass the middle 50% of the cases. The median line represents the central or middle point, with half of the actual practice lines above and half below the median. The average (Av) line represents the average of the actual practice lines at key Hay reference points.

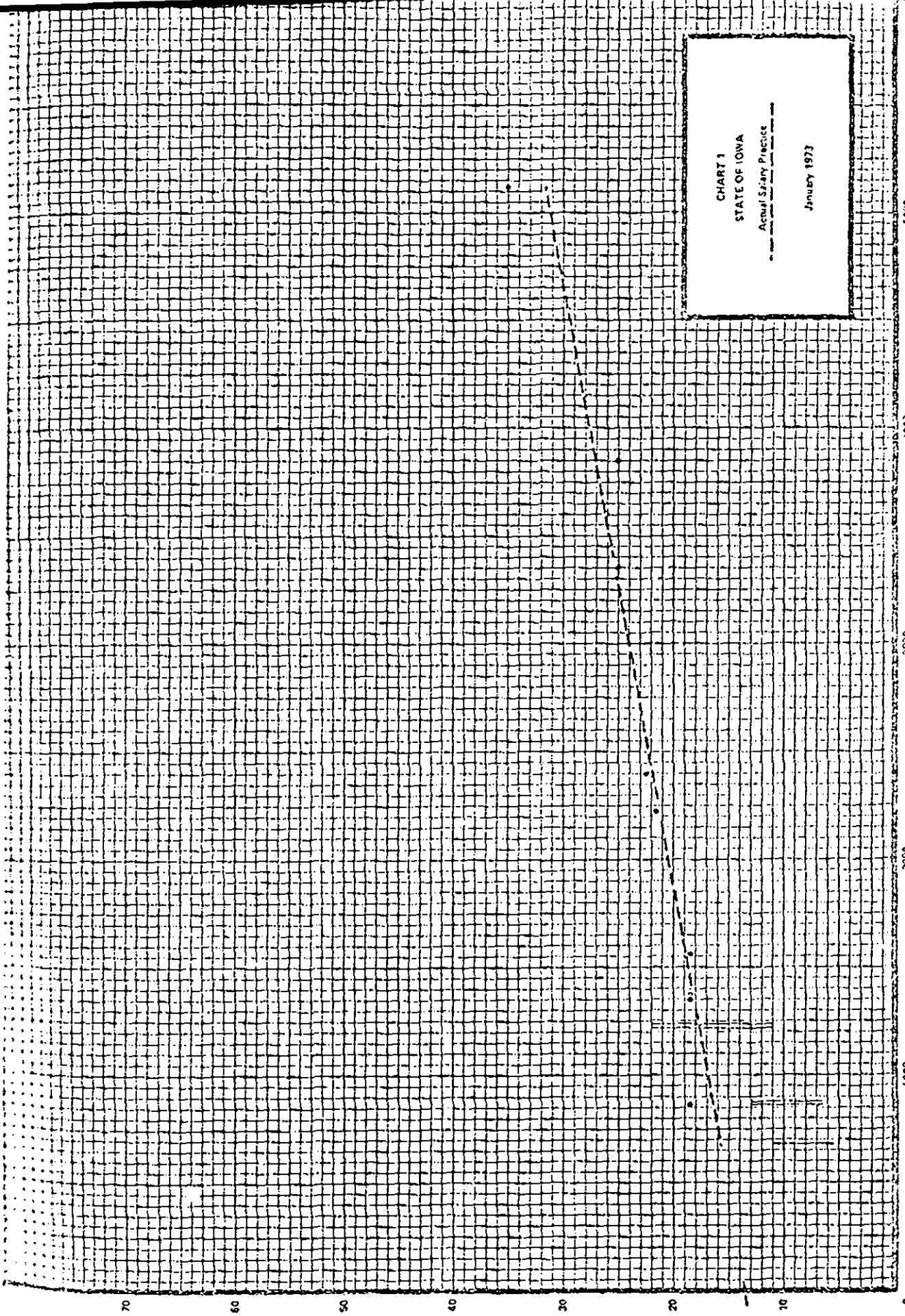


CHART 1
 STATE OF IOWA
 Actual Salary Practice
 January 1973

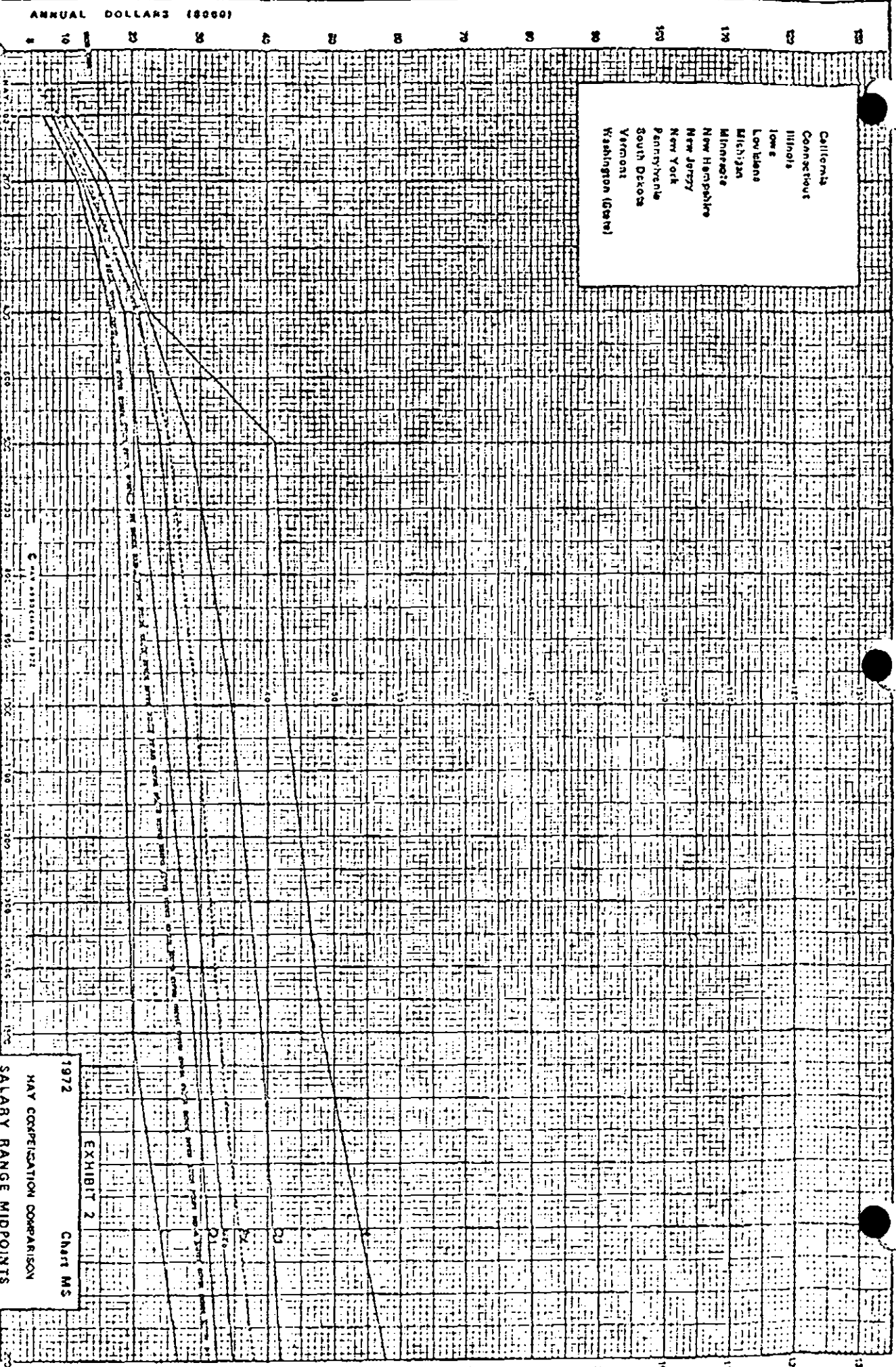
ANNUAL SALARY (\$000)

TOTAL EVALUATION POINTS

Chart MS, following, shows Iowa's actual practice line superimposed on our 1972 survey of 14 state governments. It will be seen that the greater part of this line is below the first quartile (Q1) line of the survey, indicating that Iowa is within the first quartile of the survey and, therefore, among the lower paying State governments. This should not be taken to reflect the relative size of the State of Iowa compared to some of the large States included in the survey, inasmuch as differences in population and state operating budget have been taken into account, along with other factors, in assigning point values. Thus, salaries paid by the State of Iowa are low in relation to those paid by other States even after taking into account relative differences in size as well as other considerations that affect these jobs.

It will be noted that the average line on Chart MS shows several bends of the type discussed above, with a cumulative flattening effect that is only slightly off-set by a slight upward bend at the end of the line. This step is steepest from 250 to 500 client points (an area not covered at all by this study); is only slightly less steep from 500 to 1000 points (an area represented in this study only by the Legislator, Majority/Minority Leader, Committee Chairman and Secretary of State); becomes noticeably flatter from 1000 to 1500 points; is quite flat from 1500 to 3750 points; with a slight upward bend from 3750 to 5000 client points.

- California
- Connecticut
- Illinois
- Iowa
- Lowland
- Michigan
- Minnesota
- New Hampshire
- New Jersey
- New York
- Pennsylvania
- South Dakota
- Vermont
- Washington (State)



1972
MAY COMPARISON COMPARISON
SALARY RANGE MIDPOINTS
Chart MS
State Governments

Year	1972	1973
Midpoint	11.4	13.2
Current	12.7	14.5
Actual	12.2	14.2
Lowland	11.0	12.6
Lowland	10.7	11.6
Lowland	10.3	11.4
Lowland	10.0	11.1
Lowland	9.7	10.8
Lowland	9.4	10.5
Lowland	9.1	10.2
Lowland	8.8	9.9
Lowland	8.5	9.6
Lowland	8.2	9.3
Lowland	7.9	9.0
Lowland	7.6	8.7
Lowland	7.3	8.4
Lowland	7.0	8.1
Lowland	6.7	7.8
Lowland	6.4	7.5
Lowland	6.1	7.2
Lowland	5.8	6.9
Lowland	5.5	6.6
Lowland	5.2	6.3
Lowland	4.9	6.0
Lowland	4.6	5.7
Lowland	4.3	5.4
Lowland	4.0	5.1
Lowland	3.7	4.8
Lowland	3.4	4.5
Lowland	3.1	4.2
Lowland	2.8	3.9
Lowland	2.5	3.6
Lowland	2.2	3.3
Lowland	1.9	3.0
Lowland	1.6	2.7
Lowland	1.3	2.4
Lowland	1.0	2.1
Lowland	0.7	1.8
Lowland	0.4	1.5
Lowland	0.1	1.2

03 and 01 enclose middle 90% of Company median line.

Chart A, following, shows the State of Iowa's actual salary practice compared to that of 246 Hay industrial clients, including both bonus paying companies (actual base salaries only) and nonbonus paying companies. It will be seen that the State of Iowa's actual line is below the first quartile line throughout (except at the very beginning of the line) and that it is below the low line of the survey from approximately 1435 client points on. Positions in this study that fall above 1435 client points are the Treasurer, Auditor, Secretary of Agriculture, District Court Judges, Attorney General, Supreme Court Justices, Chief Justice and Governor. The positions of Majority/Minority Leader, Committee Chairman, Secretary of State, Speaker of the House and Lieutenant Governor are in the part of the line which is below the first quartile line but above the low line on the chart.

This relationship to the survey data reflected in Chart A differs from other states only in degree. The average line for the 14 State governments is below the first quartile line throughout and below the low line from 2350 client points on. Positions in the State of Iowa evaluated above 2350 points include the Attorney General, Supreme Court Justices, Chief Justice and Governor.

Chart G, following, shows the State of Iowa's actual salary practice compared to that of Hay financial clients. Financial firms as a group, particularly with the inclusion of hospitals and Blue Cross/Blue Shield plans, pay somewhat less than the industrial firms. Thus, the State of Iowa's actual line starts at the third quartile line at the very beginning of the line and then drops down through the median line at 750 client points, through the first quartile line at approximately 840 points and through the low line at approximately 1500 points. All but one of the jobs evaluated in this study are in the area that falls below the first quartile line and most of them are in the area that falls below the low line of this survey.

C. Attitudes on Compensation

We obtained opinions on compensation matters in the course of our interviews and by asking interviewees to complete an opinion survey questionnaire. The following is a summary of the views elicited in this manner, without identifying individual views.

In general, the respondents see a need to increase State salaries in order to make them reasonably competitive and to enable the State to attract and retain qualified personnel. Concern was expressed about the "compression effect" of salaries for the positions in this group upon the salary levels of their subordinates. Particular concern was expressed about the problem of attracting members of the legal profession to positions in the executive department and on the bench because of the present relatively low salary levels in the state government. The present \$15 a day expense allowance for members of the Legislature was generally seen as low.

The salaries of the Supreme Court Justices and District Court Judges were generally perceived as quite low. Specific suggestions for judicial salaries were \$40,000 for Supreme Court Justices and \$35,000 for District Court Judges. The problem of attracting successful members of the legal profession to accept appointment to the bench was seen as particularly acute and suggests the need for further study.

Salaries for elected State officials in the executive branch were generally seen as fairly low. Specific suggestions for salaries for members of the Executive Council, who now make \$18,500, ranged from at least \$23,500 to \$25,000 and considerably higher for the Attorney General, who now makes \$22,500. The problem of salary compression is particularly acute in the Attorney General's Department but exists to some degree in each of the departments headed by an elected official.

Reporting to the Attorney General is a Solicitor General who receives \$22,400 - only \$100 a year less than the Attorney General - and several Assistant Attorneys General who receive \$22,300 a year - only \$200 a year less than the Attorney General. New law school graduates who were paid \$6,000 a year in 1967 are now hired at \$11,000 a year (the prevailing rate for new law school graduates in the private sector is around \$14,000 a year). In this case, the pressure of increased hiring rates for beginning attorneys has pushed the supervisory salaries close to the salary of the head of the department.

The Auditor of State, who is paid \$18,500 a year, has a Deputy paid \$17,628 and four supervisors (Auditor of State Assistants) in charge of major segments of the audit program who are paid \$16,788, only \$1,712 less than the Auditor.

The Secretary of Agriculture, who also receives \$18,500 a year, supervises a Deputy Secretary who is paid \$17,628.

The Secretary of Agriculture and Secretary of State, each of whom are paid \$18,500, each supervise a Deputy Secretary who receives \$17,628. The Treasurer of State, who is also paid \$18,500 a year, has reporting to him a Deputy Treasurer at \$16,788 and Assistant Treasurers at \$17,628.

The general perception of the compensation for legislators is that the salary of \$5,500 and the expense allowance of \$15 a day are quite low, especially the latter, while the \$40 a day per diem for interim work is generally seen as only slightly low. A consensus of the views expressed to us is that a salary of \$8,000 plus the present \$40 per diem for interim work would be appropriate if the job in practice proves to be a half-time job; \$12,000 plus the \$40 per diem for a three-quarter time job; and a flat salary of \$18,000 if the job develops some day into a full-time job. In general, the feeling was that the job of legislator was intended to be a half-time job, and is paid accordingly, but that it was tending to become at least a three-quarter time job.

It was generally felt that the legislators' present expense allowance of \$15 a day for not more than five days a week should be increased somewhat and that it should be paid on a seven days a week basis while the Legislature is in session. An allowance for postage and a mileage allowance for a trip home during the week, if necessary, were also suggested.

Additionally, there were suggestions that the work of the legislators might be facilitated by assignment of individual research assistance, improved office facilities and creation of a secretarial pool. While these questions of expense allowances, office facilities and staffing go beyond the scope of our study, we feel it appropriate to pass on these comments.

Opinions on the appropriate salary for the Speaker of the House and the Lieutenant Governor, both of whom are now paid \$11,000 a year plus \$80 per diem, ranged from \$15,000 to \$20,000 a year.

While all the jobs included in this study were perceived as jobs with fairly high status in the community, nonetheless the general perception was that an increase in salary levels would lead to an increase in the quantity and quality of persons interested in becoming candidates for public office and consequently to a general improvement in the level of state government.

IV

RECOMMENDATIONS

We recommend that the State of Iowa adopt a policy midpoint line essentially the same as the average for other state governments as shown in Chart MS. While the upper part of this line will still be considerably below prevailing salary levels in industry and finance as reflected in our Charts A and G, it will represent a marked improvement over the current salary practice of the State and put Iowa in a position of paying at least the average of other states for positions evaluated at these same levels. While we ordinarily support the adoption of a single policy structure, we feel that, realistically, the policy line for the State of Iowa should follow the same general pattern as that adopted by other state governments.

Specifically, we recommend the following policy formulae:

- a. Up to 1000 client points:
Salary = \$15.00 a point plus \$5,000 constant
- b. From 1000 to 1500 points:
Salary = \$10.00 a point plus \$10,000 constant
- c. Above 1500 points:
Salary = \$4.00 a point plus \$20,000 constant

To derive the recommended salary for any given position, we multiply the total number of points awarded that position (previously shown in Table I) times the appropriate factor of \$4.00, \$10.00 or \$15.00, and add the appropriate constant.

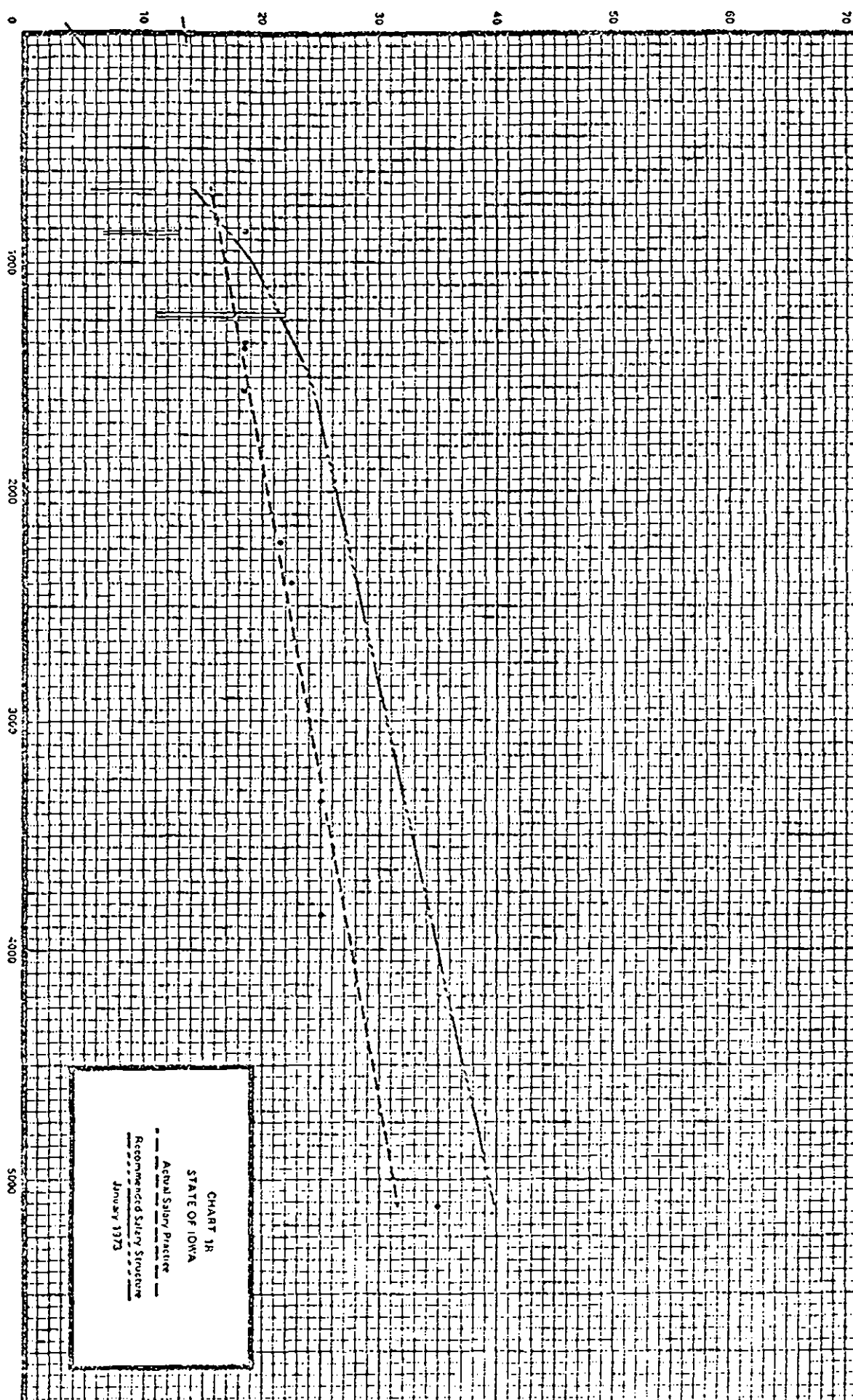
Chart IR, immediately following this page, shows our Recommended Salary Structure displayed against the Actual Salary Practice line developed on Chart 1, following page five.

Charts MSR, AR and GR, following, show the relationship of the recommended policy line to the survey data.

Table II, following these charts, shows our specific salary recommendation for each position.

ANNUAL SALARY (\$000)

EDWARD N. HAY & ASSOCIATES



TOTAL EVALUATION POINTS

CHART 1A
STATE OF IOWA
Actual Salary Practice
Recommended Salary Structure
January 1973

Chart MSR, following, shows the recommended policy line, as well as the actual practice line, superimposed upon the State survey data. It will be seen that the recommended policy line is essentially the same as the average salary practice line for the 12 state governments participating in this survey. We feel that this recommendation will put the State of Iowa in a more competitive position in attracting and retaining qualified personnel and reward them on an equitable basis in relation to the compensation paid by other states.

- California
- Connecticut
- Illinois
- Iowa
- Louisiana
- Michigan
- Minnesota
- New Hampshire
- New Jersey
- New York
- Pennsylvania
- South Dakota
- Vermont
- Washington (State)

ANNUAL DOLLARS (\$000)



COMPENSATION P - 315	500	1000	1500	1800	2100	2500	3000	3750	5000
Project	11.6	14.2	22.2	41.2	42.9	46.2	51.6	60.2	71.6
General	11.6	14.2	22.2	41.2	42.9	46.2	51.6	60.2	71.6
Special	11.6	14.2	22.2	41.2	42.9	46.2	51.6	60.2	71.6
Quartile Q1	6.7	11.8	16.7	17.3	18.4	19.4	20.4	21.9	25.2
Quartile Q3	6.9	12.4	20.4	35.2	35.4	35.4	35.4	35.4	38.0

1972
MAY COMPETITION COMPARISON
SALARY RANGE MIDPOINTS
State Governments

Q3 and Q1 salaries middle 50% of Company median lines.

EXHIBIT 2

Chart MSR

January 1973

Chart AR, following, shows the recommended policy line and the actual practice line superimposed upon the industrial survey data. While hardly a strong competitive position in relation to private industry, particularly above 1000 client points, it is at least as competitive with other states. Below 1000 points, it is reasonably competitive with industry. From 1000 to approximately 2350 points the recommended policy line is in the first quartile of industrial base salary practices. Above 2350 client points, the recommended line is below the low line of our industrial clients. Positions in the State of Iowa evaluated at this level include the Attorney General, Supreme Court Justices, Chief Justice and Governor.

Chart GR, following, shows the recommended policy line and the actual line superimposed upon our financial survey data. The recommended line approximates the median line up to 1000 of your points and, therefore, is fully competitive with financial firms. Positions evaluated in this area up to 1000 points include the Legislator, Majority/Minority Leader, Committee Chairman and Secretary of State. Between 1000 and 1300 points, the recommended line is within the first quartile of the firms in our financial survey. The positions of Speaker of the House and Lieutenant Governor are in this point range. Above approximately 1300 of your points, the recommended policy line is below the low line of the survey.

FINANCIAL

Annual Report of the Iowa State Board of Finance, 1972-73. The Board of Finance is the highest authority in the State for the administration of the State's financial affairs. It is composed of the Governor, the Auditor of State, and the Treasurer of State. The Board's primary responsibility is to ensure that the State's financial resources are used efficiently and effectively to provide the highest quality of public services.

VARIOUS

Various financial institutions and services are available to the public. These include banks, insurance companies, and hospitals. Each of these entities plays a vital role in the State's financial system, providing essential services to individuals and businesses alike.

BLUE CROSS / BLUE SHIELD

Blue Cross and Blue Shield are important components of the State's health care system. They provide health insurance coverage to millions of Iowans, ensuring that they have access to the medical services they need to stay healthy and productive.

These various financial entities and services are all interconnected and work together to support the State's overall financial health and well-being. The Board of Finance continues to monitor and regulate these entities to ensure they operate in the best interests of the State and its citizens.

BANKS

The State's banking system is robust and diverse, offering a wide range of services to its customers. Major banks include the First National Bank, the State Bank, and the Farmers and Merchants Bank. These banks provide essential services such as checking and savings accounts, loans, and investment services.

Insurance companies are also a key part of the State's financial landscape. They provide a variety of insurance policies, including life, health, and property insurance. These policies help individuals and businesses manage risk and protect their assets.

Hospitals are another critical component of the State's financial system. They provide essential medical services to the community and are a major employer in the State. The State's financial support for hospitals is crucial to ensuring that all Iowans have access to high-quality medical care.

The Board of Finance works closely with these various entities to ensure they are operating efficiently and effectively. It provides oversight and support to help them serve the State and its citizens better.

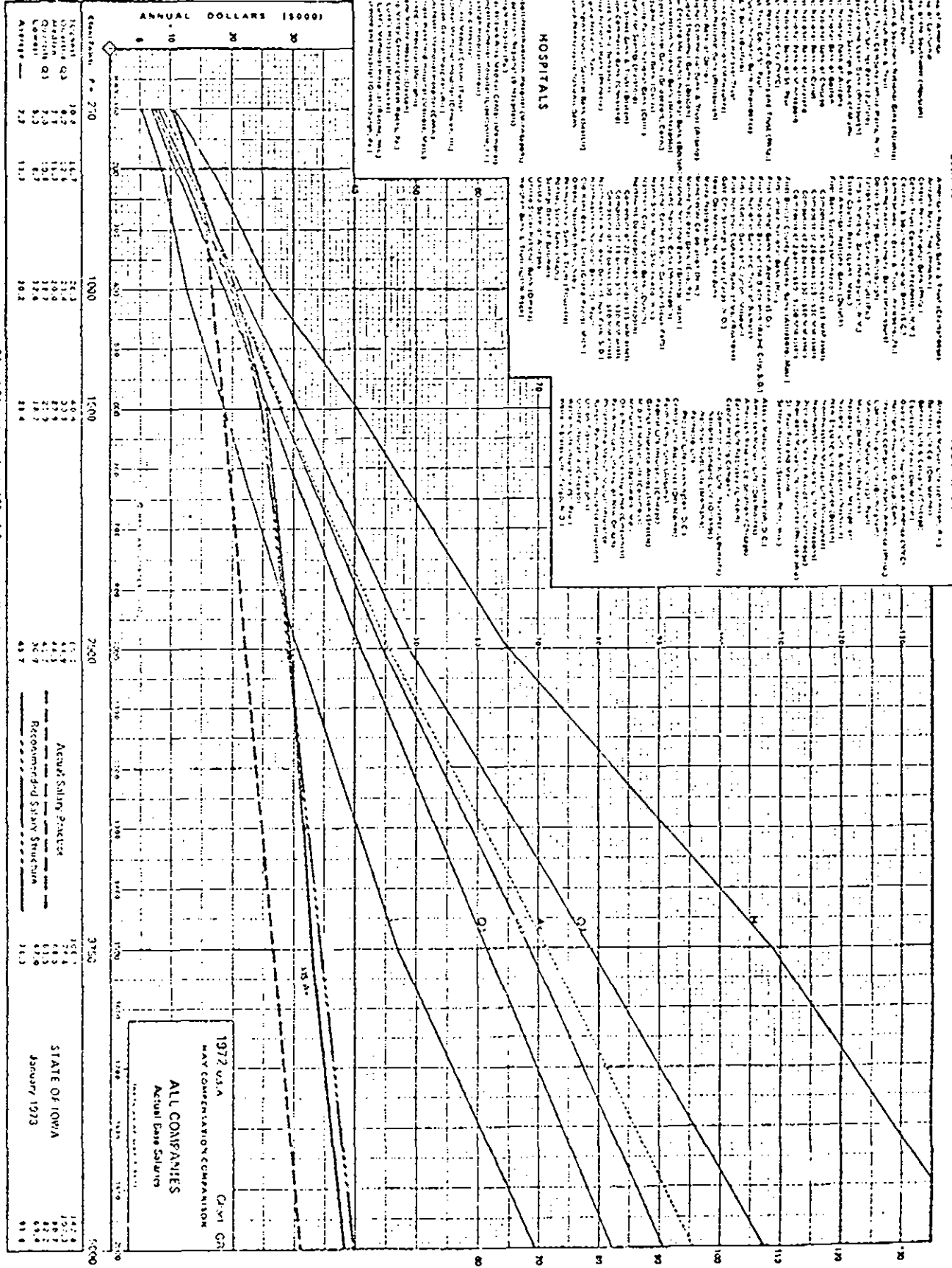
INSURANCE

The insurance industry in Iowa is highly regulated and provides a wide range of products to meet the needs of its policyholders. Life insurance companies like the Farmers Group and the State Life Insurance Company are prominent in the market.

Health insurance is also a major focus for the industry. Many employers in Iowa offer health insurance as a benefit to their employees, and individuals can also purchase private health insurance.

The Board of Finance oversees the insurance industry to ensure that it operates in a fair and equitable manner. It sets standards for insurance companies and ensures that they are providing the best possible service to their policyholders.

Overall, the insurance industry is a vital part of the State's financial system, providing essential protection and services to its citizens.



03 and 01 indicate median 50% of Company median lines.

1972 U.S.A. MAY COMPARISON CHART
ALL COMPANIES
 Actual Base Salary

Actual Salary Practice
 Recommended Salary Structure

STATE OF IOWA
 January 1973

The Chief Executive also is responsible for taking final action on all laws enacted by the General Assembly. He may approve, by signing, a bill passed by both houses or disapprove, by veto, or he may allow a bill to become law without his signature. The Governor has the power of item veto with regard to appropriation bills. A two-thirds vote in each House is required to override a veto.

The Governor may call an extra session of the assembly when he feels the necessity of such action; may order adjournment of the legislature if the members cannot reach agreement when to adjourn; and must report to the legislature the financial condition of the State and his recommendation for any appropriate action concerning the financial status.

The Governor appoints all principal officers of the State not elected by the people, and certain officers connected with the State Government, by and with the consent of the Senate. When any office, from any cause, becomes vacant, and no mode is provided by the constitution and laws for filling such vacancy, he has power to fill such vacancy.

The Governor has the task of granting or denying executive clemency in the form of restoration of voting rights, commutation of sentences, pardons, and remission of fines and forfeitures.

The specific duties also include being commander-in-chief of the military forces of State, Chairman of the Executive Council, issuing notary public commissions, issuing land patents, and granting or denying extradition whenever there is a request for a fugitive from justice.

Of critical concern to the State is the planning and leadership function of this position. Anticipating and effectively communicating to the public and the Legislature the problems of the future and recommending appropriate action has a profound effect on the life of each inhabitant of Iowa.

The Governor operates within the guidelines established by the State Constitution and laws and judicial interpretations. The position also contains certain elements which result in it being held accountable for specific accomplishments or functions over which it has no control or constitutional power. The Governor has many obligations as the chief executive to the people of Iowa in addition to the specific statutory duties. These include meeting different groups or individuals, to discuss their problems which in some way have effect upon the government; conferring with Iowa's national delegation to coordinate national situations which might affect Iowa; answering voluminous correspondence from the Electorate; and endeavoring to meet visitors who wish to come and visit the state capitol and the Governor's Office. In summary, the Governor is the Chief Administrator of the State Government and despite limited constitutional and statutory powers in many areas, is held responsible by the citizenry for the effective and efficient administration of the various departments and agencies.

Additionally, it is necessary for incumbent to individually represent his State to other states seeking common goals and to the Federal Government. In this instance, this position must ensure that its input and influence is not only successful on behalf of Iowa but that a true contribution is continually made to national goals.

The occupant of this position is also the official head of his respective political party and is required to accomplish all the obligations, endorsements and activities normally commensurate with that position. This commitment combined with the required speaking engagements, the social schedule and hosting of dignitaries, the necessary union and labor contacts, responding to the President or the U.S. Congress upon request, screening personally all appointments and the day to day operating of a State Government, offer a partial picture of this office's significance.

The Chief Executive Officer of the State of Iowa should possess a high degree of skill in management, communications, and human relations, as well as the necessary physical and intellectual stamina required to function with the daily difficulties and complexities of this position. No person is eligible for the governorship who has not been a citizen of the United States and resident of this state two years next preceding the election, and attained the age of 30 years at the time of said election.

PRINCIPAL ACCOUNTABILITIES:

1. Supports, defends, and enforces the Constitution of the State of Iowa to protect the welfare of the people and the resources of the State.
2. Directs the State Government to provide the citizens with an efficient and cost-effective governmental body.
3. Projects and plans for the future of the State to provide for the best interest of the people of Iowa.
4. Contributes the knowledge and influence of the office to the welfare of other states and the nation.
5. Makes such appointments as required to assure that only the best qualified are appointed.
6. Issues and justifies such recommendations to the Legislature as necessary to the present and future well-being of the people.
7. Commands the military forces of Iowa to ensure the protection of the rights and property of all inhabitants.

STATE OF IOWA

Position Description

Date: December 1972 Position: Chief Justice
Approved by: _____ Incumbent: C. Edwin Moore
Department: Supreme Court
Government Branch: Judiciary

POSITION PURPOSE:

As a member of the Supreme Court, to review and decide legal questions in appeals from decisions of the trial courts of Iowa as a member of the State's appellate court of last resort; and as administrative head of the judiciary to supervise and improve the administration of justice in the State of Iowa.

DIMENSIONS:

In Summary:

Staff:

Of Court as a whole - 19

Of each Justice - 2

Budget:

(including Justices - \$990 M

Court Budget and Staff:

The Iowa Supreme Court has an annual (projected 1974) budget of approximately \$700,000. This budget covers salaries and maintenance of 29 people - 9 Justices, 9 Law Clerks, 9 Secretaries, an Executive Secretary, and a Clerk-Custodian. Each Justice has a Law Clerk and Secretary reporting directly to him.

Supporting Departments
Budget and Staff:

The Iowa Supreme Court has two supporting documents:

- (a) The Court Administrator's Office has an annual (projected 1974) budget of approximately \$250,000. This covers 13 people - a Court Ad, a Research Director, a Jud' Statistician, a Systems, and Finance Officer, 5 Secretaries.

- (b) The Supreme Court Clerk's Office has an annual budget of approximately \$40,000. This budget covers 4 people - a Supreme Court Clerk, and 3 Clerk-Secretaries.

NATURE AND SCOPE:

The Supreme Court is established by the Iowa Constitution as the State's highest judicial body in one of the three independent branches of state government. The Supreme Court is made up of nine Justices, each of which is a separate elective office.

The Chief Justice is a Supreme Court Justice, with all of the duties thereof, elected by the members of the Court to the post of Chief Justice. In this position, he acts as administrative head of the State Judiciary and as spokesman for the Judiciary to the Executive and Legislative Branches and the Electorate. He sits on, and presides over, both of the five-man divisions of the Court.

The Supreme Court, through the Chief Justice, exercises supervision and administrative control over all trial courts in the State.

The Chief Justice directs the flow of Supreme Court paper work and schedules and directs hearings on motions. He attends budget hearings and explains and defends the proposed budget.

As Chief Justice, his statutory authority includes ordering the recall of retired judges and the transfer of District Court Judges as required by the workload of the courts. He appoints District Court Judges in the event of death or incapacity of the elected Judge. He serves as, or appoints, the Chairman of the Judicial Council which acts as an advisory body developing and recommending judicial rules, regulations and directions for the approval of the Supreme Court.

The Chief Justice appoints District Chief Judges with the approval of the Supreme Court as a whole. He selects the Acting Chief Justice to act in his absence. He selects the special Court to decide State election contests and acts as presiding officer of the Court for federal elections contests. He sets the bond for election contests.

Among some of his lesser statutory accountabilities, he appoints the Examining Board for Court Reporters. He appoints appraisers to determine flood damages to dams and spillways. He prepares written instructions for Compensation Committees with regard to the law of eminent domain. He orders conferences of judges as required.

The Iowa Constitution requires that Judges of the Supreme Court be members of the Iowa Bar. An acceptable performance of the stated judicial powers and responsibilities requires that each member of the court have professional mastery of legal disciplines, acquired both by professional education and extensive practical experience. An understanding of human relationships is of critical importance for the administration of justice.

The public, lawyers and the judiciary look to the Supreme Court for leadership in ensuring the integrity and development of the rule of law as the indispensable element of our form of government. The law is dynamic and must keep abreast of changing social and economic conditions. To that end, members of the court study a great volume of material, including professional journals, legal periodicals and the opinions of other courts. To the same end, they devote time to projects designed to improve the administration of justice. Members of the court are accordingly active in the work of such organizations as the American Judicature Society, the Institute of Judicial Administration, and the Iowa and American Bar Associations.

PRINCIPAL ACCOUNTABILITIES:

1. Review and rule on all appeals to establish a rule of law that binds other courts and agencies of the State in future litigation.
2. Create and develop the State's common law to protect the people and resources of the State.
3. Issue extraordinary writs, when necessary, to accelerate or facilitate the legal process when a lower court has failed to act, or is about to act beyond its jurisdiction.
4. Invalidate acts of the Executive and Legislative Branches, when necessary, to uphold the State or Federal Constitutions.
5. Exercise, on behalf of the Supreme Court, supervision and administration control over the trial courts of the State to ensure efficient and equitable administration of justice.
6. Represent the Judicial Branch to the Executive and Legislative Branches and to the Electorate in budget hearings and other matters.
7. Discharge his statutory accountabilities to ensure efficient and equitable administration of justice, determination of election contests, eminent domain cases and other matters.

8. Supervise, and when necessary, discipline members of the legal profession to uphold the standards of professional ethics and responsibilities established by the Court.
9. Review, analyze and rule on legal matters and procedures to uphold and improve the administration of justice within the State.

Directly Reporting:

Each Justice has a Law Clerk and Secretary reporting directly to him. The remainder of the aforementioned supporting staff is directly responsible to the court.

Case Load:

There are 650 filings each year; the Court hears and renders opinions in approximately 360 cases each year.

NATURE AND SCOPE:

The Iowa Supreme Court is established by the Iowa Constitution as the State's highest judicial body in one of the three independent branches of state government.

The Iowa Supreme Court consists of the Chief Justice and eight Associate Justices, each of which is a separate elective office. The nine members constitute the State's Supreme Judicial Tribunal, and the decisions of the Court, when sitting en banc, are made by majority vote of all nine members. The Iowa Supreme Court also sits in rotating panels of five, with the Chief Justice sitting with all divisions.

The decision of a case by a section of the court shall be by at least four of the five justices on the panel. If four justices do not agree, the case may be re-set for an en banc hearing or may be considered and decided by the court en banc on the briefs. The tentative written opinion agreed upon by four justices of a section shall be circulated among nonsection justices prior to filing, and any one of those justices may question the decision of the section. When the five-man panel is unanimous in the tentative written opinion, any two of the nonsection justices may question the decision of the section. In either event, an appeal originally considered by a section of the court may be reset for an en banc hearing or may be considered and decided by the court en banc on the briefs at the request of two members of the nine member court.

The Supreme Court has plenary appellate authority over the several courts of the State, exercises supervisory and administrative control over all inferior judicial tribunals throughout the State, and has ultimate review of the quasi-judicial acts of various administrative agencies and tribunals. There are (as of July 1, 1973) 76 District Court Judges, 25 Associate District Judges and 195 Magistrates. Among the administrative agencies are the Industrial Commissioner, the Civil Rights Commission and the Employment Security Commission. Where its jurisdiction is duly invoked, the Supreme Court has the power to invalidate acts of the executive and legislative branches of state government if found to be in contravention of the State or Federal Constitutions.

The Supreme Court supervises the professional practice of law in this state. It prescribes the qualifications of lawyers to be admitted to the practice of law, and admission to practice in this state is additionally prerequisite to practice before the United States Supreme Court and Lower Federal Courts. It supervises and disciplines, including disbarment, members of the legal profession according to standards of professional responsibility established by this court.

The Supreme Court decides cases and controversies either as a matter of original jurisdiction or appellate jurisdiction. The Supreme Court has original jurisdiction to issue extraordinary writs such as mandamus, injunction and habeas corpus, cases where a speedy remedy is necessary because a lower court has failed to act or is about to act in excess of its jurisdiction. Additionally, pursuant to statute, it originally hears and determines certain election disputes where a prompt, final decision is essential to expedite the election process. Its major work, however, is appellate, reviewing decisions of lower courts and other tribunals.

The Supreme Court's main appellate function of judicial review includes creation and development of the state's common law and the construction, application, and enforcement of the Statutes and the Constitution of this state. It likewise construes and enforces the Constitution of the United States, but its decisions in that situation are subject to review by the United States Supreme Court.

The course of an appeal is governed by Rules of Civil Appellate Procedure promulgated by the Supreme Court. Virtually all cases are heard upon written brief, supplemented in most cases by formal oral argument of counsel. Each sitting Justice studies the briefs in advance of oral argument. After final submission of the case, members of the court participate in conference, at which time each Justice expresses his views and actively participates in reaching a decision. Thereafter, pursuant to individual assignment by rotation, a formal opinion is written by one of its members, which may be supplemented by separate concurring or dissenting opinion of any other member of the court. The decision and opinion may apply existing legal principles previously established by the court or it may announce a new rule of law. The rule of law applied in the case is final and is thereafter binding upon all other courts and agencies of the state in future litigation.

The Justice executes his duties with the assistance of the following subordinates:

Court Administrator, who with a staff of 12, performs the following functions:

1. General supervision of supporting personnel of Iowa Supreme Court.
2. Pre-hearing research.
3. Monitor the supreme court docket.
4. Budget and fiscal management.
5. Space and equipment management.
6. Monitor trial court activity and issue annual report of that activity.
7. Planning future needs of Iowa Judiciary.
8. Assist federal funding of Iowa Judiciary.

Clerk of the Supreme Court, who with a staff of 3, performs the following functions:

1. Noticing Agent for Iowa Supreme Court.
2. Records management.
3. Bar admissions.

The Iowa Constitution requires that Judges of the Supreme Court be members of the Iowa Bar. An acceptable performance of the stated judicial powers and responsibilities requires that each member of the court have professional mastery of legal disciplines, acquired both by professional education and extensive practical experience. An understanding of human relationships is of critical importance for the administration of justice.

The Office of Supreme Court Justice is a full time position and, like judges of the district, Justices are prohibited from the practice of law and are ineligible for any other office of the state while serving on the Court and for two years thereafter. Vacancies in the Supreme Court shall be filled by appointment by the Governor from a list of three nominees submitted by the State Judicial Nominating Commission. Following appointment, Supreme Court Justices serve eight year terms and stand for retention on a separate ballot in a judicial election.

The public, lawyers and the judiciary look to the Supreme Court for leadership in insuring the integrity and development of the rule of law as the indispensable element of our form of government. The law is dynamic and must keep abreast of changing social and economic conditions. To that end, members of the court study a great volume of material, including professional journals, legal periodicals and the opinions of other courts. To the same end, they devote time to projects designed to improve the administration of justice. Members of the court are accordingly active in the work of such organizations as the American Judicature Society, the Institute of Judicial Administration, and the Iowa and American Bar Associations.

PRINCIPAL ACCOUNTABILITIES:

1. Review and rule on all appeals to establish a rule of law that binds other courts and agencies of the State in future litigation.
2. Create and develop the State's common law to protect the people and resources of the State.
3. Issue extraordinary writs, when necessary, to accelerate or facilitate the legal process when a lower court has failed to act, or is about to act beyond its jurisdiction.
4. Invalidate acts of the Executive and Legislative Branches, when necessary, to uphold the State or Federal Constitutions.
5. Review and determine certain election disputes to expedite the election process.
6. Supervise, and when necessary, discipline members of the legal profession to uphold the standards of professional ethics and responsibilities established by the Court.
7. Review, analyze and rule on legal matters and procedures to uphold and improve the administration of justice within the State.

STATE OF IOWA
Position Description

Date:	December, 1972	Position:	Attorney General
Written by:	R. E. Haesemeyer	Incumbent:	Richard C. Turner
Approved by:	<u>Richard C. Turner</u>	Reports to:	Electorate

POSITION PURPOSE:

To provide legal counsel and direction to the State by participating in any cases before the supreme, federal and district courts where the State has interest and by formulating written opinions on questions of public importance.

DIMENSIONS:

Personnel:	45 Attorneys 58 Investigative, Administrative, Clerical and Secretarial
Budget:	\$487.8 M

Total estimated expenditures, including budget, reimbursed expenses, transfers in, federal funding, expenditures under Sec. 13.7 and 19.10 and outside counsel for Highway Commission work:

\$1.323 MM

NATURE AND SCOPE:

The Attorney General is a constitutional officer elected by vote of the people every two years. As head of the Department of Justice and Chief Legal Officer of the State, the Attorney General prosecutes and defends all cases in the Supreme Court in which the State is a party or interested. In addition, he represents the State in other actions and proceedings both civil and criminal, when, in his judgment, the best interest of the State require him to do so, or when he is requested to appear by the Governor, the Executive Council, or the General Assembly. The Attorney General counsels and advises the Governor and the Executive Council on a wide range of complex legal problems.

The Attorney General is charged with the responsibility of supervising the 99 county attorneys in all matters pertaining to the duties of their offices and in this capacity he frequently counsels and advises them with respect to problems which occur during the course of their official duties.

All drafts of contracts, forms and other legal documents which may be required for the use of the State are prepared by the Attorney General. All departmental rules are reviewed and approved by the Attorney General before going into effect.

When requested to do so, the Attorney General gives his written opinion upon all questions of law submitted to him by the General Assembly, or either house thereof or by any member of either house thereof or by an elective or appointive state official. At the close of each biennium the Attorney General submits a report to the Governor setting forth the condition of his office, opinions rendered and other business transacted which is of public interest.

The Attorney General is an ex-officio member of the Iowa Law Enforcement Academy, the Iowa Crime Commission, and is ex-officio chairman of the State Board of Law Examiners. In the latter capacity he is in charge of preparing, giving and reading the State Bar Examinations and generally passing upon the qualifications of applicants for admission to practice law in the State of Iowa.

In addition, the Attorney General is chairman of the three member hearing board established by law for the purpose of conducting departmental hearings relating to controversies concerning the issuance, suspension or revocation of liquor licenses and beer permits.

As presently constituted, the office of the Attorney General is structured along the following lines. The Solicitor General is the first assistant and chief deputy to the Attorney General. This office is responsible for final review and approval of departmental rules, prepares the biennial budget and biennial report to the Governor. The Solicitor General, in the Attorney General's absence, is acting Attorney General and responsible for the conduct of the State's legal affairs. All opinions are reviewed and passed on by the Solicitor General or by the Attorney General and in some cases by both. In addition to representing the State in court in certain cases, this office assists the Attorney General in coordinating the efforts of the 44 other full time attorneys on the Attorney General's staff and outside counsel to most efficiently and effectively carry out the State's legal policies, objectives and procedures. To this end the Attorney General has established a number of divisions or offices each under the direction of an Assistant Attorney General.

Special Assistant Attorney General - Highway Commission: Supervises the five other attorneys and one investigator who handles the legal work of the highway commission. Officed in Ames at the commission's headquarters, this group is responsible for all eminent domain litigation from referral through final disposition. In addition to counseling and advising the commission and staff in their day to day activities, these attorneys prepare, review and assist in the negotiation of construction and other contracts and represent the commission in other litigations.

Special Assistant Attorney General - Department of Revenue: Supervises the activities of two other Assistant Attorneys General assigned to and officed at the Department of Revenue. In addition to furnishing day to day legal guidance and advice to the director and other officials in the Department of Revenue, this group prepares formal opinions of the Attorney General on revenue matters and represents the director and department in court and administrative proceedings such as those held before the Iowa Board of Tax Review.

Special Assistant Attorney General - Department of Social Services: With one other Assistant Attorney General, the incumbent of this office is responsible for the legal affairs of the Department of Social Services. It furnishes day to day legal counsel, writes opinions on matters involving social services and represents the commissioner and department in court suits and before administrative agencies.

Special Assistant Attorney General - Tort Claims: Supervises the three other attorneys assigned to this division which is responsible for defending all tort suits brought against the State under the Tort Claims Act. Reviews and makes recommendations with respect to claims against the State Appeal Board. This division also is assigned cities and towns, assists with legislative liaison, initially reviews rules and regulations and performs various other special assignments.

Assistant Attorney General - Consumer Protection: Supervises the activities of the two other Assistant Attorneys General and one investigator who are responsible for administering and enforcing the consumer fraud law. In addition to handling thousands of citizen complaints each year, this division gives many talks on consumer protection to interested groups, issues press releases warning of questionable practices and prosecutes lawsuits to prevent and halt illegal sales and business practices.

Assistant Attorney General - Environmental Protection: With the three other attorneys assigned to this division, furnishes legal representation and advise to the Conservation Commission, the Natural Resources Council, the Air and Water Pollution Control Commissions and related agencies. It initiates and conducts litigation involving environmental and conservation matters, furnishes legal assistance and advice to assigned agencies and prepares opinions in its area of special competence.

Assistant Attorney General - Criminal Appeals: Aided by five other Assistant Attorneys General, this office is responsible for representing the State in all criminal appeals to the State Supreme Court and in the Federal Courts. The Criminal Appeals Division also writes opinions on criminal law matters and furnishes legal counsel and advise to certain state agencies such as the Liquor Control Commission.

Assistant Attorney General - Area Prosecutor: Supervises five other Assistant Attorneys General in prosecuting major crimes at the trial level. Drawing 75% of its funding from the federal government, this unit of the Attorney General's office was formed in 1971 to supplement the State's present part-time county attorney system with a small group of full-time experienced prosecutors. Subject to availability of staff, Area Prosecutors are assigned to assist or take over from county attorneys in the prosecution of selected felonies and indictable misdemeanors. The Area Prosecutors take part in various training sessions for State Bureau of Criminal Investigation agents and county attorneys. In addition, the unit publishes a Criminal Law Bulletin, which is disseminated to all county attorneys and judges. They also provide phone-in answering service for the County Attorneys, Area Prosecutors, and Judges covering any legal issues that might become involved in during the trial of criminal lawsuits. Additionally, they are preparing a County Attorney's Handbook and a Police Journal for all law enforcement officers.

Assistant Attorney General - Anti-Trust and Organized Crime: Consisting of five attorneys and five investigators this unit, like the Area Prosecutors, was founded in 1971 and is 75% federally funded. It conducts investigations and initiates prosecutions in matters of antitrust, official misconduct and more or less sophisticated white collar criminal activity.

Assistant Attorneys General - State Departments: In addition to the foregoing there are five Assistant Attorneys General representing the myriad of other state departments in their day to day legal affairs and in litigation. For example, one attorney, aided by an investigator, represents the Civil Rights Commission, another the Departments of Public Safety and Labor, a third the Board of Regents, the Department of Public Instruction, and the Insurance and Banking Departments, etc.

PRINCIPAL ACCOUNTABILITIES:

1. Ensure that the State structure operates its various departments within the laws of multi-jurisdiction (international, federal, inter-state, intra-state and within the state).
2. Provide legal guidance and leadership in both ordinary and special activities to ensure maximum protection of the legal rights of the State of Iowa, especially by anticipating problems and opportunities.
3. Direct the defense of the State against any suits or claims (including federal) by handling the litigation with own personnel or in some cases by outside counsel.

4. Prosecute and defend all causes in the Supreme Court in which the State is a party or interested.
5. Prosecute and defend in any other court or tribunal, all actions and proceedings, civil or criminal, in which the State may be a party or interested, when, in his judgment, the interest of the State requires such action, or when requested to do so by the Governor, Executive Council, or General Assembly.
6. Prosecute and defend all actions and proceedings brought by or against any State officer in his official capacity.
7. Prepares opinions and acts as attorney for all State officers and all boards and commissions created by law on any matters involving legal services.
8. Safeguard the State interests by preparing all legal forms, contracts, leases and other formal agreements.
9. *Contribute to the State's favorable image by effectively representing the State to its various publics including professional organizations.*
10. Provide legal services to all departments.
11. *Prepare reports for the Governor on the condition of his office, opinions rendered and business transacted of public interest.*
12. Organize and administer the office by recruiting, selecting, training and developing staff to carry out the legal activities that protect and prevent violations of its legal rights.
13. Account to the Treasurer of State for all funds received by him.
14. Supervise county attorneys in all matters pertaining to the duties of their offices, and from time to time require of them reports as to the condition of public business entrusted to their charge.

STATE OF IOWA

Position Description

Date: December, 1972 Position: District Judge
Approved by: _____ Reports to: Chief District Judge

POSITION PURPOSE:

To resolve controversies of a legal or equitable nature between persons or parties.

DIMENSIONS:

Annual Budget: \$21,500 -- Annual Salary
Case Load: 800 to 900 per year
Staff: Court Reporter only
Directly Reporting: Court Reporter only

NATURE AND SCOPE:

This position reports to a Chief Judge of each of the State's 8 judicial districts. There are 76 District Court Judges in the State. Each Judge has a Court Reporter responsible to him -- there is no other staff. The Clerk of Court is partly responsible to him but is an elective office.

The District Court is Iowa's Court of General Jurisdiction and handles all types of cases, civil and criminal, that are cognizable in courts. Traditionally the court has handled all cases excepting simple misdemeanor criminal cases (30 days or \$100 penalty). Under a new Uniform Trial Court bill effective July 1, 1973, the District Court will not try simple misdemeanors or small civil claims, (claims under \$1,000). It will have supervision and removal power over magistrate courts which will operate under the District Court supervision. It will act as appellate court for these magistrate cases.

Default Cases -- In lawsuits where there is no contest, and in all motions, the incumbent must take evidence, analyze it, and apply the appropriate law to determine if the requested remedy or relief is legally justified. Typical default cases consist of divorces and title actions. Motions range from request to discover evidence, to injunctions against some type of action.

Contested Cases -- The incumbent must schedule all of his cases for trial. The subject of cases varies from any type of criminal charge to civil cases with unlimited issues and requested remedies. Prior to trial, the incumbent must analyze all pre-trial documents and give the jury preliminary instructions. During the trial the incumbent ensures proper demeanor in the courtroom, rules on whether or not certain evidence may be presented to the jury and must decide what law is to be applied and to so instruct the jury.

The incumbent has authority to order a decision without allowing the jury to deliberate. He may grant a decision different from the jury's decision, or order a new trial. Especially in criminal cases, the incumbent is called upon to make decisions on evidence, based on highly complex principles of law.

Where the case is tried before the incumbent without a jury, he must make and render findings of fact as well as law.

Research -- The position requires a thorough knowledge of legal rules of procedure, District and Supreme Court Decisions, common statutory and constitutional law, involving Federal Court Decisions. The incumbent must spend a considerable amount of time researching the law and keeping current on new legal principles.

Sentence -- The incumbent must establish a relationship with the Corrections Department so that prior to sentencing a convicted person, a complete investigation is made of the defendant to assist the sentencing. The same type of investigation is made by the Welfare Department in divorce cases where children are involved. In sentencing, the incumbent has statutory guidelines but has authority to exercise virtually unlimited discretion if circumstances warrant. Sentencing presents a major challenge to incumbent since it forces him to weigh the rights and lives of individuals against the rights of society.

The incumbent executes his duties with the assistance of the following subordinates:

Clerk of Court, who performs the official record keeping of court cases.

Court Reporter, who performs verbatim record of trial proceedings.

PRINCIPAL ACCOUNTABILITIES:

1. Ensure that an accused party is properly represented to protect their rights.
2. Sentence guilty parties properly to protect the rights of society.

3. Ensure that only legally proper evidence is brought before a jury to protect the rights of the accused.
4. Determine what law is appropriate for each case or motion to guarantee that all decisions are rendered properly under the applicable law.
5. Ensure that the jury's decision is in accordance with the evidence and applicable law to protect the rights of all parties involved.
6. Schedule all cases to resolve controversies at the earliest possible date.
7. This is a position unlike any other in our government structure. By his conduct of the office, the judge must provide such a standard of impartiality, detachment and legal expertise so as to establish and maintain the respect and voluntary acceptance of the court system as a fair and just arbiter of citizens' disputes, in accordance with law. This properly calls for extraordinary strength of character, resistant to temptation, and dedication to duty.

Through its Division of Consumer Protection, including supervisors and inspectors, the department enforces laws governing hatcheries, agricultural seeds, commercial feeds, dairy plants, fertilizers, agricultural limestone, food products, hotels and restaurants, pesticides, paints and oils, gasoline and kerosene, weights, measures and scales, and the quality control of dairy products. The inspection function involves the inspection of hotels and restaurants in addition to food processing plants. This Division is accountable for calibrating LP gas meters on terminals and trucks.

The Department has a Marketing Board, whose function is to promote the sale of Iowa agricultural products. The budget for this purpose was increased by the 1965 legislature.

A Market News Division, in cooperation with the United States Department of Agriculture, reports daily prices, volume receipts, movement of livestock, poultry and agricultural products.

Also in cooperation with the federal department is a Statistical Service including the annual state farm census, the price, production and utilization of stocks, inventory and marketing data on crops and livestock.

The State Entomologist and staff devote particular attention to barberry pest control and to nurseries. The State Botanist gives technical advice on weeds and seeds.

The Weather Division, in cooperation with the federal department, forecasts frost, gives flood and storm warnings, weather and crop summaries and the progress of the corn crop.

On January 8, 1971, the U.S. Department of Agriculture certified the Iowa meat inspection program equal to the minimum requirements under the provisions of the Wholesome Meat Act. The department now has full responsibility for inspection of meat slaughtering and processing plants doing business wholly within the State, with one-half of Iowa's budget for the meat inspection coming from federal matching funds supplied by USDA's Consumer and Marketing Service.

A major environmental problem is disposal of dead livestock.

Approximately 50% of the work of this position is regulatory in nature, involving the balancing of conflicting needs and pressures.

Much of the incumbent's time is spent administering the department, meeting with legislators, agri-business, food industry, and farm organization representatives, and making public presentations before organizations and groups interested and concerned with agriculture and the food industry.

The greatest challenge the incumbent faces is keeping his department sufficiently in tune with the times so that it can be responsive to the changing needs of the State and its citizens, through innovative attitudes, equipment, and programs. Another concern of this position is to maximize agricultural productivity within acceptable environmental and ecological limits.

PRINCIPAL ACCOUNTABILITIES:

1. Contributes to attaining an abundance of high quality food and agricultural products through State agricultural policy implementation and enforcement.
2. Develops and expands markets for agricultural products by assisting producers and processors in improving quality, production, and marketing practices.
3. Protects the health of consumers through inspection and laboratory analysis.
4. Ensures the control and eradication of weeds, pests, and plant diseases.
5. Directs the effective administration of the department through the development of staff and program capabilities.

office, Office of Secretary of State, Department of Agriculture, Commerce Commission, Conservation Commission, Department of Revenue, Highway Commission, State University of Iowa, University of Northern Iowa, Iowa State University, Department of Social Services and all other departments, boards and commissions of State. This audit includes: 1) a report of the actual condition of the department; 2) an opinion as to whether all funds have been expended for the purpose for which appropriated, whether the department is efficiently conducted, and if the maximum results for the money expended are obtained; 3) a report of all illegal or unbusinesslike practices; 4) any recommendations for greater simplicity, accuracy, efficiency or economy in the operation of the department; 5) comparisons of prices paid and terms obtained by the various departments for goods and services of like character and reasons for differences if any; 6) any other information which in his judgment may be of value.

In addition to these annual audits, the Auditor of State is required by law to audit the accounts, records and documents of the State Treasury daily, and to make quarterly preliminary audits of the State Educational Institutions and of the State Fair Board.

Another primary responsibility of the Auditor of State is to make an annual audit of the 99 counties. These audits are made without notice and the auditors make a complete audit of all county offices. The Auditor of State also has the responsibility for the audits of cities and towns, school districts, and county hospitals. All audits must be filed with the Auditor of State. All audit reports of governmental bodies are a matter of public record and are available for inspection in the office of the Auditor of State and the office of the body audited.

The regulation and examination of state chartered savings and loan associations and industrial loan companies are the responsibility of the Auditor of State in addition to the governmental bodies over which he has supervision.

Annual and biennial reports which reflect in summary the findings of the annual audits are required by law. These reports include operations of county government, municipal finances, the activities of the Auditor of State, and summaries of financial statements and other pertinent information regarding savings and loan associations.

The Auditor manages his department through a Deputy Auditor, an Administrative Assistant, an Office Manager who supervises the work of the 21 clerical employees in the General Office, and five Supervisors in charge of the following Divisions:

State Audit Division, with 38 Auditors, audits departments and agencies of the State Government.

County Division, with 35 Auditors, audits the accounts of the 99 counties.

Municipal and Schools Division, with 22 Auditors, audits the accounts of cities and towns, school districts and county hospitals.

Industrial Loan Division, with 2 Auditors, audits the accounts of State chartered savings and loan associations.

Industrial Loan Division, with 2 Auditors, audits the accounts of State chartered industrial loan companies.

The Auditor of State is also responsible for auditing and analyzing annual investment reports of all political subdivisions in the State except townships.

The Auditor of State is a member of the State Executive Council, the State Board of Appeal, the Geological Survey, and the Bonus Board.

PRINCIPAL ACCOUNTABILITIES:

1. Directs annual settlement between State and all State offices and departments, and all persons receiving or expending State funds and annually make a complete audit of the books and accounts of every department of State.
2. Audit accounts, records, and documents of the Treasury Department daily.
3. Make preliminary audit of the educational institutions and the State Fair Board at least quarterly, with final audit of such State agencies at the close of each fiscal year.
4. Contribute to overall functioning of the State through various board memberships.

The Treasurer is a member of the State Appeal Board, State Bonus Board (veterans bonus) and Rate Setting Board (sets rates of return on all time certificates involving public funds for local government units).

He is custodian and trustee of the Peace Officers' Retirement Fund and of the Iowa Public Employees Retirement System.

Incumbent develops, mans, and directs the Department of the Treasury to the end of ensuring integrity of the system, balancing of all State accounts (daily, and coordination of a bank-like cashiering, accounting, and safekeeping function.) Adjusting the operation to various volumes of cash and warrants, development of more computerized procedures, maintaining personal expertise in the functional investment and accounting fields are areas of concern.

This position determines the level of balances maintained in active bank accounts serving state institutions and payrolls. The balances in these cases reflect directly on the amount of cash available for investment. Whenever new collection accounts are required to serve deputy registrars of motor vehicles, state parks, junior colleges or other state agencies, the Treasurer designates the banks to be used, with approval of all depositories made by a vote of the Executive Council. This position has been given complete accountability for administering the abandoned property act and generally ensures that rightful owners, the State or otherwise, are located and awarded their property (usually dividends, untouched bank accounts, etc.)

PRINCIPAL ACCOUNTABILITIES:

1. Ensures the safekeeping of all cash, securities, or collateral held by the State of Iowa.
2. Develops, organizes, mans, and directs the cashiering, accounting, and cash and warrant processing of all monies for the State.
3. Determine the balance, number and places of State funds deposits to ensure greatest flexibility and security. All depositories are, however, approved by vote of the Executive Council.
4. Invests State and various special funds to obtain maximum secure return.
5. Coordinates activities with all departments and agencies to ensure the integrity of the system and maximum utilization of funds for investment.

STATE OF IOWA

Position Description

Date:	December, 1972	Position:	Lieutenant Governor
Approved by:	_____	Current Incumbent:	Roger W. Jepsen
	_____	Incumbent - Elect:	Arthur A. Neu
		Reports to:	Electorate

POSITION PURPOSE:

To preside as President of the Senate to ensure the efficient and proper operation of the Senate in the passage of legislation in the best interests of the people of Iowa and to act in the incapacity of the Governor to ensure the continuous and effective direction of the State.

DIMENSIONS:

Annual State Budget:	\$665 MM (Approximately)
Population of State:	2.8 MM
Total State Employees:	
Staff:	3 Employees
Annual Operating Budget:	\$7,000

NATURE AND SCOPE:

This elective position reports to the Governor and the citizens of the State, along with the other elective positions of Secretary of State, Treasurer of State, Auditor of State, Attorney General and Secretary of Agriculture. Reporting to this position are a Secretary and, while the Senate is in session, an Aide and a Page. Additionally, he directs the work of the Secretary of the Senate, and, through him, 28-30 employees while the Senate is in session.

The Lieutenant Governor occupies a position of leadership in the Senate and in the State Government. He presides over sessions of the State Senate, recognizes speakers, and resolves procedural issues to insure efficient and proper conduct of sessions of the State Senate within the limits of the State Constitution and parliamentary rules of order. He assigns individual Senators to standing and interim committees and appoints the Chairman and ranking member of each committee. He assigns bills to the appropriate committee. He votes on pending legislation only when the Senate is equally divided.

The Lieutenant Governor holds frequent policy meetings with the Majority Leader and other members of the legislative leadership to review the calendar and plan what measures to bring before the Senate. He meets weekly with the Governor to discuss the status of the Governor's legislative program.

He appoints members of the Legislative Council and serves as ex-officer member of that body. He makes a number of appointments to executive agencies and commissions. He is also a member of the Executive Council which directs much of the day-to-day administrative business of the State.

The incumbent meets with the Governor, department heads and other State officials. He attends hearings and committee meetings on occasion. He analyzes State problems and activities to prepare himself to assume at any time the direction of the State efficiently and effectively in the incapacity of the Governor.

The incumbent travels extensively around the State, meets the public and makes speeches to lend the prestige of his office to worthwhile public and private programs, and to inform the public of the State's programs and activities. The incumbent may, at the Governor's direction, represent the Governor at national conferences and meetings to maintain the stature of the State nationally.

The incumbent's secretary provides the routine administrative and clerical services required to keep the daily operation of the office running smoothly and efficiently. Secretary also researches information and answers routine inquiries from the public to assist the Lieutenant Governor in keeping the public knowledgeable about State issues. The Aide researches information for the incumbent on pending or proposed legislation.

PRINCIPAL ACCOUNTABILITIES:

1. Ensures the efficient and proper conduct of sessions of the Senate.
2. Exercises leadership to attain passage of legislation in the best interests of the citizens of Iowa.
3. Informs the public of the State's programs and activities.
4. Assists the Governor in maintaining the stature of the State nationally.
5. Ensures continuous, effective direction of the State in the incapacity of the Governor.

STATE OF IOWA

Position Description

Date: December, 1972 Position: Speaker of the House
Approved by: _____ Current Incumbent: William H. Harbor
_____ Incumbent - Elect: Andrew P. Varley
Reports to: Electorate

POSITION PURPOSE:

To preside over the House of Representatives to ensure the efficient and proper operation of the House in the passage of legislation in the best interests of the people of Iowa.

DIMENSIONS:

Annual State Budget: \$665 MM
State Population: 2.8 MM
Number of Representatives: 100
Staff: 21 Employees

NATURE AND SCOPE:

The Speaker of the House is a Representative elected by the people of his District. He is elected to the post of a Speaker for a two year term by the members of the House. Thus, he is indirectly responsible to the entire electorate. Reporting to this position are an Executive Secretary and the Chief Clerk of the House.

The Speaker occupies a position of leadership in the House and in the State Government. He presides over the House of Representatives, recognizes speakers and, with the advice of the Chief Clerk, rules on points of parliamentary law and procedure. He assigns individual legislators to standing and interim committees and appoints the Chairman and ranking member of each committee. He assigns bills to the appropriate committee. As a member of the House he can vote on matters before the House and is entitled, if he so elects, to step down and speak to pending measures.

The incumbent holds daily policy meetings with the Majority Leader to review the calendar and plan what measures to bring before the House. He has similar meetings

several times a week with the full leadership of the legislature to plan legislative action and weekly meetings with the Governor to discuss the status of the Governor's legislative program.

He appoints members of the Legislative Council which acts in the interim between sessions to plan for the next session. He works actively with the Legislative Council and interim committees between sessions approximately two to three days a week in Des Moines. He works with the Director, Legislative Services Bureau in arranging for research and bill drafting services.

The Speaker directs the work of the Chief Clerk (who is appointed by the House Administration Committee). The Chief Clerk acts as parliamentarian, advising the Speaker on points of parliamentary law, is accountable for the official journal of the House and supervises a staff of 3 Secretaries and 16 enrolling, engrossing, and journal Clerks and a Payroll Clerk.

The Speaker is fourth in line of succession to the Governorship; after the Lieutenant Governor and President pro tempore of the Senate.

PRINCIPAL ACCOUNTABILITIES:

1. Ensure the efficient and proper conduct of sessions of the House of Representatives.
2. Exercises leadership to attain passage of legislation in the best interests of the people of Iowa.

areas, including the areas of governmental finance, state and local social program, school problems, transportation problems, industrial problems, legal problems, health problems, conservation problems, environmental problems, and numerous other problem areas. Within these broad categories he will become aware of more specific problem areas. He should have a broad understanding of national, state, and local government structures. He makes decisions which will affect many persons and he will be expected to justify the manner in which he made his decision.

A legislator is expected to read hundreds of bill drafts, reports, and letters and respond to the contents of such documents. In addition, he is expected to meet with many groups and individuals in order to hear and learn about the position of such groups and individuals in regard to issues facing the General Assembly. Since he has no personal research staff, he must often do his own research.

A state legislator can normally expect to be in Des Moines, Iowa, during the first five months of an odd-numbered year and during the first three to four months of an even-numbered year. He will normally be away from his home district Monday through Friday.

In addition to the time which must be devoted to legislative sessions, a state legislator is expected to devote time in his home district to the problems of his constituents and the time involved varies considerably. Evenings and weekends may be spent speaking with constituents and answering questions in regard to the decisions to be made by the General Assembly. In addition, he can expect that his normal business working day will be interrupted because of contact with constituents.

When the General Assembly is not in session a state legislator can expect that he will be asked to address many citizen organizations and groups, particularly immediately following and preceding a session of the General Assembly. In addition, it will be necessary for him to devote many days prior to an election campaign for the office he is seeking.

A state legislator will be expected to attend interim legislative study committee meetings during times when the General Assembly is not in session. As a member of either a standing committee or an interim study committee he will be expected to become more knowledgeable in, and respond to, the problem areas assigned to his committee.

Legislators who occupy leadership positions such as majority and minority floor leaders, speaker of the house, committee chairmen, and ranking members of the committees are expected to share a greater burden and to be more knowledgeable and influential than are those persons who do not occupy such positions. Persons who occupy leadership positions must keep informed of problems coming up and act as liaison with one another, the Executive Branch and individual legislators.

The decisions they make will have greater impact on the entire State and will be more exposed to publicity and comment by newspapers, constituents, and other members of the legislature than the everyday decisions normally facing legislators. Those legislators who serve in the policy-making positions for the General Assembly will be required to devote a much greater portion of their time during the year, both when in Des Moines and when at his own residence, to state business.

The staffing for legislators in Iowa is minimal when compared to the staffing pattern in other states. Legislators do not have individual offices and practically no individual staff, except in the case of leadership positions where the office space and staff is minimal at best. The ability to respond to the pressures of the job of being a state legislator is hampered by the lack of physical facilities and staff, and the time required of a legislator to respond to the pressures of lobbyists and constituents is increased through the same lack of staff and physical facilities.

A member of the House of Representatives must be 21 years of age, a citizen of the United States, and an inhabitant of the State of Iowa one year preceding his election. He shall have had actual residence of sixty days in his legislative district. He is elected for a two-year term.

A State Senator must be 25 years of age, possess the qualifications of a State Representative as to residence and citizenship, and is normally elected for a term of four years.

STATE OF IOWA

DECEMBER 1972

DEFINITION: Accountability is the answerability for action and for the consequences thereof. It is the measured effect of the job on end results. It has three dimensions in the following order of importance:

- Freedom to Act — the degree of personal or procedural control and guidance as defined in the left-hand column below.
- Job Impact on End Results — as defined at upper right.
- Magnitude — indicated by the general collar size of the article (most clearly or primarily affected by the job on an annual basis).

- ● IMPACT OF JOB ON END RESULTS
- REMOTE: Informational, recording, or routine services for use by others in taking action.
- CONTRIBUTORY: Interpretive, advisory, or facilitating services for use by others in taking action.
- SHARED: Participating with others (except own subordinates and superiors), within or outside the organizational unit, in taking action.
- PRIMARY: Controlling impact on end results where shared accountability of others is subordinate.

KEY GUIDE CHART
ACCOUNTABILITY

7-1111 ASSOCIATES 1972

● FREEDOM TO ACT	● ● ● MAGNITUDE (annual dollar)	1) VERY SMALL OR INDETERMINATE Under \$100 M		2) SMALL \$100 M — \$2 MM		3) MEDIUM \$2 MM — \$70 M M		4) LARGE \$70 M M — \$200 M M		5) VERY LARGE \$200 M M — \$2 MM M	
		primary	shared	primary	shared	primary	shared	primary	shared	primary	shared
A. PRESCRIBED These jobs are subject to: Direct and detailed instructions. Close supervision		10	14	16	25	33	39	43	43	57	76
		12	16	22	29	38	43	50	50	66	87
		14	19	25	33	43	57	76	76	100	132
		16	22	29	38	50	66	87	87	115	152
B. CONTROLLED These jobs are subject to: Instructions and established work routines. Close supervision		19	25	33	43	57	76	76	100	132	
		22	29	38	50	66	87	87	115	152	
		25	33	43	57	76	100	100	132	175	230
		33	43	57	76	100	132	132	175	230	304
C. STANDARDIZED These jobs are subject, wholly or in part, to: Standardized practices and procedures. General work instructions. Supervision of progress and results		38	50	66	87	115	152	152	200	264	
		43	57	76	100	132	175	175	230	304	
		50	66	87	115	152	200	200	264	350	
		57	76	100	132	175	230	230	304	400	
D. GENERALLY REGULATED These jobs are subject, wholly or in part, to: Practices and procedures covered by precedents or well-defined policy. Supervisory review		66	87	115	152	200	264	264	350	460	
		76	100	132	175	230	304	304	400	528	
		87	115	152	200	264	350	350	460	608	
		100	132	175	230	304	400	400	528	700	
E. DIRECTED These jobs, by their nature or site, are subject to: Broad practice and procedures covered by functional precedents and policies. Managerial direction		115	152	200	264	350	460	460	608	800	
		132	175	230	304	400	528	528	700	920	
		152	200	264	350	460	608	608	800	1056	
		175	230	304	400	528	700	700	920	1216	
F. GUIDANCE These jobs are inherently subject only to broad policy and general management guidance		200	264	350	460	608	800	800	1056	1400	
		230	304	400	528	700	920	920	1216	1600	
		264	350	460	608	800	1056	1056	1400	1840	
		304	400	528	700	920	1216	1216	1600	2112	
G. GENERAL GUIDANCE These jobs, by reason of their nature or site, independent complexity and high degree of effect on State operations are subject only to guidance from the Governor's office		350	460	608	800	1056	1400	1400	1840	2432	
		400	528	700	920	1216	1600	1600	2112	2800	
		460	608	800	1056	1400	1840	1840	2432	3200	
		528	700	920	1216	1600	2112	2112	2800	3700	
H. STRATEGIC GUIDANCE These jobs, by reason of guidance of the Chief Executive Officer or his appointed Board, are characterized by a comprehensive and controlling effect on operations of the State and on the people of the State		608	800	1056	1400	1840	2432	2432	3200	4200	
		700	920	1216	1600	2112	2800	2800	3700	4900	
		800	1056	1400	1840	2432	3200	3200	4200	5500	
		920	1216	1600	2112	2800	3700	3700	4900	6400	
I. GOVERNOR/CHIEF JUSTICE These jobs are subject only to the limitations of the State Constitution as it pertains to the Executive or Judicial Branch		1216	1600	2112	2800	3700	4900	4900	6400	8400	
		1400	1840	2432	3200	4200	5500	5500	7200	9400	
		1600	2112	2800	3700	4900	6400	6400	8400	11000	
		1840	2432	3200	4200	5500	7200	7200	9400	12400	

KNOW-HOW

GUIDE CHART

MEASURING KNOW-HOW: Know-How has both scope (variety) and depth (thoroughness). Thus, a job may require some know-how about a lot of things, or a lot of knowledge about a few things. The total Know-How is the combination of scope and depth. This concept makes practical the comparison and weighing of the total Know-How content of different jobs in terms of KNOW-HOW KNOWLEDGE ABOUT HOW MANY THINGS.

DEFINITION: Know-How is the sum total of every kind of skill, however acquired, required for acceptable job performance. Know-How has 3 dimensions: - The requirements for:
1. Practical procedures, specialized techniques, and scientific disciplines
2. Knowledge of integrating and harmonizing the diversified functions involved in managerial situations (operating, supporting and administrative). This Know-How may be exercised collectively as well as executive and involves in some combination the areas of organizing, planning, executing, controlling and evaluating.
3. Active, practicing, proven to person skills in the area of human relationships.

*** Human Relations Skills ***

SCIENTIFIC DISCIPLINES SPECIALIZED TECHNIQUES PRACTICAL PROCEDURES	I. LIMITED						II. INTERMEDIATE						III. BROAD						IV. COMPREHENSIVE						V. MAJOR						VI. TOTAL						
	1	2	3	4	5	6	1	2	3	4	5	6	1	2	3	4	5	6	1	2	3	4	5	6	1	2	3	4	5	6	1	2	3	4	5	6	
A. PRIMARY Elementary plus some secondary (or equivalent) education, plus work indoctrination.	50	57	66	66	66	66	76	87	100	100	100	100	100	115	132	132	132	132	132	152	175	200	200	200	200	230	264	264	264	264	264	264	304	350	350	350	350
B. ELEMENTARY VOCATIONAL Familiarization in unimproved, standardized work routines and/or use of simple equipment and machines.	66	76	87	87	87	87	100	115	132	132	132	132	132	152	175	200	200	200	200	230	264	264	264	264	264	304	350	350	350	350	350	350	400	460	460	460	460
C. VOCATIONAL Proficiency or systematic proficiency, which may involve a facility in the use of specialized equipment.	87	100	115	115	115	115	132	152	175	200	200	200	200	230	264	264	264	264	264	304	350	350	350	350	350	400	460	460	460	460	460	460	528	608	608	608	608
D. ADVANCED VOCATIONAL Some specialized (general / non-technical) skill, acquired on or off the job giving additional breadth or depth to a generally single function.	115	132	152	152	152	152	175	200	230	264	264	264	264	304	350	350	350	350	350	400	460	460	460	460	460	528	608	608	608	608	608	608	700	800	800	800	800
E. BASIC SPECIALIZED Proficiency in a technique which requires a grasp either of involved practices and precedents or of scientific theory and principles of both.	152	175	200	200	200	200	230	264	304	350	350	350	350	400	460	460	460	460	460	528	608	608	608	608	608	700	800	800	800	800	800	800	920	1056	1056	1056	1056
F. SEASONED SPECIALIZED Proficiency gained through wide exposure or credit in a specialized or technical field in a technique which combines a broad grasp either of involved practices and precedents or of scientific theory and principles of both.	200	230	264	264	264	264	304	350	400	460	460	460	460	528	608	608	608	608	608	700	800	800	800	800	800	920	1056	1056	1056	1056	1056	1056	1216	1400	1400	1400	1400
G. SPECIALIZED MASTERY Determinative mastery of techniques, practices and theories learned through wide seasoning and/or merical development.	264	304	350	350	350	350	400	460	528	608	608	608	608	700	800	800	800	800	800	920	1056	1056	1056	1056	1056	1216	1400	1400	1400	1400	1400	1400	1600	1840	1840	1840	1840
H. PROFESSIONAL MASTERY Exceptional competence and unique mastery in economic, judicial, educational and/or political affairs.	350	400	460	460	460	460	528	608	700	800	800	800	800	920	1056	1056	1056	1056	1056	1216	1400	1400	1400	1400	1400	1600	1840	1840	1840	1840	1840	1840	2112	2432	2432	2432	2432

***** HUMAN RELATIONS SKILLS *****

1. BASIC: Ordinary courtesy and effective use in dealing with others.	2. INTERMEDIATE: Understanding, influencing and/or leading people in an individual, but not a group setting.						3. CRITICAL: Alternative or combined skills in understanding, selecting, organizing and motivating people in a group or organization.																												
	1	2	3	4	5	6	1	2	3	4	5	6	1	2	3	4	5	6																	
578	598	652	652	652	652	700	750	800	800	800	800	800	920	1056	1056	1056	1056	1056	1216	1400	1400	1400	1400	1400	1600	1840	1840	1840	1840	1840	2112	2432	2432	2432	2432



PROBLEM-SOLVING

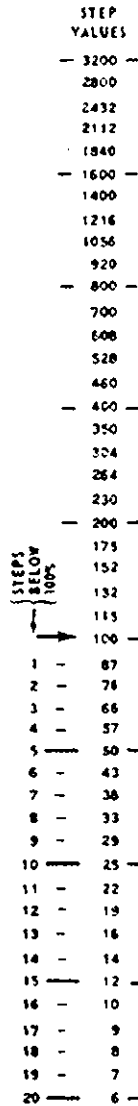
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DEFINITION: Problem Solving is the original, "self-starting" thinking required by the job for analyzing, evaluating, creating, reasoning, arriving at and making conclusions. To the extent that thinking is circumscribed by standards, covered by precedents, or referred to others, Problem Solving is diminished, and the emphasis correspondingly is on Know-How.

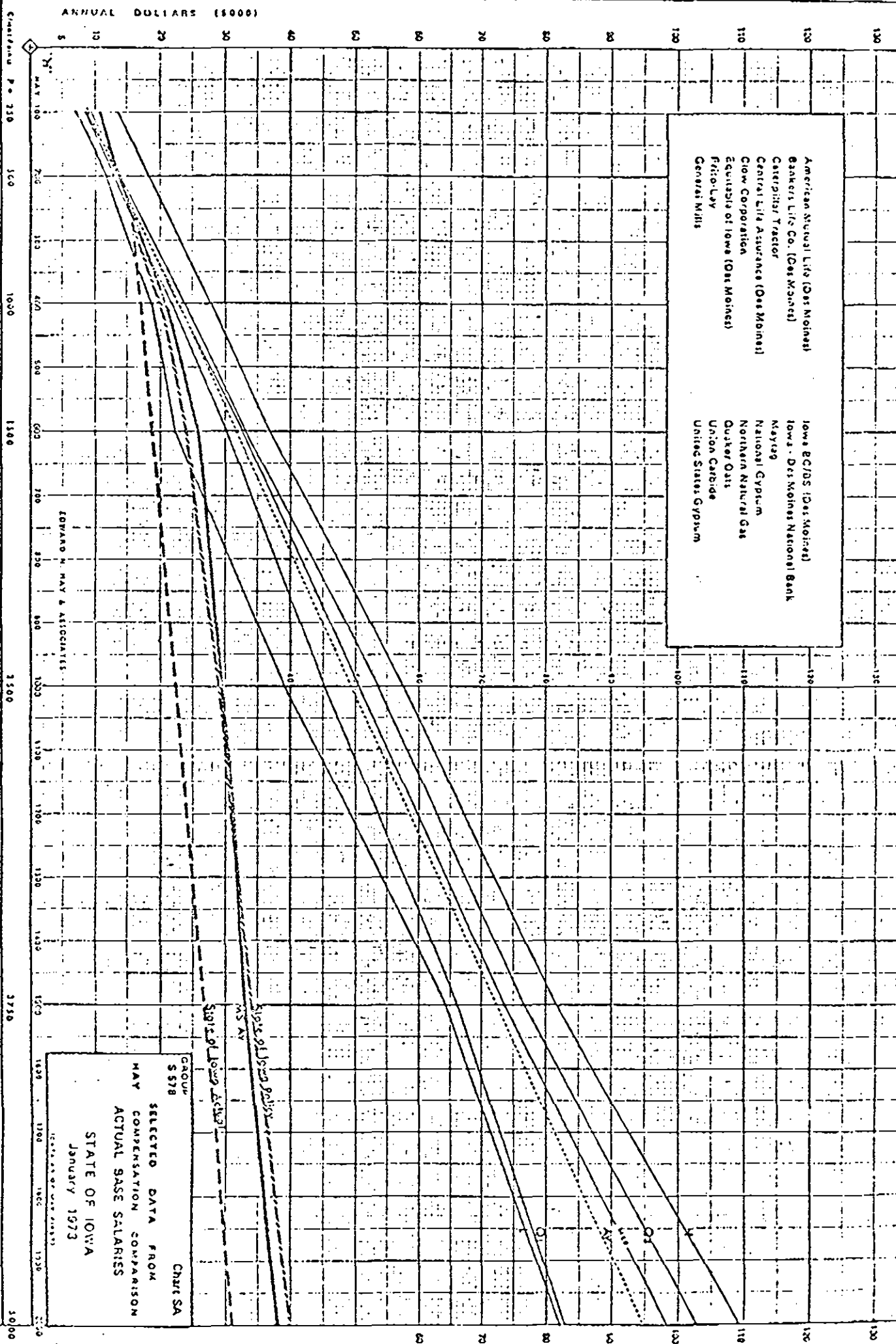
Problem Solving has two dimensions:

- The environment in which the thinking takes place.
- The challenge presented by the thinking to be done.

MEASURING PROBLEM SOLVING: Problem Solving measures the intensity of the mental process which employs Know-How to: (1) identify, (2) define, and (3) resolve a problem. "You think with what you know." This is true of even the most creative work. The raw material of any thinking is knowledge of facts, principles and means, ideas are put together from something already there. Therefore, Problem Solving is treated as a percentage utilization of Know-How.



		•• THINKING CHALLENGE				
		1. REPETITIVE Identical situations requiring solution by simple choice of learned things	2. PATTERNED Similar situations requiring solution by discriminating choice of learned things	3. INTERPOLATIVE Differing situations requiring search for solutions within area of learned things.	4. ADAPTIVE Variable situations requiring analytical, interpolative, evaluative, and/or constructive thinking.	5. UNCHARTED Novel or nonrecurring path-finding situations requiring the development of new concepts and imaginative approaches
THINKING ENVIRONMENT	• Thinking guided or circumscribed by:					
	A. STRICT ROUTINE Simple rules and detailed instructions.	10%	14%	19%	25%	33%
	B. ROUTINE Established routines and standing instructions.	12%	16%	22%	29%	38%
	C. SEMI-ROUTINE Somewhat diversified procedures and precedents.	14%	19%	25%	33%	43%
	D. STANDARDIZED Substantially diversified procedures and specialized standards.	16%	22%	29%	38%	50%
	E. CLEARLY DEFINED Clearly defined policies and principles	19%	25%	33%	43%	57%
	F. BROADLY DEFINED Broad policies and specific objectives	22%	29%	38%	50%	66%
	G. GENERALLY DEFINED General policies and ultimate goals.	25%	32%	43%	57%	76%
H. ABSTRACTLY DEFINED General laws of nature or science, within a framework of cultural standards and business philosophy	29%	38%	50%	66%	87%	
		12%	16%	22%	29%	38%
		14%	19%	25%	33%	43%
		16%	22%	29%	38%	50%
		19%	25%	33%	43%	57%
		22%	29%	38%	50%	66%
		25%	32%	43%	57%	76%
		29%	38%	50%	66%	87%
		33%	43%	57%	76%	100%



- American Mutual Life (Des Moines)
- Bankers Life Co. (Des Moines)
- Caterpillar Tractor
- Central Life Assurance (Des Moines)
- Crow Corporation
- Equitable of Iowa (Des Moines)
- Frito-Lay
- General Mills
- Iowa BC/D/S (Des Moines)
- Iowa - Des Moines National Bank
- Meyer
- National Gypsum
- Northern Natural Gas
- Quaker Oats
- Union Carbide
- United States Gypsum

Q1 and Q2 entitles middle 85% of Company's middle 85%.

Continuum P-350 500 1000 1500 2000 2500 3000 3500 3750 4000

PRESENT AND RECOMMENDED COMPENSATION OF
LEGISLATIVE POSITIONS AND LIEUTENANT GOVERNOR

The present compensation of the legislative positions and the Lieutenant Governor is based on the assumption that the work of these positions will be something less than full-time employment throughout the year. Presumably, the base salary is intended to cover the work done while the Legislature is in session and the per diem is to compensate for committee work during the interim between sessions.

In our recommendations, we have first derived an annual salary for full-time employment and then shown what that salary would be for 50%, 60% and 75% employment. We present two alternatives with regard to the per diem:

1. To leave the present per diem rates unchanged
2. To derive a new per diem rate for each job by dividing the recommended annual salary by 240 working days (52 weeks x 5 = 260 - 20 days vacation and holidays = 240).

We feel that with the increases in base salary recommended here, the per diem rates should be adjusted upwards to be consistent with the new salaries. In the tabulation on the following page, the first column under Recommended Compensation Alternatives shows the recommended full-time salary. This column also shows the derivation of the per diem rate to pay for interim work in the event that a salary based on less than full-time employment is decided upon. In the remaining columns, for 50%, 60% and 75% of full-time, we show the recommended salary and, under that, what the additional earnings at per diem rate would be if the individual worked all the rest of the year on State business and what the total of salary plus per diem would be under these circumstances.

POSITION

PRESENT
COMPENSATION

RECOMMENDED COMPENSATION ALTERNATIVES

		<u>Full-time salary (derivation of per diem rate)</u>	<u>At 50% of full-time</u>	<u>At 60% of full-time</u>	<u>At 75% of full-time</u>
Lt. Governor Speaker	\$11,000 plus \$80 per diem 1971 per diem earnings: Lt. Gov. \$960 Speaker \$5,120	\$22,300 salary (\$22,300 divided by 240 = \$93 per diem)	\$11,150 salary 120 days x \$93 = \$11,150 Total \$22,300	\$13,350 salary 96 days x \$93 = \$8,930 Total \$22,260	\$16,700 salary 60 days x \$93 = \$5,580 Total \$22,260
Majority/Minority Leader Committee Chairman	\$6,500 plus \$40 per diem Average 1971 per diem: Leaders \$2,160	\$18,000 salary (\$18,000 divided by 240 = \$75 per diem)	\$9,000 salary 120 days x \$75 = \$9,000 Total \$18,000	\$12,800 salary 96 days x \$75 = \$7,200 Total \$18,000	\$13,500 salary 60 days x \$75 = \$4,500 Total \$18,000
Legislator	\$5,500 plus \$40 per diem Average 1971 per diem: Repres. \$380 Sen. \$697	\$15,200 salary (\$15,200 divided by 240 = \$63.50 per diem)	\$7,600 salary 120 days x \$63.50 = \$7,600 Total \$15,200	\$9,120 salary 96 days x \$63.50 = \$6,080 Total \$15,200	\$11,400 salary 60 days x \$63.50 = \$3,800 Total \$15,200