

Affirmative Action in Iowa

**An Annual Review of Affirmative Action
in the Executive Branch of State Government**

September 2006



FY 2006 Affirmative Action Report

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An Annual Review of Affirmative Action
in the Executive Branch
of State Government*

Iowa Department of Administrative Services
Human Resources Enterprise
September 29, 2006

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September 30, 2006

MEMORANDUM

TO: The Honorable Thomas J. Vilsack
Governor

The Honorable Sally J. Pederson
Lt. Governor

Margaret Thomson
Chief Clerk of the House

Michael E. Marshall
Secretary of the Senate

FR: Mollie K. Anderson 
Director

RE: FY 2006 Affirmative Action Report

In with accordance 19B.5 of the *Code of Iowa*, I am pleased to submit the fiscal year 2006 *Affirmative Action in Iowa* report. This report illustrates the progress made during fiscal year 2006 to balance the state's workforce and focuses on the efforts taken by the state agencies to remove barriers that limit the hiring, retention and advancement of protected group members.

During FY 2006, we experienced positive goal achievement and workforce gains for both females and minorities. Overall, females increased in the workforce by 342 and minorities increased by 61. Persons with disabilities decreased in the workforce by 33. It should be noted, however, that at least 45 persons with disabilities were hired during the fiscal year in order to offset the 72 separations of persons with disabilities from state employment during the same period of time. Although we have much more work to do, this was an improvement compared to FY 2005. We believe, however, that our partnering with Iowa Vocational Rehabilitation Services will be a great help in reversing these figures and in improving the entry of persons with disabilities into the state workforce.

In this report, departments also described policies and practices they've implemented in order to support a workplace that is welcoming to all employees. These initiatives created the environment that fueled the workforce gains that did occur. Examples included: improving recruitment practices, establishing diversity committees, more fully engaging agency management and partnering with advocacy organizations.

Thank you for the leadership and support you've provided to state agencies in their efforts to represent the diversity of all Iowans in the state workforce. We will continue our efforts to improve the diversity of state government and to maintain a work environment that is welcoming to all Iowans.

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EXECUTIVE SUMMARY

The Iowa Code in 19B sets out the equal employment opportunity and affirmative action responsibilities of the Department of Administrative Services in the following way: First, it “is responsible for the administration and promotion of equal opportunity and affirmative action efforts in the recruitment, appointment, assignment, and advancement of personnel by all state agencies.” Second, the department “shall submit a report on the condition of affirmative action, diversity, and multicultural programs in state agencies...by September 30 of each year to the governor and the general assembly.”

This FY 2006 Affirmative Action Report describes the affirmative action efforts of Iowa executive branch departments during the period of June 30, 2005 through June 29, 2006. This report analyzes the progress that Iowa departments made to improve their representation of females, minorities and persons with disabilities in underutilized job categories and it summarizes the changes in the state’s workforce, overall. Also, the report highlights the qualitative efforts undertaken by departments to implement policies and practices that will have a long-term effect on creating a welcoming workplace and supporting diversity in the state workforce.

Changes in the State’s Workforce Compositions

While underutilization in specific job categories is the focus of the affirmative action program and this report, it is instructive to understand the overall composition of the state’s workforce and to identify specific areas of underutilization for each protected class:

- Females in the state’s workforce increased by 342 and are now at 50.3%, which exceeds their representation of 47.4% of the available labor force, based on the 2000 U.S. Census. However, areas of underutilization continue to exist. Some of the areas include Protective Services and Skilled Craft services positions.
- Minorities in the state’s workforce increased by 61 and their representation in the workforce changed from 5.04% in FY 2005 to 5.22% in FY 2006. Minorities now represent 6.03% of the available labor force, based on the 2000 U.S. Census. Overall, minority underutilization exists in the Technician, Protective Service, Skilled Craft and Service Maintenance job categories.
- Persons with disabilities decreased by 33 during FY 2006 from 6.9% to 6.6%. Persons with disabilities now represent 11.8% of the available labor force, based on the 2000 U.S. Census.

Underutilization in the State's Workforce

FY 2006 was the first time that department underutilization of females and minorities was calculated based on a comparison of the state workforce to the 2000 U.S. Census report of the Iowa labor force. The 2000 Census shows that during the 1990's, minority representation in the Iowa labor force increased from 3.4% to 6.03%. Key to this increase was the approximate 240% increase of Latinos alone. Female representation in the labor force also increased during the 1990's from 40.3% of the labor force to 47.4%.

There were affirmative action gains during this decade and the state's workforce appeared to be in balance with the available labor force. However, some of those gains were eroded by these labor force increases and the State being unable to keep pace with the rapidly changing labor force. This is particularly noted in the following occupational areas:

Impact of Labor Force Changes on Workforce Underutilization:

EEO--Group	1990 Labor Force	2005 State Workforce	2000 Labor Force	2006 State Workforce
Total-Females	46.0%	49.9%	50.3%	52.6%
Professional-Females	54.4%	54.7%	58.2%	57.8%
Technician-Females	40.3%	59.9%	63.6%	57.9%
Protective Services-Females	14.4%	14.5%	16.9%	14.8%
Total-Minorities	3.4%	5.0%	6.0%	5.2%
Technician-Minorities	3.1%	4.8%	4.6%	4.2%
Protective Services-Minorities	4.6%	4.5%	6.1%	4.6%
Skilled Craft—Minorities	2.2%	4.2%	4.1%	4.1%

In most of these occupational areas, minorities and/or females were balanced with the available labor force in 2005, when the 1990 U.S. Census data was used; however, when labor force data was updated to the 2000 U.S. Census data in 2006, these same occupational areas became underutilized. While the State of Iowa did make progress in increasing the diversity of state government, the increases were not sufficient to keep current with the labor force changes.

FY 2006 Hiring Goal Achievement

While the overall composition of the state's workforce showed an increase in minorities and females of 61 and 342 respectively, efforts to correct specific areas of underutilization were not as robust. However, individual departments showed progress in their attempt to balance their workforce. See the table on page 11: "Underutilization & Progress Toward a Balanced Workforce."

- Fourteen departments set hiring goals for females that totaled 122. Of that number, 9 departments showed progress and their goal hires totaled 42 or 34.4% of the goals set. The overall net progress of all departments toward balancing the female workforce was 26 compared to 11 in FY 2005.
- Twelve departments set hiring goals for minorities that totaled 42. Of that number, 7 departments showed progress, compared to only one department showing progress during FY 2005. The goal hires of the 7 departments showing progress totaled 18. This was 9.1% of the goals set. The overall net progress of all departments toward balancing the minority workforce was 15 compared to -3 in FY 2005.
- In FY 2006, there were 27 departments that set hiring goals for persons with disabilities totaling 97. Five of these departments showed progress toward achieving these goals and their goal hires totaled 11. The overall net progress of all departments toward balancing the persons with disabilities workforce was -23 compared to -54 in FY 2005.

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STATE AFFIRMATIVE ACTION PLAN

Overview

Iowa Code section 19B.5(2) requires each state agency to annually prepare an affirmative action plan and to submit those plans to the Department of Administrative Services, Human Resource Enterprise (DAS-HRE). DAS-HRE is authorized to oversee the attainment of affirmative action goals and timetables by all state agencies and submit a report on the condition of affirmative action, diversity, and multicultural programs in state agencies by September 30th of each year to the Governor and the General Assembly.

Additionally, Iowa Code section 19B.7(1) authorizes the Department of Management to impose appropriate sanctions on individual state agencies, in order to ensure compliance with state programs, emphasizing equal opportunity through affirmative action, contract compliance policies, and requirements for procurement goals for targeted small businesses.

The annual Affirmative Action Report includes a compilation of the individual departments' plans and a summary of the cumulative results. The report also provides a general review of the State's overall affirmative action program, citing strengths and areas needing improvement. The basic requirements for departmental affirmative action plans and annual reports are found in the DAS-HRE administrative rules. These requirements follow the standards outlined in the Equal Employment Opportunity Commission's (EEOC) "Guidelines on Affirmative Action Appropriate Under Title VII of the Civil Rights Act of 1964," as amended, 44 CFR 4422 (November 21, 1991), 29 CFR 1608. The State adopted these requirements in good faith and in conformance with and reliance upon those guidelines and subsequent guidance contained in relevant U.S. Supreme Court decisions.

Affirmative Action Plan Methodology

Calculating Underutilization

Affirmative Action is defined in Iowa Code Section 19B.1 as "action appropriate to overcome the effects of past or present practices, policies, or other barriers to equal employment opportunity." The U.S. Supreme Court recognized at least two permissible bases for employers to implement voluntary affirmative action: (1) to remedy a clear and convincing history of past discrimination by the employer or union, and (2) to cure a manifest imbalance in the employer's workforce.

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Because employers must substantiate compelling conditions of disparity in their workplace to justify the use of race and sex as factors in the selection process, the State of Iowa Affirmative Action program differentiates between the degrees of underutilization in its workplace. It does so by utilizing two types of affirmative action measures. The first is preferential (remedial) affirmative action. It is the most intrusive and, as a result, has been the most likely basis for affirmative action litigation. Preferential affirmative action permits numerical goals to be set that consider race and sex as factors in the selection process. The second is non-preferential (non-remedial) affirmative action. This results in active efforts by an employer to attack and prevent discrimination by concerted proactive programs other than by setting numerical hiring goals. Non-preferential goals result in system improvements and are more enduring than isolated affirmative action hires.

A key element of the planning and reporting process involves the comparison of the composition of the workforce to the availability of females, minorities and persons with disabilities within the qualified labor market pool. The affirmative action planning process involves the following steps:

Quantitative Underutilization Analysis

- a) The quantitative underutilization analysis compares the State's end-of-fiscal-year workforce composition to the relevant labor force data, i.e., the 2000 Census labor force for Iowa.

The groupings used to categorize the workforce into EEO-4 job categories are based on recommendations from the Equal Employment Opportunity Commission (EEOC). These categories were revised with the release of the 2000 Census and are as follows:

01 Official/Administrator	02 Professional
03 Technician	04 Protective Service: Sworn
05 Protective Service: Non-Sworn	06 Administrative Support
07 Skilled Craft	08 Service/Maintenance

- b) Underutilization exists when females, minorities and persons with disabilities are less than the relevant labor force representation for these groups. For example, a department with 100 employees in its Professional EEO category that also includes 4 minorities would have a representation of 4% minorities. If the labor force showed a representation for that category of 6%, the difference of 2% (6%-4%) or 2 minorities is referred to as underutilization. In this case, if this underutilization is within job groupings previously identified as an area of significant underutilization or "manifest imbalance," numerical hiring goals may be set. Hiring goals form the basis of departments' quantitative plan and continue to be set until underutilization is corrected.

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- c) Hiring goals are based on the number of projected hires occurring during the plan period. These should be set so that the goal-to-hire projection ratio is at least equivalent to the labor market representation of the underutilized groups. The projected hires are multiplied by the rate of the underutilized group in the labor force. For example, 10 hires are projected and the labor force availability in the female underutilized group is 50%. A hiring goal of at least 5 females would be expected (10 hires * 50%). Suggested goals may be adjusted for a variety of reasons, such as special one-time hiring opportunities that may occur during the next fiscal year.
- e) For persons with disabilities, underutilization is now calculated based on the 2000 statewide labor force availability rate of 11.8%. Unlike racial and gender groups, persons with disabilities are not divided into EEO-4 categories and goals are set departmentwide.

Qualitative Underutilization Analysis

- a) Departments are requested to do a qualitative analysis to identify the policies, practices or procedures that contribute to its underutilization. This analysis is designed to identify potential barriers to equal employment opportunity and to set goals for remedial practices that will break down these barriers.
- b) After underutilization is identified by the quantitative analysis, departments review the results of their previous affirmative action goals and analyze the factors that may still be contributing to the underutilization that exists. From this review, the reporting unit develops a qualitative action plan to eliminate/overcome those barriers. Examples of these types of goals are found at the following website:
<http://das.hre.iowa.gov/pdfs/AAEEO/strategies.pdf>

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FY 2006 GOAL ACHIEVEMENT

During FY 2006, executive branch departments experienced the following results in meeting their affirmative action goals:

- Twelve departments had neither remedial nor non-remedial underutilization, i.e., their workforce population represented females, minorities and persons with disabilities at a rate that equaled or exceeded the available labor market. Included among these are 6 departments with less than 25 employees and are not able to complete a viable affirmative action plan with such a small workforce.
- Four departments out of 14 that set remedial hiring goals for females met their goal. Another 5 made partial progress in meeting them and the remaining 5 made negative or no progress.
- Three departments out of 12 that set remedial hiring goals for minorities met their goal. Another 4 departments made partial progress in meeting their goals and the remaining 5 made negative or no progress.

The following departments positively contributed toward balancing the State's workforce:

Hiring Goals Set and Progress:

<u>Departments</u>	<u>Remedial Hiring Goals Set/Met</u>	
Administrative Services	9/3	Females
	1/1	Minorities
Agriculture	2/1	Females
Auditor	1/1	Minorities
Commerce --Banking	3/1	Females
Corrections	47/19	Females
	13/9	Minorities
Economic Development	3/1	Persons with Disabilities
Iowa Public Television	1/1	Females
Human Services	1/1	Females
	11/3	Minorities
Inspections and Appeals	8/7	Persons with Disabilities
Lottery	2/2	Females
Public Defense	1/1	Minorities
Public Health	8/1	Persons with Disabilities
Public Safety	10/10	Females
	4/3	Minorities
	9/1	Persons with Disabilities
Revenue	7/4	Females
Transportation	2/1	Minorities
Veterans Affairs	10/1	Persons with Disabilities

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FY '06 Underutilization & Remedial Goals

DEPARTMENT/DIVISION	Female			Minority			Disability	
	NRUU	RUU	RUU Goal	NRUU	RUU	RUU Goal	UU	Goal
Administrative Services		15	9	2	1	1		
Agriculture	3	22	2		5	3	14	1
Auditor	7				2	1	7	3
Blind	3			1				
Civil Rights								
College Student Aid	1						2	1
Commerce-Alcoholic Beverage	2						5	2
Commerce-Banking		10	3				6	1
Commerce-Insurance	1						3	2
Commerce-Utilities		6	1				1	1
Corrections	2	306	47	12	57	13	101	17
Cultural Affairs	4			1			4	1
Economic Development							6	3
Education	23			3	1	1	1	1
Elder Affairs							1	
Finance Authority							3	1
Human Rights								
Human Services	91	1	1	19	75	11	275	6
Inspections and Appeals	1						17	8
Iowa Communications Network		3	2	1			3	1
Iowa Law Enforcement Academy	5							
IPERS	1			1			3	1
Justice	1			2			18	2
Lottery	3	4	2				7	1
Management	4						1	1
Natural Resources	0	144	31	6	22	3	52	10
Public Defense	13	5	1	5	1	1	18	2
Public Health	3			1			8	8
Public Safety	4	37	10		12	4	53	9
Public Television	1	1	1		1	1	7	1
Revenue		20	7	2				
Secretary of State							4	1
Transportation	4	70	5	39	20	2	45	2
Veterans Affairs	2				2	34	43	10
Workforce Development	24			1				
TOTAL	203	644	122	96	199	91	708	97

NRUU means Non-Remedial Underutilization. While underutilization exists, it does not meet the statistical standard necessary to set numerical hiring goals.

RUU means Remedial Underutilization. Underutilization exists and meets the statistical standard necessary to set numerical hiring goals.

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FY 06 Underutilization & Progress Toward a Balanced Workforce*

DEPARTMENT/DIVISION	TOTAL UNDERUTILIZATION			NET PROGRESS TOWARDS BALANCED WORKFORCE		
	FEMALE	MINORITY	PWD	FEMALE	MINORITY	PWD
Administrative Services	15	3	**	3	1	
Agriculture	25	5	14	1	***0	0
Auditor	7	2	7	-1	1	-1
Blind	3	1				
Civil Rights						
College Student Aid	1		2			
Commerce--Alcoholic Beverage	2		5	0		
Commerce—Banking	10		6	1		0
Commerce—Insurance	1		3	0		0
Commerce—Utilities	6		1	0		0
Corrections	308	69	101	19	9	-7
Cultural Affairs	4	1	4	-1	-1	0
Economic Development			6			1
Education	23	4	1	-3	-1	
Elder Affairs			1			
Finance Authority			3			
Human Rights						
Human Services	92	94	275	1	3	-16
Inspections and Appeals	1		17			7
Iowa Communications Network	3	1	3	-3	-1	-4
Iowa Law Enforcement Academy	5			0		
Iowa Public Employees Retirement	1	1	3	1	0	0
Justice	1	2	18	0	-1	0
Lottery	7		7	4		
Management	4		1	0		0
Natural Resources	144	28	52	-3		-2
Public Defense	18	6	18	-3	1	0
Public Health	3	1	8	0	0	1
Public Safety	41	12	53	10	3	1
Public Television	2	1	7	0	0	0
Revenue	20	2		0	0	0
Secretary of State			4	2		0
Transportation	74	59	45	-1	1	-4
Veterans Affairs	2	2	43	-1	0	1
Workforce Development	24	1		0	0	
TOTAL	847	295	708	26	15	-23

* Table excludes departments with less than 25 employees where no underutilization is calculated. (SOURCE: "Affirmative Action Goals Achievement Quarterly Report.")

** Blank cell identifies no underutilization

*** A zero in the cell shows that there was underutilization but no change occurred.

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DAS-HRE FY 2006 ACTIVITIES

Workforce Change and Diversity

The Minority Recruitment Task Force, established during FY 2005, developed a plan to increase the overall diversity of the state's workforce in response to the awareness that the state's workforce must better represent the increasing diversity in Iowa. The Department of Administrative Services—Human Resources Enterprise, in cooperation with the Governor's Office, coordinated this effort to address the State's ability to keep current with a rapidly changing labor force.

During the first quarter of FY 2006, a meeting with department directors and key agency personnel was conducted to discuss labor force changes and the impact that this has had on their affirmative action efforts. Breakout sessions were held on key diversity topics and resource materials were made available to assist departments in building diversity into their workforce.

This meeting resulted in feedback from departments about the barriers they perceived in attaining a diverse workforce and what they needed from DAS-HRE.

Monthly reports were created and are being sent to the Governor and department directors addressing the status of each department's representation by protected groups. A significant part of this report includes a list of current hiring opportunities. This identifies the immediate opportunities that departments have available to them.

Of particular note are the positive gains for females of 342 and minorities of 61 in the overall workforce composition. These were notable increases and departments' efforts are commended. See the table on page 71, Appendix B: "Workforce Composition."

Representing persons with disabilities in the state's workforce at 11.8% of the available labor force continues to be a challenge as demonstrated by the decrease of 33 persons with disabilities during the fiscal year. It should be noted, however, that at least 39 persons with disabilities were hired during the fiscal year in order to offset the total 72 separations of persons with disabilities from state employment during the same period of time. So, clearly, the State must work on retaining persons with disabilities.

Partnering to Employ Persons with Disabilities

The percent of individuals employed in state government that self report as persons with disabilities is 6.6% compared to the 11.8% in the labor force. To help correct the underutilization, Iowa Vocational Rehabilitation Services (IVRS) and DAS-HRE began coordinating efforts to improve hiring opportunities for persons with disabilities in state government. IVRS is currently working with DAS-HRE to enhance relationships with state departments that can benefit from IVRS consultation and resources. IVRS has briefed its office supervisors and staff on action steps that it will take to refer qualified clients to state jobs and at the same time help DAS-HRE identify qualified applicants that can also help departments address their underutilization of persons with disabilities.

A weekly overview on new state openings is forwarded to IVRS staff. In addition, it has simplified the process of “certifying” that a job applicant is an individual with a disability and meets the minimum qualifications for the position. DAS-HRE has identified staff to receive certification from IVRS and to work with the hiring supervisors to advocate for interviews of these qualified applicants. IVRS has begun to track the referrals, interviews and job placements with the State that resulted from this partnership. These measures will provide the State with a guide to the success of this coordination and a blue print to enhance these efforts further.

State Coordinated Recruitment

As the centralized human resources contact for executive branch vacancies, DAS-HRE processed 59,841 job applications for 1,586 hires. DAS-HRE recognizes its responsibility to notify the public of State of Iowa employment opportunities and to provide a convenient means by which interested applicants can receive vacancy information and apply for state jobs. Several initiatives took place during FY 2006 to facilitate this effort:

- 26 recruitment events were attended.
- Recruitment materials were provided to departments upon request.
- Targeted online recruitment assistance was also provided to departments on request. Services included posting state jobs on university websites and identifying professional and association websites to post technical vacancies and researching the cost to post vacancies and general job boards.
- Special recruitment assistance was provided to departments and the Governor’s Office. Some of this assistance included drafting job descriptions, essential functions and job notices; preparing resume and interview scoring tools; and assisting in the recruitment and hiring process. Additionally, professional organizations, recruitment sources and advocacy groups were contacted to provide recruitment assistance.

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- Staff participated in community and other organizational events promoting diversity, state employment opportunities, and general awareness of the State of Iowa as an employer. Some of these included the monthly Workforce Development Job Clubs, Greater Des Moines Multi-Cultural Receptions, Polk County Enrichment Center Job Fair, Latino Resources Fairs and the Central Iowa Society for Human Resource Management Diversity Lunch and Learns and its Diversity Resource Fair.

AA/EEO/Diversity Training

In FY 2006, the number of participants attending the DAS-HRE Performance and Development Solutions Courses addressing equal employment, affirmative action, diversity, and disability-related topics increased 19.0% over the FY 2005 attendance of 1,011.

<u>Departments</u>	<u>Attendance</u>
Administrative Services	9
Agriculture	2
Blind	1
Commerce (Includes all Commerce Divisions)	34
Corrections	69
Economic Development	2
Education	4
Education-Vocational Rehabilitation	4
Elder Affairs	2
Health	33
Human Services	45
Finance Authority	1
Inspections and Appeals	9
Iowa Communications Network	2
Iowa Public Employees Retirement System	2
Lottery	1
Natural Resources	93
Public Defense	1
Revenue	4
Secretary of State	1
Transportation	519
Veterans Home	14
Workforce Development	353
Non-State Attendees	3
TOTAL	1,208

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In total, 1,208 participants attended one of the seven courses offered, compared to 1,010 in FY 2005.

<u>Class Selections</u>	<u>Attendance</u>
Americans with Disabilities Act	69
EEO/AA for Employees	342
EEO/AA for Supervisors	107
Preventing Sexual Harassment for Supervisors	117
Preventing Sexual Harassment for Employees	116
Valuing Diversity in the Workplace	457
TOTAL	1,208

FY 2007 RECOMMENDATIONS

The following observations were considered when establishing the FY 2007 recommendations.

- The concerted effort to increase diversity in state government resulted in minorities increasing by 61, from 968 to 1,029.
- Goal achievement for females in FY 2006 was a gain of 26 of the 122 goals set or 21.3%. The goal achievement for minorities was a gain of 15 of the 91 goals set or 16.5%. However, for persons with disabilities, the goal achievement was not sufficient to offset the number of persons with disabilities leaving state government. As a result, the goal achievement for persons with disabilities was a -23. These figures compare to the FY 2005 goal achievement of 11 females, -3 minorities and -54 persons with disabilities.
- By involving department directors in the State's efforts to increase the diversity of its workforce, females and minorities both increased in the workplace and progress was made in reversing the loss of persons with disabilities.
- In FY 2006, the 1,208 participants attending the DAS-HRE Performance and Development Solutions Courses addressing EEO/AA/Diversity/ADA related topics increased 19.0% over the previous fiscal year's attendance of 1,011.
- At the beginning of FY 2007, DAS-HRE implemented an Internet-based application system capable of generating reports based on applicant characteristics.

The following actions are recommended:

- 1) Department directors should not only continue their leadership to support workplace diversity but set more rigorous goals to achieve this objective.
- 2) Department directors must hold their managers accountable for initiatives directed toward balancing their workforce.
- 3) Departments, through the DAS-HRE's Customer Council, should fund a full-time statewide recruitment coordinator. Currently, DAS-HRE staff is only able to devote part-time to this effort.
- 4) While progress is being made, only a small percentage of departments fully met their numerical goals. Departments must engage their managers to be more diligent in meeting the goals they set. Both aggressive hiring and retention efforts and policies and practices that support these efforts will be necessary to achieve these results.
- 5) DAS-HRE should continue to provide meaningful information to assist the departments in their efforts.

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DAS-HRE FY 2007 PLANS

DAS-HRE is assigned a leadership role in carrying out the requirements of 19B of the Code of Iowa. To that end, DAS-HRE plans the following initiatives for FY 2007:

New Activities:

- Review AA reporting process and provide recommendations on how the reporting process can be improved and simplified.
- Develop procedures to measure the accomplishment of qualitative AA goals, including expanding the quarterly report of affirmative action progress to include qualitative goal updates.
- Review coordinated state recruitment and develop an annual plan.

Continuing Activities:

- Continue to offer targeted recruitment and additional support to all departments, particularly those with chronic difficulty in meeting their AA goals.
- Continue implementing the work plan developed by the Minority Recruitment Task Force.
- Continue the partnership developed with Iowa Vocational Rehabilitation Services to strengthen hiring of persons with disabilities and to maintain their representation in state government.
- DAS-HRE will continue to serve as a member of the ADA Advisory Committee and as ex officio member of the Commission on Persons with Disabilities. It will continue to be involved in such organizations as this participation helps DAS-HRE in its role to support a diverse workforce in state government.

Evaluate the results of the annual and cumulative State Exit Survey report to identify any potential problems or opportunities that may exist to improve affirmative action performance and diversity in general. The most recent summary of survey responses is located at the following website:

http://das.hre.iowa.gov/rdfs/Publications/departure_survey_report_2005.doc

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APPENDICES

A. AFFIRMATIVE ACTION ANALYSIS BY DEPARTMENT

Notes on Department Tables:

FY 06 Workforce Changes:

This table shows fiscal year 2006 staffing changes. It details the composition of each department's workforce at the beginning and ending of the fiscal years and the number of hires/promotions and terminations that also occurred during this period. These totals are broken down by Minority, Female and Disability status and by EEO Code. The purpose of this data is to show how the departments' staffing changes during the fiscal year affected its current staffing compositions.

With the beginning of FY 2006, the State's analysis of underutilization calculations started using the 2000 U.S. Census labor force data. One of the revisions necessitated by this change was that the labor force data was mapped to revised EEO categories. When the Equal Employment Opportunity Commission revised its EEO-4 (State and Local Government) Categories, it eliminated the Paraprofessional category and revised the Protective Services Category to include Sworn and Non-sworn. The result is that the FY 2006 workforce count shows no employees in the Paraprofessional category.

FY 06 Goal & Achievements

These tables summarize the progress departments made during FY 2006 in meeting the affirmative action goals they set by EEO category. The numbers for persons with disabilities are only displayed by department overall. (See AA Plan Methodology for details.)

Column Labels

T Total Full-time Workforce
F Female
Mn Racial/Ethnic Minorities
D Persons with Disabilities

Threshold Labels

NU No underutilization
BA Balanced workforce
NA Not applicable
ST Statewide measure of underutilization.
PN Numeric (remedial) hiring goals to address underutilization are needed

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NP Non-remedial methods to address underutilization through means other than using racial/ethnic, gender or disability classification as factors in selection

EEO Codes

Protective Services Non-sworn replaces the Paraprofessional EEO-4 category for the reasons noted above in the "FY 06 Workforce Change" section.

FY 06 Qualitative Goal Achievement

This table details each department's qualitative results to correct underutilization in their departments and to maintain a welcoming and nondiscriminatory work environment. Along with setting numerical goals to address areas of manifest imbalance, departments also set qualitative goals to correct employment policies and practices that do or tend to exclude, disadvantage, restrict or adversely affect employees based on their age, sex, disability, and racial/ethnic Minorities status.

FY 2006 Affirmative Action Report

Administrative Services (010)

FY '06 Workforce Changes

EEO Code	Workforce				Workforce				Workforce Change			
	EOFY 05				EOFY 06				FY 2006			
	T	F	Mn	D	T	F	Mn	D	T	F	Mn	D
Official /Admin.	44	20	0		44	20	0		0	0	0	
Professional	171	69	9		179	76	10		8	7	1	
Technical	23	20	3		24	21	2		1	1	-1	
Protective Service												
Paraprofessional	7	6	1						-7	-6	-1	
Admin. Support	31	20	4		29	20	4		-2	0	0	
Skilled Craft	27		3		29		4		2		1	
Service/Maint.	63	20	14		62	23	13		-1	3	-1	
TOTALS	366	155	34	47	367	160	33	44	1	5	-1	-3

FY '06 Goals & Achievements

EEO Code	Threshold			Total UU			Hire Goal*			Net Change		
	Label			BOFY 06			FY 06			EOFY 06		
	F	Mn	D	F	Mn	D	F	Mn	D	F	Mn	D
Official /Admin.	BA	PN			1			1			0	
Professional	PN	NP		15	2		9			3	1	
Technical	BA	BA										
Protective Service - Sworn	NA	NA										
Admin. Support	BA	BA										
Skilled Craft	BA	BA										
Service/Maint.	BA	BA										
TOTALS				15	3		9	1		3	1	

FY '06 Qualitative Goal Achievements

- ❖ Provided EEO/AA/Diversity related training to 9 staff to ensure progress in utilizing hiring opportunities to attain a balanced workforce.
- ❖ Coordinated online recruitment efforts for all vacancies including Information Technology (IT) positions with the Human Resources Enterprise “Jobs” website to attract a more diverse pool of qualified job applicants.
- ❖ IT Enterprise conducted targeted recruitment for specific vacancies.

See Appendix A for Notes on Department Tables, page 21. See AA Plan Methodology on page 5.

FY 2006 Affirmative Action Report

Agriculture & Land Stewardship (010)

FY '06 Workforce Changes

EEO Code	Workforce				Workforce				Workforce Change			
	EOFY 05				EOFY 06				FY 2006			
	T	F	Mn	D	T	F	Mn	D	T	F	Mn	D
Official /Admin.	27	6			29	6			2	0	0	
Professional	96	31	3		101	38	3		5	7	0	
Technical	128	21	1		133	23	1		5	2	0	
Protective Service												
Paraprofessional	9	9							-9	-9	0	
Admin. Support	117	115	2		119	117	2		2	2	0	
Skilled Craft									0	0	0	
Service/Maint.									0	0	0	
TOTALS	377	182	6	26	382	184	6	26	5	2	0	0

FY '06 Goals & Achievements

EEO Code	Threshold			Total UU			Hire Goal*			Net Change		
	Label			BOFY 06			FY 06			EOFY 06		
	F	Mn	D	F	Mn	D	F	Mn	D	F	Mn	D
Official /Admin.	NP	BA		3						1		
Professional	PN	PN		8	2		1	1		0	0	
Technical	PN	PN		14	2		1	1		2	0	
Protective Service - Sworn	NA	NA										
Admin. Support	BA	PN			1			1			0	
Skilled Craft	NA	NA										
Service/Maint.	NA	NA										
TOTALS				25	5	14	2	3	1	3	0	

FY '06 Qualitative Goal Achievements

- ❖ Supervisors are held accountable for hires by completing Hiring Justification as to why UU candidates were not hired. All hiring justifications are referred to the Administrative Director for approval.
- ❖ Ads were placed in area newspapers for positions in which minorities were difficult to attract through typical recruitment methods
- ❖ Supervisors were reminded of the States AA/EO plan.

See Appendix A for Notes on Department Tables, page 21. See AA Plan Methodology on page 5.

FY 2006 Affirmative Action Report

Auditor

FY '06 Workforce Changes

EEO Code	Workforce				Workforce				Workforce Change			
	EOFY 05				EOFY 06				FY 2006			
	T	F	Mn	D	T	F	Mn	D	T	F	Mn	D
Official /Admin.	10	6			11	6			1	0		
Professional	96	49			92	47	1		-4	-2	1	
Technical	1	1			1	1			0	0		
Protective Service												
Paraprofessional												
Admin. Support	4	4			3	3			-1	-1	0	
Skilled Craft												
Service/Maint.												
TOTALS	111	60	0	5	107	57	1	5	-4	-3	1	0

FY '06 Goals & Achievements

EEO Code	Threshold			Total UU			Hire Goal*			Net Change		
	Label			BOFY 06			FY 06			EOFY 06		
	F	Mn	D	F	Mn	D	F	Mn	D	F	Mn	D
Official /Admin.	BA	BA										
Professional	NP	PN		7	2		0	1		-1	1	
Technical	NA	NA										
Protective Service - Sworn	NA	NA										
Admin. Support	NP	NP										
Skilled Craft	NA	NA										
Service/Maint.	NA	NA										
TOTALS				7	2	7	0	1	3	-1	1	-1

FY '06 Qualitative Goal Achievements

- ❖ As a part of the Governor's and the State Auditor's goal to keep highly educated young people in Iowa, the department recruits from all Iowa colleges and universities that offer at least a Bachelor's Degree in Accounting.
- ❖ This is a professional office and it has recruited at 18 Iowa colleges that offer Bachelor's or Master's Degrees in Accounting and at 4 colleges in neighboring states to hire the most qualified candidates in accounting, preferably with a Master's Degree in Accounting so they qualify to sit for the CPA exam.

See Appendix A for Notes on Department Tables, page 21. See AA Plan Methodology on page 5.

FY 2006 Affirmative Action Report

Blind

FY '06 Workforce Changes

EEO Code	Workforce				Workforce				Workforce Change			
	EOFY 05				EOFY 06				FY 2006			
	T	F	Mn	D	T	F	Mn	D	T	F	Mn	D
Official /Admin.	6	2	1		14	7	2		8	5	1	
Professional	52	34	3		47	31	2		-5	-3	-1	
Technical	5	4			2	2			-3	-2		
Protective Service												
Paraprofessional	10	5	1						-10	-5	-1	
Admin. Support	16	15			25	20	1		9	5	1	
Skilled Craft	10								-10			
Service/Maint.												
TOTALS	99	60	5	28	88	60	5	27	-11	0	0	-1

FY '06 Goals & Achievements

EEO Code	Threshold			Total UU			Hire Goal*			Net Change		
	Label			BOFY 06			FY 06			EOFY 06		
	F	Mn	D	F	Mn	D	F	Mn	D	F	Mn	D
Official /Admin.	BA	BA										
Professional	NP	NP		1	1					-1	0	
Technical	NP	NP										
Protective Service - Sworn	NA	NA										
Admin. Support	NP	BA		2						1		
Skilled Craft	NP	NP										
Service/Maint.	NA	BA										
TOTALS				3	1		0	0		0	0	

FY '06 Qualitative Goal Achievements

- ❖ Until 2006 the department had no underutilization in any EEO category for several years. A review of its hiring and recruitment activities in 2006 indicated that it is attracting both female and minority candidates to its underutilized EEO category. While very few hiring decisions were made in the entire agency during 2006, the department made progress toward better balance where female underutilization is concerned.
- ❖ The department's goal during the interview process to fill vacant positions is to be open to all qualifying candidates regardless of gender or disability.

See Appendix A for Notes on Department Tables, page 21. See AA Plan Methodology on page 5.

FY 2006 Affirmative Action Report

Civil Rights

FY '06 Workforce Changes

EEO Code	Workforce				Workforce				Workforce Change			
	EOFY 05				EOFY 06				FY 2006			
	T	F	Mn	D	T	F	Mn	D	T	F	Mn	D
Official /Admin.	3	2			4	2			1	0		
Professional	16	8	7		15	7	7		-1	-1	0	
Technical					1	1			1	1		
Protective Service												
Paraprofessional												
Admin. Support	4	4	1		3	3	1		-1	-1	0	
Skilled Craft												
Service/Maint.												
TOTALS	23	14	8	3	23	13	8	3	0	-1	0	0

FY '06 Goals & Achievements

EEO Code	Threshold			Total UU			Hire Goal*			Net Change		
	Label			BOFY 06			FY 06			EOFY 06		
	F	Mn	D	F	Mn	D	F	Mn	D	F	Mn	D
Official /Admin.	BA	BA										
Professional	NP	BA										
Technical	NA	NA										
Protective Service - Sworn	NA	NA										
Admin. Support	BA	BA										
Skilled Craft	NA	NA										
Service/Maint.	NA	NA										
TOTALS				0	0	0	0	0	0	0	0	0

FY '06 Qualitative Goal Achievements

- ❖ Although the Iowa Civil Rights Commission does not have under utilization in any of its 4 EEO categories, Commission feels it is important for the agency to be visible in protected class communities through advertising and participation in diversity and civil rights events. This way when openings do occur, the agency will have built a strong foundation for recruitment of protected class members.
- ❖ During this past fiscal year, the Iowa Civil Rights Commission advertised in the Iowa Bystander and English and Spanish-language media. It has sponsored informational booths at cultural events and the Iowa State Fair. It coordinated the 40th anniversary of the Iowa Civil Rights Act; and actively participated in a number of cultural and diversity events, including I'll Make Me a World in Iowa and the statewide diversity conference. The Commission also worked with Friends of Iowa Civil Rights, Inc., the Iowa Department of Human Rights

See Appendix A for Notes on Department Tables, page 21. See AA Plan Methodology on page 5.

FY 2006 Affirmative Action Report

College Student Aid

FY '06 Workforce Changes

EEO Code	Workforce				Workforce				Workforce Change			
	EOFY 05				EOFY 06				FY 2006			
	T	F	Mn	D	T	F	Mn	D	T	F	Mn	D
Official /Admin.	7	4			5	5			-2	1		
Professional	9	5			26	17			17	12		
Technical	2	2			3	3			1	1		
Protective Service												
Paraprofessional	14	9							-14	-9		
Admin. Support	9	8	1		7	6	1		-2	-2	0	
Skilled Craft												
Service/Maint.												
TOTALS	41	28	1	2	41	31	1	2	0	3	0	0

FY '06 Goals & Achievements

EEO Code	Threshold			Total UU			Hire Goal*			Net Change		
	Label			BOFY 06			FY 06			EOFY 06		
	F	Mn	D	F	Mn	D	F	Mn	D	F	Mn	D
Official /Admin.	BA	BA										
Professional	NP	BA		1						0		
Technical	BA	BA										
Protective Service - Sworn	NA	NA										
Admin. Support	BA	BA										
Skilled Craft	NA	NA										
Service/Maint.	NA	NA										
TOTALS				1	0	2	0	0	1	0	0	0

FY '06 Qualitative Goal Achievements

- ❖ Worked with DAS-HRE to become aware of available recruitment opportunities.
- ❖ Established an internal screening process to improve diversity hires. During FY 2006 the agency's goal for persons with disabilities was met.

See Appendix A for Notes on Department Tables, page 21. See AA Plan Methodology on page 5.

FY 2006 Affirmative Action Report

Commerce/Alcoholic Beverages

FY '06 Workforce Changes

EEO Code	Workforce				Workforce				Workforce Change			
	EOFY 05				EOFY 06				FY 2006			
	T	F	Mn	D	T	F	Mn	D	T	F	Mn	D
Official /Admin.	6	2			6	2			0	0		
Professional	10	2			15	6			5	4		
Technical	3	3			3	3			0	0		
Protective Service												
Paraprofessional	5	4							-5	-4		
Admin. Support	9	9			8	8			-1	-1		
Skilled Craft												
Service/Maint.	18		1		18	1	1		0	1	0	
TOTALS	51	20	1		50	20	1	0	-1	0	0	0

FY '06 Goals & Achievements

EEO Code	Threshold			Total UU			Hire Goal*			Net Change		
	Label			BOFY 06			FY 06			EOFY 06		
	F	Mn	D	F	Mn	D	F	Mn	D	F	Mn	D
Official /Admin.	BA	BA										
Professional	NP	BA		2						0		
Technical	BA	BA										
Protective Service - Sworn	NA	NA										
Admin. Support	BA	BA										
Skilled Craft	NA	NA										
Service/Maint.	BA	BA										
TOTALS				2	0	5	0	0	2	0	0	0

FY '06 Qualitative Goal Achievements

The five investigators hired in 2002 are still employed with the State, so no possibility of hiring females or persons with disabilities has occurred.

The only hiring this year has been with the warehouse, involving heavy lifting, driving pallet jacks and forklifts as requirements for this the warehouse worker. The Transport Drivers are required to have a CDL. All applicants for these jobs were considered but no persons with disabilities were hired at this time.

See Appendix A for Notes on Department Tables, page 21. See AA Plan Methodology on page 5.

FY 2006 Affirmative Action Report

Commerce/Banking

FY '06 Workforce Changes

EEO Code	Workforce				Workforce				Workforce Change			
	EOFY 05				EOFY 06				FY 2006			
	T	F	Mn	D	T	F	Mn	D	T	F	Mn	D
Official /Admin.	7	2			3	1			-4	-1		
Professional	52	15	1		58	17	1		6	2	0	
Technical	1	1			1	1			0	0		
Protective Service												
Paraprofessional												
Admin. Support	2	2			2	2			0	0		
Skilled Craft												
Service/Maint.												
TOTALS	62	20	1	0	64	21	1	0	2	1	0	0

FY '06 Goals & Achievements

EEO Code	Threshold			Total UU			Hire Goal*			Net Change		
	Label			BOFY 06			FY 06			EOFY 06		
	F	Mn	D	F	Mn	D	F	Mn	D	F	Mn	D
Official /Admin.	BA	NP										
Professional	PN	NP		5	3		3			1		
Technical	BA	NP										
Protective Service - Sworn	NA	NA										
Admin. Support	BA	NP										
Skilled Craft	NA	NA										
Service/Maint.	NA	NA										
TOTALS				5	3	6	3	0	1	1	0	0

FY '06 Qualitative Goal Achievements

- ❖ Recruit for underutilized females at college fairs, through the division web site, employment information is posted within college placement offices and the Bank Bureau Chief of the IDOB speaks at the universities ;
- ❖ Staff attends career fair event to represent the division and recent hires participate to in order to better identify with the prospective candidates;
- ❖ IDOB web site includes a presentation about the division, the Bank Examiner position and necessary qualifications;
- ❖ Encourages employee referrals of people they believe are good future employees;
- ❖ Surveys newer employees for information on why they were attracted to this position, their concerns and whether they know others that may be interested in working and conducts exit interviews with exiting employees;

See Appendix A for Notes on Department Tables, page 21. See AA Plan Methodology on page 5.

FY 2006 Affirmative Action Report

Commerce/Credit Union

FY '06 Workforce Changes

EEO Code	Workforce				Workforce				Workforce Change			
	EOFY 05				EOFY 06				FY 2006			
	T	F	Mn	D	T	F	Mn	D	T	F	Mn	D
Official /Admin.	3	2			3	2		1	0	0		
Professional	12	5			11	4			-1	-1		
Technical												
Protective Service												
Paraprofessional												
Admin. Support	1	1			1	1			0	0		
Skilled Craft												
Service/Maint.												
TOTALS	16	8	0	1	15	7	0	1	-1	-1	0	0

FY '06 Goals & Achievements

EEO Code	Threshold			Total UU			Hire Goal*			Net Change		
	Label			BOFY 06			FY 06			EOFY 06		
	F	Mn	D	F	Mn	D	F	Mn	D	F	Mn	D
Official /Admin.	NA	NA										
Professional	NA	NA										
Technical	NA	NA										
Protective Service - Sworn	NA	NA										
Admin. Support	NA	NA										
Skilled Craft	NA	NA										
Service/Maint.	NA	NA										

FY '06 Qualitative Goal Achievements

- ❖ Departments with less than twenty-five employees are not required to submit affirmative action plan.

See Appendix A for Notes on Department Tables, page 21. See AA Plan Methodology on page 5.

FY 2006 Affirmative Action Report

Commerce/Insurance

FY '06 Workforce Changes

EEO Code	Workforce				Workforce				Workforce Change			
	EOFY 05				EOFY 06				FY 2006			
	T	F	Mn	D	T	F	Mn	D	T	F	Mn	D
Official /Admin.	20	9	1		19	9	1		-1	0	0	
Professional	45	20	5		53	30	6		8	10	1	
Technical												
Protective Service												
Paraprofessional	8	8							-8	-8	0	
Admin. Support	11	10	2		15	14	2		4	4	0	
Skilled Craft												
Service/Maint.												
TOTALS	84	47	8	5	87	53	9	5	3	6	1	0

FY '06 Goals & Achievements

EEO Code	Threshold			Total UU			Hire Goal*			Net Change		
	Label			BOFY 06			FY 06			EOFY 06		
	F	Mn	D	F	Mn	D	F	Mn	D	F	Mn	D
Official /Admin.	BA	BA										
Professional	NP	BA		1								
Technical	NA	NA										
Protective Service - Sworn	NA	NA										
Admin. Support	BA	BA										
Skilled Craft	NA	NA										
Service/Maint.	NA	NA										
TOTALS				1	0	3	0	0	3	0	0	0

FY '06 Qualitative Goal Achievements

- ❖ AA staff visits with hiring supervisors about diversity and hiring opportunities for underutilized protected groups when underutilized positions are being filled
- ❖ Senior staff receives ongoing information about diversity events and current information on EEO/AA uses to assist them in better attracting and maintaining a diverse workforce.

See Appendix A for Notes on Department Tables, page 21. See AA Plan Methodology on page 5.

FY 2006 Affirmative Action Report

Commerce/Professional Licensing

FY '06 Workforce Changes

EEO Code	Workforce				Workforce				Workforce Change			
	EOFY 05				EOFY 06				FY 2006			
	T	F	Mn	D	T	F	Mn	D	T	F	Mn	D
Official /Admin.	5	3			5	3			0	0		
Professional	1				5	3			4	3		
Technical	1	1							-1	-1		
Protective Service												
Paraprofessional	1	1							-1	-1		
Admin. Support	2	2			2		1		0	-2	1	
Skilled Craft						2			0	2		
Service/Maint.												
TOTALS	10	7	0	0	12	8	1	0	2	1	1	0

FY '06 Goals & Achievements

EEO Code	Threshold			Total UU			Hire Goal*			Net Change		
	Label			BOFY 06			FY 06			EOFY 06		
	F	Mn	D	F	Mn	D	F	Mn	D	F	Mn	D
Official /Admin.	NA	NA										
Professional	NA	NA										
Technical	NA	NA										
Protective Service - Sworn	NA	NA										
Admin. Support	NA	NA										
Skilled Craft	NA	NA										
Service/Maint.	NA	NA										
TOTALS				0	0	0	0	0	0	0	0	0

FY '06 Qualitative Goal Achievements

- ❖ Departments with less than twenty-five employees are not required to submit an affirmative action plan.

See Appendix A for Notes on Department Tables, page 21. See AA Plan Methodology on page 5.

FY 2006 Affirmative Action Report

Commerce/Utilities

FY '06 Workforce Changes

EEO Code	Workforce				Workforce				Workforce Change			
	EOFY 05				EOFY 06				FY 2006			
	T	F	Mn	D	T	F	Mn	D	T	F	Mn	D
Official /Admin.	12	5			13	5			1	0		
Professional	38	13	4		45	17	4		7	4	0	
Technical	6	1			1	1			-5	0		
Protective Service												
Paraprofessional	4	4							-4	-4		
Admin. Support	8	8	1		8	8	2		0	0	1	
Skilled Craft												
Service/Maint.												
TOTALS	68	31	5	5	67	31	6	5	-1	0	1	0

FY '06 Goals & Achievements

EEO Code	Threshold			Total UU			Hire Goal*			Net Change		
	Label			BOFY 06			FY 06			EOFY 06		
	F	Mn	D	F	Mn	D	F	Mn	D	F	Mn	D
Official /Admin.	BA	NP										
Professional	PN	NP		1	1		1			0		
Technical	BA	NP										
Protective Service - Sworn	NA	NA										
Admin. Support	BA	BA										
Skilled Craft	NA	NA										
Service/Maint.	NA	NA										
TOTALS				1	1	1	1	0	1	0	0	0

❖ **FY '06 Qualitative Goal Achievements**

- ❖ During the 2006 fiscal year, information was forwarded to interviewing managers regarding recruitment fairs, seminars/conferences, quarterly reports, etc. to remind them of the Iowa Utilities Board's (IUB) underutilization of females and persons with disabilities for deficient EEO categories.
- ❖ Job vacancies were posted on DAS/HRE and IUB's websites. Flyers were distributed at job fairs for recruitment of Utility Regulator Inspector.
- ❖ IUB had 3 open positions to fill. IUB's job vacancies often require skills of specialized fields such as Utility Regulator Inspector. Every application that IUB receives is carefully reviewed to determine if the applicant meets the requirements of the position and if those candidates are female and/or people with disabilities.

See Appendix A for Notes on Department Tables, page 21. See AA Plan Methodology on page 5.

FY 2006 Affirmative Action Report

Corrections

FY '06 Workforce Changes

EEO Code	Workforce				Workforce				Workforce Change			
	EOFY 05				EOFY 06				FY 2006			
	T	F	Mn	D	T	F	Mn	D	T	F	Mn	D
Official /Admin.	88	31	5		260	105	13		172	74	8	
Professional	475	242	29		483	268	28		8	26	-1	
Technical	36	23	2		36	26	2		0	3	0	
Protective Service	1731	294	87		1745	307	94		14	13	7	
Paraprofessional	35	34	1						-35	-34	-1	
Admin. Support	172	154	7		174	152	7		2	-2	0	
Skilled Craft	185	6	4		181	1	4		-4	-5	0	
Service/Maint.	149	70	4		41	15			-108	-55	-4	
TOTALS	2871	854	139	170	2920	874	148	163	49	20	9	-7

FY '06 Goals & Achievements

EEO Code	Threshold			Total UU			Hire Goal*			Net Change		
	Label			BOFY 06			FY 06			EOFY 06		
	F	Mn	D	F	Mn	D	F	Mn	D	F	Mn	D
Official /Admin.	PN	NP		19	2		2			5	0	
Professional	PN	NP		78	6		15			3	2	
Technical	PN	PN		1	1		1	1		2	0	
Protective Service - Sworn	PN	PN		201	49		28	9		8	7	
Admin. Support	NP	NP		2	4					0	0	
Skilled Craft	PN	PN		7	4		1	2		1	0	
Service/Maint.	BA	PN			3			1			0	
TOTALS				308	69	101	47	13	17	19	9	-7

FY '06 Qualitative Goal Achievements

Central Office: Staff assisted in the re-establishment of Affirmative Action Committees in institutions where committees had become inactive.

- ❖ Initial efforts were made for coordination of all committees statewide.
- ❖ Met FY 2006 hiring goals as a result of the following efforts:
 - Careful review of hiring and promotional decisions
 - Maintained utilization of protected classes in the turnover of Central Office staff
 - Hired a protected class member as warden for the Ft. Dodge Correctional Facility
 - Promoted 2 females to new positions as Assistant Deputy Directors
 - Hired a female into a new statistical research analyst position

Anamosa State Penitentiary

- ❖ The Affirmative Action Committee held 3 meetings including a field/recruiting trip to the African American Historical Museum and Cultural Center of Iowa in Cedar Rapids.

See Appendix A for Notes on Department Tables, page 21. See AA Plan Methodology on page 5.

Corrections

FY '06 Goals & Achievements (Continued)

- ❖ Recruitment letters were sent to 88 entities including minority organizations, churches, women's groups, ethnic food stores and Workforce Development resulting in a larger response than usual was received
- ❖ Participated in two career fairs at Hamilton College which has a criminal justice program.
- ❖ Provided tours for 15 college classes focusing on criminal justice coursework. Results:
 - 2 female and 2 Latino males were hired as Correctional Officers (CO),
 - 1 female Nurse Supervisor and 2 female Registered Nurses were hired.
 - Protected class promotions were made: 1 Correctional Supervisor 2, 1 C Correctional Food Service Coordinator, and 1 Secretary 2.

Clarinda Correctional Facility /Mental Health Institute: With minimal hiring in all categories, this facility came close to meeting its goals as set forth.

Ft. Dodge Correctional Facility: FDCF worked toward attaining Affirmative Action goals by hiring the following protected class members:

- 4 females and 2 minorities for C.O. positions, and
- 7 females and 2 minorities for or non-security positions.

Iowa Correctional Institution for Women: Mitchellville worked very hard at maintaining and reaching its goals. It attended job fairs, one of which was directed toward the diverse population of Des Moines. More females were hired into Correctional Officer Positions.

Iowa Medical and Classification Center

- ❖ R-established Affirmative Action Committee is in process for the upcoming year
- ❖ Hired one person with a disability and gained in utilization of protected classes in overall IMCC staff.

Iowa State Penitentiary: The AA committee accomplished the following:

- ❖ Careful review of hiring and promotional decisions.
- ❖ Attended career days at Indian Hills Community College and Western Illinois University, where minority/female applicant and intern possibilities were contacted.
- ❖ Promoted 1 female to an Executive Officer position and 1 female into a Psychologist I Position, hired a female into a Psychologist III position and hired 3 females into Correctional Officer vacancies.
- ❖ Sponsored a book fair to raise funds to send ISP recruiters to job fairs. The committee also sponsored Special Olympics, the Correctional Worker Committee soup supper and a flag for the United Way.

FY 2006 Affirmative Action Report

Corrections

FY '06 Goals & Achievements (Continued)

Mt. Pleasant Correctional Facility: MPCF met numerous hiring goals. This was accomplished by efforts that included:

- ❖ Carefully reviewed AA hiring goals with the decision makers for each hire.
- ❖ 6 females were hired into Correctional Counselor, Psychologist, Social Worker, Polygrapher, Correctional Officer and Correctional Food Service Coordinator positions.
- ❖ Hired 1 minority as a Correctional Counselor, and 1 minority was promoted to Senior Correctional Officer and 1 person with a disability was hired to a Word Processor II position.

Newton Correctional Facility: NCF began the process of re-establishing an Affirmative Action Committee. NCF participated in local recruiting efforts for the displaced Maytag employees and have been able to hire from that pool. Of the vacancies which occurred this fiscal year, the following hires were made to assist with the underutilization at Newton:

- 2 females: Executive Officer and Deputy Warden positions.
- 2 female Correctional Counselors; 1 female/minority counselor.
- 1 female Registered Nurse.
- 1 female Vocational Instructor.
- 11 female Correctional Officers and 2 minority Correctional Officers.

North Central Correctional Facility: NCCF re-established its AA committee at the end of fiscal year '06 and accomplished the following in meeting hiring goals:

- Promoted 1 female to a new position as Executive Officer 1.
- Hired 1 female protected class individual to a Correctional Officer position.
- Promoted 1 minority employee to a Correctional Supervisor 1 position.

FY 2006 Affirmative Action Report

Cultural Affairs

FY '06 Workforce Changes

EEO Code	Workforce				Workforce				Workforce Change			
	EOFY 05				EOFY 06				FY 2006			
	T	F	Mn	D	T	F	Mn	D	T	F	Mn	D
Official /Admin.	8	3			6	3			-2	0		
Professional	37	23	1		45	28	1		8	5	0	
Technical	3	1			4	2			1	1		
Protective Service												
Paraprofessional	6	5							-6	-5		
Admin. Support	6	3			10	7	1		4	4	1	
Skilled Craft	4								-4			
Service/Maint.		2			5	2			5	0		
TOTALS	64	37	1	3	70	42	2	3	6	5	1	0

FY '06 Goals & Achievements

EEO Code	Threshold			Total UU			Hire Goal*			Net Change		
	Label			BOFY 06			FY 06			EOFY 06		
	F	Mn	D	F	Mn	D	F	Mn	D	F	Mn	D
Official /Admin.	BA	NP										
Professional	NP	NP		4	1					-1	-1	
Technical	BA	NP										
Protective Service - Sworn	NA	NA										
Admin. Support	BA	NP										
Skilled Craft	NA	NA										
Service/Maint.	BA	BA										
TOTALS				4	1	4	0	0	1	-1	-1	0

FY '06 Qualitative Goal Achievements

- ❖ Department hiring authorities are encouraged to consider qualifications of minorities, females and persons with disabilities for the particular positions showing underutilization.

See Appendix A for Notes on Department Tables, page 21. See AA Plan Methodology on page 5.

FY 2006 Affirmative Action Report

Economic Development

FY '06 Workforce Changes

EEO Code	Workforce					Workforce					Workforce Change			
	EOFY 05					EOFY 06					FY 2006			
	T	F	Mn	D		T	F	Mn	D		T	F	Mn	D
Official /Admin.	23	12			22	13			-1	1				
Professional	81	44	4		84	49	4		3	5	0			
Technical	5	5			5	5			0	0				
Protective Service														
Paraprofessional	6	4	1						-6	-4	-1			
Admin. Support	13	12	3		13	12	3		0	0	0			
Skilled Craft														
Service/Maint.	3	3	1		3	3	1		0	0	0			
TOTALS	131	80	9	7	127	82	8	8	-4	2	-1	1		

FY '06 Goals & Achievements

EEO Code	Threshold				Total UU				Hire Goal*				Net Change		
	Label				BOFY 06				FY 06				EOFY 06		
	F	Mn	D		F	Mn	D		F	Mn	D		F	Mn	D
Official /Admin.	BA	BA													
Professional	BA	BA													
Technical	BA	BA													
Protective Service - Sworn	NA	NA													
Admin. Support	BA	BA													
Skilled Craft	NA	NA													
Service/Maint.	BA	BA													
TOTALS				0	0	6	0	0	3	0	0	1			

FY '06 Qualitative Goal Achievements

- ❖ IDED tried to access resources identified by DAS-HRE to help it locate organizations that specialize in job placement of persons with disabilities not previously used by the department.
- ❖ IDED has researched other websites, in addition to DAS-HRE's website, to post job openings to reach persons with disabilities.
- ❖ IDED is researching training in the area of recruitment of persons with disabilities for its personnel assistant to
- ❖ Contacts and resources were passed on to the IDED management team which handles the interviews and selection process for job openings.

See Appendix A for Notes on Department Tables, page 19. See AA Plan Methodology on page 3

FY 2006 Affirmative Action Report

Education

FY '06 Workforce Changes

EEO Code	Workforce					Workforce					Workforce Change			
	EOFY 05					EOFY 06					FY 2006			
	T	F	Mn	D		T	F	Mn	D		T	F	Mn	D
Official /Admin.	31	16			34	18			3	2	0			
Professional	329	198	22		333	200	20		4	2	-2			
Technical	92	68	5		98	73	4		6	5	-1			
Protective Service														
Paraprofessional	15	14							109	-14	0			
Admin. Support	117	110	8		124	116	9		-113	6	1			
Skilled Craft	5	1			4				-2	-1				
Service/Maint.	3		1		3		1		0		0			
TOTALS	592	407	36	63	596	407	34	63	4	0	-2	0		

FY '06 Goals & Achievements

EEO Code	Threshold				Total UU				Hire Goal*				Net Change		
	Label				BOFY 06				FY 06				EOFY 06		
	F	Mn	D		F	Mn	D		F	Mn	D		F	Mn	D
Official /Admin.	BA	PN			1			1							
Professional	NP	NP		21	3						-5	-1			
Technical	NP	BA		2							2				
Protective Service - Sworn	NA	NA													
Admin. Support	BA	BA													
Skilled Craft	BA	BA													
Service/Maint.	BA	BA													
TOTALS				23	4	1	0	1	1	-3	-1	0			

FY '06 Qualitative Goal Achievements

- ❖ Category 1: DOE has utilized national publications to raise public awareness of positions available and to reach a diverse group of potential candidates.
- ❖ Category 2: IVRS has begun implementing the Workforce Planning initiative with a focus on diversity and will continue to work toward recruiting and retaining both females and minorities.
- ❖ Category 2: DOE is sending job notices to other school agencies throughout Iowa that will reach more potential applicants in all categories and employees are sharing job announcements at conferences which also reaches a broader range.
- ❖ Category 3: Department of Human Rights continues to post positions. Flex scheduling is available to assist with making positions more attractive for working families.

See Appendix A for Notes on Department Tables, page 21. See AA Plan Methodology on page 5.

FY 2006 Affirmative Action Report

Elder Affairs

FY '06 Workforce Changes

EEO Code	Workforce				Workforce				Workforce Change			
	EOFY 05				EOFY 06				FY 2006			
	T	F	Mn	D	T	F	Mn	D	T	F	Mn	D
Official /Admin.	9	5			10	7		1	1	2		
Professional	11	8	1		16	14	1	1	5	6	0	
Technical	3	2			3	2			0	0		
Protective Service												
Paraprofessional	2	2							-2	-2	0	
Admin. Support	3	3			3	3			0	0		
Skilled Craft												
Service/Maint.												
TOTALS	28	20	1	2	32	26	1	2	4	6	0	0

FY '06 Goals & Achievements

EEO Code	Threshold			Total UU			Hire Goal*			Net Change		
	Label			BOFY 06			FY 06			EOFY 06		
	F	Mn	D	F	Mn	D	F	Mn	D	F	Mn	D
Official /Admin.	BA	BA										
Professional	BA	BA										
Technical	BA	BA										
Protective Service - Sworn	NA	NA										
Admin. Support	BA	BA										
Skilled Craft	NA	NA										
Service/Maint.	NA	NA										
TOTALS				0	0	1	0	0	0	0	0	0

FY '06 Qualitative Goal Achievements

- ❖ Elder Affairs had no underutilization during FY 2006 and, as a result, it was not necessary to set affirmative action goals.

See Appendix A for Notes on Department Tables, page 21. See AA Plan Methodology on page 5.

FY 2006 Affirmative Action Report

Ethics & Campaign Disclosure

FY '06 Workforce Changes

EEO Code	Workforce					Workforce					Workforce Change			
	EOFY 05					EOFY 06					FY 2006			
	T	F	Mn	D		T	F	Mn	D		T	F	Mn	D
Official /Admin.	1				1				0					
Professional	3	3			3	3			0	0				
Technical	2	2							-2	-2				
Protective Service														
Paraprofessional														
Admin. Support					2	2			2	2				
Skilled Craft														
Service/Maint.														
TOTALS	6	5	0	0	6	5	0	0	0	0	0	0		

FY '06 Goals & Achievements

EEO Code	Threshold				BOFY 06				FY 2006				EOFY 06		
	Label				Total UU				Hire Goal*				Net Change		
	F	Mn	D		F	Mn	D		F	Mn	D		F	Mn	D
Official /Admin	NA	NA													
Professional	NA	NA													
Technical	NA	NA													
Protective Service - Sworn	NA	NA													
Admin. Support	NA	NA													
Skilled Craft	NA	NA													
Service/Maint.	NA	NA													
TOTALS				0	0	0	0	0	0	0	0	0			

FY '06 Qualitative Goal Achievements

- ❖ Departments with less than twenty-five employees are not required to submit an affirmative action plan.

See Appendix A for Notes on Department Tables, page 21. See AA Plan Methodology on page 5.

FY 2006 Affirmative Action Report

Finance Authority

FY '06 Workforce Changes

EEO Code	Workforce				Workforce				Workforce Change			
	EOFY 05				EOFY 06				FY 2006			
	T	F	Mn	D	T	F	Mn	D	T	F	Mn	D
Official /Admin.	24	11	1		27	11	1		3	0	0	
Professional	36	18	1		53	35	2		17	17	1	
Technical	1	1			1	1			0	0		
Protective Service												
Paraprofessional	19	16	1						-19	-16	-1	
Admin. Support	6	5			5	4			-1	-1		
Skilled Craft												
Service/Maint.												
TOTALS	86	51	3	6	86	51	3	6	0	0	0	0

FY '06 Goals & Achievements

EEO Code	Threshold			Total UU			Hire Goal*			Net Change		
	Label			BOFY 06			FY 06			EOFY 06		
	F	Mn	D	F	Mn	D	F	Mn	D	F	Mn	D
Official /Admin.	BA	BA										
Professional	BA	BA										
Technical	BA	BA										
Protective Service - Sworn	NA	NA										
Admin. Support	BA	BA										
Skilled Craft	NA	NA										
Service/Maint.	NA	NA										
TOTALS				0	0	3	0	0	1	0	0	0

FY '06 Qualitative Goal Achievements

- ❖ The Executive Director and the HR Manager saw that agency supervisors/managers carried out the following goals: provide career development counseling and training for employees, attractively post job openings on websites, raise public awareness of the agency, train new supervisors and managers to learn about affirmative action/equal employment and use the IFA Intranet site to inform staff of diversity-related events.
- ❖ The agency hired a Bilingual Marketing Specialist who has helped raise public awareness of the agency. Staff was made aware of diversity related events and the agency has continued its efforts to make its work environment more welcoming

See Appendix A for Notes on Department Tables, page 21. See AA Plan Methodology on page 5.

FY 2006 Affirmative Action Report

Human Rights

FY '06 Workforce Changes

EEO Code	Workforce				Workforce				Workforce Change			
	EOFY 05				EOFY 06				FY 2006			
	T	F	Mn	D	T	F	Mn	D	T	F	Mn	D
Official /Admin.	11	5	3		12	4	3	1	1	-1	0	
Professional	37	21	1		38	23	2		1	2	1	
Technical	2	2			1	1			-1	-1	0	
Protective Service												
Paraprofessional	3	3							-3	-3	0	
Admin. Support	4	4	1		4	4	1		0	0	0	
Skilled Craft												
Service/Maint.												
TOTALS	57	35	5	9	55	32	6	8	-2	-3	1	-1

FY '06 Goals & Achievements

	F	Mn	D	F	Mn	D	F	Mn	D	F	Mn	D
Official /Admin.	BA	BA										
Professional	BA	BA										
Technical	BA	BA										
Protective Service - Sworn	NA	NA										
Admin. Support	BA	BA										
Skilled Craft	NA	NA										
Service/Maint.	NA	NA										
TOTALS				0	0		0	0		0	0	

FY '06 Qualitative Goal Achievements

❖ The Department was not underutilized in any category.

FY 2006 Affirmative Action Report

Human Services

FY '06 Workforce Changes

EEO Code	Workforce					Workforce					Workforce Change			
	EOFY 05					EOFY 06					FY 2006			
	T	F	Mn	D		T	F	Mn	D		T	F	Mn	D
Official /Admin.	154	78	6		427	263	13		273	185	7			
Professional	1809	1357	98		1825	1394	108		16	37	10			
Technical	894	773	42		998	865	51		104	92	9			
Protective Service	210	58	7		229	98	6		19	40	-1			
Paraprofessional	1246	844	36						-1246	-844	36			
Admin. Support	648	588	39		631	577	40		-17	-11	1			
Skilled Craft	118	8	1		118	101	1		0	93	0			
Service/Maint.	188	121	10		1292	750	41		1104	629	31			
TOTALS	5267	3827	239	281	5520	4048	260	265	253	221	21	16		

FY '06 Goals & Achievements

EEO Code	Threshold				Total UU				Hire Goal*				Net Change		
	Label				BOFY 06				FY 06				EOFY 06		
	F	Mn	D		F	Mn	D		F	Mn	D		F	Mn	D
Official /Admin.	NP	PN		9	6			1			5	2			
Professional	NP	NP		26	13						6	1			
Technical	NP	NP		3	5						7	1			
Protective Service - Sworn	PN	PN		1	9		1	8			4	-1			
Admin. Support	BA	NP			1							0			
Skilled Craft	NP	PN		1	3			1			1	0			
Service/Maint.	NP	PN		52	57			1			12	0			
TOTALS				92	94	275	1	11	6		35	3	-16		

FY '06 Qualitative Goal Achievements

- ❖ The Department of Human Services developed a written AA Plan detailing its commitment to support, encourage, train and strive to meet the goals set for Affirmative Action.
- ❖ The AA Plan was shared throughout the organization to reaffirm and reinforce management's commitment to the program.
- ❖ During plan year 2006, DHS representatives attended 3 job fairs throughout the year to promote and develop relationships with female, minority and disability advocates.
- ❖ The DHS Bureau of Human Resources attended specialized diversity training provided by Drake University and Iowa State University (ISU) programs.

FY 2006 Affirmative Action Report

Human Services

FY '06 Goals & Achievements (Continued)

- ❖ The Department has begun Workforce Planning initiatives, which incorporate diversity awareness and training developed both internally and with external partners, such as ISU.
- ❖ DHS provided financial support (grant) to the 2005 Iowa's Mosaic Diversity Conference.
- ❖ The Bureau of Human Resources expanded recruitment efforts to source targeted associations and organizations, which served to increase exposure to underutilized groups, such as the Association of Hispanic Healthcare Executives.

See Appendix A for Notes on Department Tables, page 21. See AA Plan Methodology on page 5.

FY 2006 Affirmative Action Report

Inspections & Appeals

FY '06 Workforce Changes

EEO Code	Workforce					Workforce					Workforce Change			
	EOFY 05					EOFY 06					FY 2006			
	T	F	Mn	D		T	F	Mn	D		T	F	Mn	D
Official /Admin.	33	17	1		35	19	1		2	2	0			
Professional	357	188	19		385	210	20		28	22	1			
Technical	4	2	1		4	2	1		0	0	0			
Protective Service														
Paraprofessional	17	17							-17	-17	0			
Admin. Support	77	75	7		81	79	8		4	4	1			
Skilled Craft														
Service/Maint.														
TOTALS	488	299	28	36	505	310	30	43	17	11	2	7		

FY '06 Goals & Achievements

EEO Code	Threshold				Total UU				Hire Goal*				Net Change		
	Label				BOFY 06				FY 06				EOFY 06		
	F	Mn	D		F	Mn	D		F	Mn	D		F	Mn	D
Official /Admin.	BA	BA													
Professional	NP	BA		1							1				
Technical	BA	BA													
Protective Service - Sworn	NA	NA													
Admin. Support	BA	BA													
Skilled Craft	NA	NA													
Service/Maint.	BA	BA													
TOTALS				1	0	17	0	0	8	1	0	7			

FY '06 Qualitative Goal Achievements

- ❖ All supervisors were made aware of the Department's commitment to affirmative action.
- ❖ Exit interviews were reviewed. No discriminatory conditions were found to contribute to the turnover rate.
- ❖ Reasonable accommodations were made when possible, both for new hires and to maintain the existing workforce. The Department had a hiring goal of eight persons with disabilities and for the year had a net change of seven (88%).

See Appendix A for Notes on Department Tables, page 21. See AA Plan Methodology on page 5.

FY 2006 Affirmative Action Report

Iowa Communications Network

FY '06 Workforce Changes

EEO Code	Workforce				Workforce				Workforce Change			
	EOFY 05				EOFY 06				FY 2006			
	T	F	Mn	D	T	F	Mn	D	T	F	Mn	D
Official /Admin.	22	5	1		20	5	2		-2	0	1	
Professional	47	14	2		48	15	1		1	1	-1	
Technical	11	7	2		7	5	1		-4	-2	-1	
Protective Service												
Paraprofessional	6	6							-6	-6		
Admin. Support	4	4			3	3	1		-1	-1	1	
Skilled Craft					2				2			
Service/Maint.												
TOTALS	90	36	5	6	80	28	5	2	-10	-8	0	-4

FY '06 Goals & Achievements

EEO Code	Threshold			Total UU			Hire Goal*			Net Change		
	Label			BOFY 06			FY 06			EOFY 06		
	F	Mn	D	F	Mn	D	F	Mn	D	F	Mn	D
Official /Admin.	PN	BA		2			1			-1		
Professional	PN	NP		2	1		1			-2	-1	
Technical	BA	BA										
Protective Service - Sworn	NA	NA										
Admin. Support	BA	BA										
Skilled Craft	BA	BA										
Service/Maint.	NA	NA										
TOTALS				4	1	3	2	0	1	-3	-1	-4

FY '06 Qualitative Goal Achievements

- ❖ Conducted targeted recruitment for UU vacancies.
- ❖ Extended application period for UU vacancies.
- ❖ Coordinated with DAS-HRE to update a diversity recruitment list and use it for targeted recruitment.
- ❖ Attended diversity and technical job fairs to promote ICN vacancies.
- ❖ Utilized personal services contractors and interns as potential sources for diverse applicants.
- ❖ Advertised in major city papers in Iowa and utilized other external recruiting/screening resources.

See Appendix A for Notes on Department Tables, page 19. See AA Plan Methodology on page 3

FY 2006 Affirmative Action Report

Iowa Public Employees Retirement System (IPERS)

FY '06 Workforce Changes

EEO Code	Workforce				Workforce				Workforce Change			
	EOFY 05				EOFY 06				FY 2006			
	T	F	Mn	D	T	F	Mn	D	T	F	Mn	D
Official /Admin.	22	5	1		20	5	2		-2	0	1	
Professional	47	14	2		48	15	1		1	1	-1	
Technical	11	7	2		7	5	1		-4	-2	-1	
Protective Service									0	0	0	
Paraprofessional	6	6							-6	-6	0	
Admin. Support	4	4			3	3	1		-1	-1	1	
Skilled Craft					2				2	0	0	
Service/Maint.												
TOTALS	90	36	5	6	80	28	5	2	-10	-8	0	-4

FY '06 Goals & Achievements

EEO Code	Threshold			Total UU			Hire Goal*			Net Change		
	Label			BOFY 06			FY 06			EOFY 06		
	F	Mn	D	F	Mn	D	F	Mn	D	F	Mn	D
Official /Admin.	BA	BA										
Professional	NP	NP		1	1					2	1	
Technical	BA	BA										
Protective Service - Sworn	NA	NA										
Admin. Support	BA	BA										
Skilled Craft	NA	NA										
Service/Maint.	NA	NA										
TOTALS				1	1	3	0	0	1	2	1	0

FY '06 Qualitative Goal Achievements

- ❖ Managers were reminded of the underutilization of females in the Professional job category when making hires and they were encouraged to promote more diversity in the workforce. Because there has been limited turnover, the status of this category remains the same.
- ❖ Managers were reminded as positions became available about the underutilization of persons with disabilities. They were also encouraged to promote more diversity in the workforce.
- ❖ Two supervisors attended EEO/AA related training in FY 2006.

See Appendix A for Notes on Department Tables, page 21. See AA Plan Methodology on page 5.

FY 2006 Affirmative Action Report

Justice

FY '06 Workforce Changes

EEO Code	Workforce				Workforce				Workforce Change			
	EOFY 05				EOFY 06				FY 2006			
	T	F	Mn	D	T	F	Mn	D	T	F	Mn	D
Official /Admin.	20	7			29	10			9	3		
Professional	164	76	6		163	79	5		-1	3	-1	
Technical												
Protective Service												
Paraprofessional	9	8							-9	-8		
Admin. Support	31	31	2		34	33	2		3	2	0	
Skilled Craft												
Service/Maint.												
TOTALS	224	122	8	5	226	122	7	5	2	0	-1	0

FY '06 Goals & Achievements

EEO Code	Threshold			Total UU			Hire Goal*			Net Change		
	Label			BOFY 06			FY 06			EOFY 06		
	F	Mn	D	F	Mn	D	F	Mn	D	F	Mn	D
Official /Admin.	BA	NP			1						0	
Professional	NP	NP		1	1					0	-1	
Technical	NA	NA										
Protective Service - Sworn	NA	NA										
Admin. Support	BA	BA										
Skilled Craft	NA	NA										
Service/Maint.	NA	NA										
TOTALS				1	2	18	0	0	2	0	-1	0

FY '06 Qualitative Goal Achievements

- ❖ During FY06, efforts were made to improve recruitment of minority managers. Efforts were made to develop relationships with qualified minority applicants who could be recruited in the future when vacancies arise. Specific steps for recruitment included increased advertisement in minority publications and on websites of organizations of minority lawyers.
- ❖ Recruitment efforts were also made to improve recruitment of women and minority lawyers and other professionals. Efforts were made to develop relationships with qualified women and minorities who could be recruited in the future when vacancies arise. Specific steps for recruitment included: (a) increased advertisement in female and minority publications and on web sites of organizations of women and minority lawyers, (b) increased advertisement in law school recruitment offices and publications of women and minority law students, and (c) attendance at minority law student job fairs.

Justice

FY '06 Goals & Achievements (Continued)

- ❖ Retention efforts included: (a) flexibility with part-time hours and flexible schedules, (b) improving the department's career development and training programs, to the extent resources allow, and (c) conducting exit interviews in most, if not all, staff departures in order to determine whether conditions were conducive to a diverse workforce. Results: With respect to retention efforts, it is difficult to determine the number of females or minorities who considered leaving the Department but were persuaded by the flexibility and work conditions to stay. Female and minority professionals leaving the Department, for the most part, left to pursue different types of careers or for higher salaries.

- ❖ During FY06, the focus was on recruitment and retention efforts. Recruitment efforts included placing a statement in all job announcements to encourage application by those with disabilities and listing the Iowa Relay phone number in job announcements. Retention efforts included: (a) increasing flexibility and accommodation in the workplace, including flex hours, parking, and work area needs and (b) conducting exit interviews when staff departed in order to determine whether conditions were conducive to a diverse workforce. Retention efforts were pursued on an informal, case-by-case basis. It is difficult to determine the number of disabled employees who considered leaving the Department but were persuaded by the increased flexibility and work conditions to stay.

FY 2006 Affirmative Action Report

Law Enforcement Academy

FY '06 Workforce Changes

EEO Code	Workforce				Workforce				Workforce Change			
	EOFY 05				EOFY 06				FY 2006			
	T	F	Mn	D	T	F	Mn	D	T	F	Mn	D
Official /Admin.	2	1			2	1			0	0		
Professional	15	4			15	4			0	0		
Technical												
Protective Service	1				1	1			0	1		
Paraprofessional												
Admin. Support	7	7			7	7			0	0		
Skilled Craft	2				2				0			
Service/Maint.												
TOTALS	27	12	0	2	27	13	0	1	0	1	0	-1

FY '06 Goals & Achievements

EEO Code	Threshold			Total UU			Hire Goal*			Net Change		
	Label			BOFY 06			FY 06			EOFY 06		
	F	Mn	D	F	Mn	D	F	Mn	D	F	Mn	D
Official /Admin.	BA	BA										
Professional	NP	BA		5						0		
Technical	NA	NA										
Protective Service - Sworn	BA	BA										
Admin. Support	BA	BA										
Skilled Craft	BA	BA										
Service/Maint.	NA	NA										
TOTALS				5	0		0	0		0	0	

FY '06 Qualitative Goal Achievements

- ❖ The Academy set a goal to interview all qualified female applicants for Professional vacancies. The Academy had no vacancies in this category during the fiscal year.

See Appendix A for Notes on Department Tables, page 21. See AA Plan Methodology on page 5.

FY 2006 Affirmative Action Report

Lottery

FY '06 Workforce Changes

EEO Code	Workforce				Workforce				Workforce Change			
	EOFY 05				EOFY 06				FY 2006			
	T	F	Mn	D	T	F	Mn	D	T	F	Mn	D
Official /Admin.	13	6			21	8	1		8	2	1	
Professional	66	16	1		62	17	1		-4	1	0	
Technical	9	7			9	7			0	0		
Protective Service												
Paraprofessional												
Admin. Support	18	13	3		18	13	3		0	0	0	
Skilled Craft												
Service/Maint.	2		1		2		1		0	0	0	
TOTALS	108	42	5	5	112	45	6	5	4	3	1	0

FY '06 Goals & Achievements

EEO Code	Threshold			Total UU			Hire Goal*			Net Change		
	Label			BOFY 06			FY 06			EOFY 06		
	F	Mn	D	F	Mn	D	F	Mn	D	F	Mn	D
Official /Admin.	NP	BA		3						0		
Professional	PN	BA		4			2			2		
Technical	BA	BA										
Protective Service - Sworn	NA	NA										
Admin. Support	BA	BA										
Skilled Craft	NA	NA										
Service/Maint.	BA	BA										
TOTALS				7	0	7	2	0	1	2	0	0

FY '06 Qualitative Goal Achievements

- ❖ Supervisors were informed of underutilization and affirmative action requirements when vacancies existed and asked to consider these in their hiring process. As a result, two females were hired and one was promoted in the Professional job category. Projected goals for Females were met, resulting in 50% progress toward a balanced workforce.

See Appendix A for Notes on Department Tables, page 21. See AA Plan Methodology on page 5.

FY 2006 Affirmative Action Report

Management

FY '06 Workforce Changes

EEO Code	Workforce				Workforce				Workforce Change			
	EOFY 05				EOFY 06				FY 2006			
	T	F	Mn	D	T	F	Mn	D	T	F	Mn	D
Official /Admin.	8	4			8	5			0	1		
Professional	16	4	2		18	5	2		2	1	0	
Technical												
Protective Service												
Paraprofessional	1	1							-1	-1		
Admin. Support	2	2			2	2			0	0		
Skilled Craft												
Service/Maint.												
TOTALS	27	11	2	1	28	12	2	1	1	1	0	0

FY '06 Goals & Achievements

EEO Code	Threshold			Total UU			Hire Goal*			Net Change		
	Label			BOFY 06			FY 06			EOFY 06		
	F	Mn	D	F	Mn	D	F	Mn	D	F	Mn	D
Official /Admin.	BA	BA										
Professional	NP	BA		4						0		
Technical	NA	NA										
Protective Service - Sworn	NA	NA										
Admin. Support	BA	BA										
Skilled Craft	NA	NA										
Service/Maint.	NA	NA										
TOTALS				4	0	1	0	0	1	0	0	0

FY '06 Qualitative Goal Achievements

- ❖ DOM is a small department (29 employees) with very low turnover. During FY 2006 the department only had one new hire, for a newly created position.
- ❖ The Department's goal is to be open to all qualifying candidates regardless of race, sex or disability during the employee selection process.

See Appendix A for Notes on Department Tables, page 21. See AA Plan Methodology on page 5.

FY 2006 Affirmative Action Report

Natural Resources (DNR)

FY '06 Workforce Changes

EEO Code	Workforce					Workforce					Workforce Change			
	EOFY 05					EOFY 06					FY 2006			
	T	F	Mn	D		T	F	Mn	D		T	F	Mn	D
Official /Admin.	85	24	1		125	33	2		40	9	1			
Professional	457	118	26		491	145	31		34	27	5			
Technical	11	7	1		142	16	2		131	9	1			
Protective Service	116	11	8		116	9	8		0	-2	0			
Paraprofessional	26	24	3						-26	-24	-3			
Admin. Support	47	44	5		51	48	7		4	4	2			
Skilled Craft	2				1				-1					
Service/Maint.	168	19	2		2	2			-166	-17	-2			
TOTALS	912	247	46	47	928	253	50	45	16	6	4	-2		

FY '06 Goals & Achievements

EEO Code	Threshold				Total UU				Hire Goal*				Net Change		
	Label				BOFY 06				FY 06				EOFY 06		
	F	Mn	D		F	Mn	D		F	Mn	D		F	Mn	D
Official /Admin.	PN	PN		11	2		2	1		-1	-1				
Professional	PN	NP		39	6		27			-1	1				
Technical	PN	PN		57	8		1	1		1	0				
Protective Service - Sworn	PN	PN		37	12		1	1		-2	0				
Admin. Support	BA	BA													
Skilled Craft	BA	BA													
Service/Maint.	BA	ST													
TOTALS				144	28	52	31	3	56	-3	0	-2			

FY '06 Qualitative Goal Achievements

The DNR has enjoyed a stable and dependable workforce for the last 20 years; however, with the recent retirement increase, this is changing. An increased DNR demand for high-quality candidates and a limited supply of potential recruits calls for it to go above and beyond the basic recruiting channels traditionally used in the past (i.e. DAS and sporadic targeted outreach) in order to ensure workforce stability.

To hire the best and the brightest, DNR will have to do a better job letting prospective recruits know the agency is interested in them. This visibility must occur even before potential candidates start a job search, and DNR must continue to improve its efforts even as they are searching. As such, the Workforce Planning Team and the Diversity Task Force have not only participated in several recruiting efforts, but they are actively planning the following new and pro-active recruiting activities targeting graduates and experienced candidates:

Natural Resources

FY '06 Goals & Achievements (Continued)

- ❖ Posting jobs in 30 new outlets, including Economic Development's "Smart Careers" website, CareerBuilder.com for ESD and CRD openings, various college planning centers as well as many websites targeting protected class applicants.
- ❖ Launching of a new DNR website employment page in October 2005.
- ❖ Developing a Frontline Recruiters program, which is currently supported by 40 DNR volunteers.
- ❖ Participating in the College Career Professional annual conference that was attended by 60 career service professionals representing Regent institutions, private and community colleges in Iowa, Illinois and Missouri.
- ❖ Conducting an on-site networking visit to ISU, led by Swallow Yan, which introduced the DNR to many key faculty and students in the Biology, Agronomy, Forestry, and Engineering departments.
- ❖ Participating in the University of Iowa's (UI) mock hiring interviews at the Engineering Career Center in September 2006.
- ❖ Scheduling a follow-up meeting with Angie Foehring-Nkanta and other faculty members of the University of Iowa in October 2006.
- ❖ Developing a post-hire training program pilot for the Natural Resources Technician 1 classification for Fall 2006.

FY 2006 Affirmative Action Report

Parole

FY '06 Workforce Changes

EEO Code	Workforce				Workforce				Workforce Change			
	EOFY 05				EOFY 06				FY 2006			
	T	F	Mn	D	T	F	Mn	D	T	F	Mn	D
Official /Admin.	3	2	2		4	2	2		1	0	0	
Professional	4	2			5	4	1		1	2	1	
Technical												
Protective Service												
Paraprofessional	1	1				1			-1	0		
Admin. Support	2	2			1				-1	-2		
Skilled Craft												
Service/Maint.												
TOTALS	10	7	2	1	10	7	3	1	0	0	1	0

FY '06 Goals & Achievements

EEO Code	Threshold			BOFY 06			FY 2006			EOFY 06		
	Label			Total UU			Hire Goal*			Net Change		
	F	Mn	D	F	Mn	D	F	Mn	D	F	Mn	D
Official /Admin	NA	NA										
Professional	NA	NA										
Technical	NA	NA										
Protective Service - Sworn	NA	NA										
Admin. Support	NA	NA										
Skilled Craft	NA	NA										
Service/Maint.	NA	NA										
TOTALS				0	0	0	0	0	0	0	0	0

FY '06 Qualitative Goal Achievements

- ❖ Departments with less than twenty-five employees are not required to submit an affirmative action plan.

See Appendix A for Notes on Department Tables, page 21. See AA Plan Methodology on page 5.

FY 2006 Affirmative Action Report

Public Defense

FY '06 Workforce Changes

EEO Code	Workforce				Workforce				Workforce Change			
	EOFY 05				EOFY 06				FY 2006			
	T	F	Mn	D	T	F	Mn	D	T	F	Mn	D
Official /Admin.	37	7			38	7		2	1	0	0	
Professional	82	31	5		99	44	5		17	13	0	
Technical	18	6	1		10	4			-8	-2	-1	
Protective Service	121	12	7		110	8	8		-11	-4	1	
Paraprofessional	13	12							-13	-12	0	
Admin. Support	11	10			11	10			0	0	0	
Skilled Craft	57	3	2		73	2	3		16	-1	1	
Service/Maint.	34	5	2		20	9	1		-14	4	-1	
TOTALS	373	86	17	20	361	84	17	20	-12	-2	0	0

FY '06 Goals & Achievements

EEO Code	Threshold			Total UU			Hire Goal*			Net Change		
	Label			BOFY 06			FY 06			EOFY 06		
	F	Mn	D	F	Mn	D	F	Mn	D	F	Mn	D
Official /Admin.	PN	PN		5	1		1	1		0	0	
Professional	NP	NP		8	1					0	0	
Technical	BA	BA										
Protective Service - Sworn	NP	NP		4	1					-3	1	
Admin. Support	BA	BA										
Skilled Craft	NP	NP		1	1					0	0	
Service/Maint.	BA	NP			2						0	
TOTALS				18	6	18	1	1	2	-3	1	0

FY '06 Qualitative Goal Achievements

- ❖ Hiring supervisors are informed when they are making hires in underutilized job classes.
- ❖ Coordination of department affirmative action takes place in an environment where selection policies are primarily federally controlled and tied to a military entity. Affirmative action staff makes selection personnel aware of opportunities to enhance a diverse work environment and suggests appropriate actions.

See Appendix A for Notes on Department Tables, page 21. See AA Plan Methodology on page 5.

FY 2006 Affirmative Action Report

Public Employment Relations

FY '06 Workforce Changes

EEO Code	Workforce				Workforce				Workforce Change			
	EOFY 05				EOFY 06				FY 2006			
	T	F	Mn	D	T	F	Mn	D	T	F	Mn	D
Official /Admin.	3	1			3	1			0	0	0	
Professional	4	1			4	1			0	0	0	
Technical					1	1			1	1	0	
Protective Service												
Paraprofessional												
Admin. Support	3	3			1	1			-2	-2	0	
Skilled Craft												
Service/Maint.												
TOTALS	10	5	0	0	9	4	0	0	-1	-1	0	0

FY '06 Goals & Achievements

EEO Code	Threshold			BOFY 06			FY 2006			EOFY 06		
	Label			Total UU			Hire Goal*			Net Change		
	F	Mn	D	F	Mn	D	F	Mn	D	F	Mn	D
Official /Admin	NA	NA										
Professional	NA	NA										
Technical	NA	NA										
Protective Service - Sworn	NA	NA										
Admin. Support	NA	NA										
Skilled Craft	NA	NA										
Service/Maint.	NA	NA										
TOTALS				0	0	0	0	0	0	0	0	0

FY '06 Qualitative Goal Achievements

- ❖ Departments with less than twenty-five employees are not required to submit an affirmative action plan.

See Appendix A for Notes on Department Tables, page 21. See AA Plan Methodology on page 5.

FY 2006 Affirmative Action Report

Public Health

FY '06 Workforce Changes

EEO Code	Workforce				Workforce				Workforce Change			
	EOFY 05				EOFY 06				FY 2006			
	T	F	Mn	D	T	F	Mn	D	T	F	Mn	D
Official /Admin.	65	44	1		68	49	3		3	5	2	
Professional	217	140	13		265	181	18		48	41	5	
Technical	8	7	1		11	9	1		3	2	0	
Protective Service					1				1			
Paraprofessional	38	36	3						-38	-36	-3	
Admin. Support	60	57	6		65	61	7		5	4	1	
Skilled Craft												
Service/Maint.												
TOTALS	388	284	24	30	410	300	29	36	22	16	5	6

FY '06 Goals & Achievements

EEO Code	Threshold			Total UU			Hire Goal*			Net Change		
	Label			BOFY 06			FY 06			EOFY 06		
	F	Mn	D	F	Mn	D	F	Mn	D	F	Mn	D
Official /Admin.	BA	BA										
Professional	NP	NP		3	1					2	0	
Technical	BA	BA										
Protective Service - Sworn	NA	NA										
Admin. Support	BA	BA										
Skilled Craft	NA	NA										
Service/Maint.	NA	NA										
TOTALS				3	1	8	0	0	8	2	0	1

FY '06 Qualitative Goal Achievements

- ❖ Overall the Iowa Department of Public Health (IDPH) has made improvements in underutilization issues. Internships and a fellowship were used to facilitate department diversity and workplace balance. IDPH employed three minority employees in the department. One had previously been an intern and another completed his fellowship with IDPH.
- ❖ Public Health sought guidance from the State Safety Officer to provide a request for accommodation by improving a work station. During the fiscal year, it hired 2 persons with disabilities

See Appendix A for Notes on Department Tables, page 21. See AA Plan Methodology on page 5.

FY 2006 Affirmative Action Report

Public Safety

FY '06 Workforce Changes

EEO Code	Workforce					Workforce					Workforce Change			
	EOFY 05					EOFY 06					FY 2006			
	T	F	Mn	D		T	F	Mn	D		T	F	Mn	D
Official /Admin.	28	4	1		41	6	1		13	2	0			
Professional	92	42	8		61	35	3		-31	-7	-5			
Technical	29	13	3		59	30	6		30	17	3			
Protective Service	571	34	13		658	46	16		87	12	3			
Paraprofessional	12	10							-12	-10				
Admin. Support	114	92	3		118	91	3		4	-1	0			
Skilled Craft					11		1		11		1			
Service/Maint.	1								-1					
TOTALS	847	195	28	36	948	208	30	36	101	13	2	0		

FY '06 Goals & Achievements

EEO Code	Threshold				Total UU				Hire Goal*				Net Change		
	Label				BOFY 06				FY 06				EOFY 06		
	F	Mn	D		F	Mn	D		F	Mn	D		F	Mn	D
Official /Admin.	PN	BA		6			1			1					
Professional	NP	BA		4						0					
Technical	PN	BA		4			1			3					
Protective Service - Sworn	PN	PN		26	9		7	3		7	1				
Admin. Support	BA	PN			3			1			2				
Skilled Craft	PN	BA		1			1			0					
Service/Maint.	BA	NA													
TOTALS				41	12	53	10	4	9	11	3	1			

FY '06 Qualitative Goal Achievements

- ❖ The Iowa Department of Public Safety approaches the hiring process every time with the idea of hiring the most qualified person for the job. The Department does its best to disseminate information about potential employment to protected classes throughout the year and encourages them to apply. It regularly attends career job fairs to promote department employment opportunities.
- ❖ Hiring authorities are aware of the Affirmative Action Goals set up each fiscal year. For each job vacancy that is filled, the hiring authority is made aware of protected class applicants; however, the focus is always on finding the most qualified person for the job.
- ❖ Sworn employees attend mandatory diversity training each fiscal year.

See Appendix A for Notes on Department Tables, page 21. See AA Plan Methodology on page 5.

FY 2006 Affirmative Action Report

Public Television

FY '06 Workforce Changes

EEO Code	Workforce					Workforce					Workforce Change			
	EOFY 05					EOFY 06					FY 2006			
	T	F	Mn	D		T	F	Mn	D		T	F	Mn	D
Official /Admin.	16	12			19	13			3	1				
Professional	44	13	1		57	25	1		13	12	0			
Technical	35	6			35	7			0	1				
Protective Service														
Paraprofessional	6	5							-6	-5				
Admin. Support	9	7	1		5	4	1		-4	-3	0			
Skilled Craft														
Service/Maint.														
TOTALS	110	43	2	4	116	49	2	4	6	6	0	0		

FY '06 Goals & Achievements

EEO Code	Threshold				Total UU				Hire Goal*				Net Change		
	Label				BOFY 06				FY 06				EOFY 06		
	F	Mn	D		F	Mn	D		F	Mn	D		F	Mn	D
Official /Admin.	BA	BA													
Professional	NP	BA		1							0				
Technical	PN	PN		1	1		1	1		1	0				
Protective Service - Sworn	NA	NA													
Admin. Support	BA	BA													
Skilled Craft	NA	NA													
Service/Maint.	NA	NA													
TOTALS				2	1	7	1	1	1	1	0	0			

FY '06 Qualitative Goal Achievements

- ❖ Met with department personnel officer to talk about EEO/AA training for supervisors.
- ❖ Reviewed the EEO/AA policy with Board. Staff received copies of the policy.
- ❖ Met with staff about specific places to advertise job openings and recruit for job openings in underutilized EEO categories. As a result, the Department netted more candidates for its job openings.

See Appendix A for Notes on Department Tables, page 21. See AA Plan Methodology on page 5.

FY 2006 Affirmative Action Report

Revenue

FY '06 Workforce Changes

EEO Code	Workforce					Workforce					Workforce Change			
	EOFY 05					EOFY 06					FY 2006			
	T	F	Mn	D		T	F	Mn	D		T	F	Mn	D
Official /Admin.	43	15	1		48	16	2		5	1	1			
Professional	233	112	15		245	126	17		12	14	2			
Technical	5	5			4	4			-1	-1	0			
Protective Service														
Paraprofessional	7	6	1						-7	-6	-1			
Admin. Support	81	74	5		76	69	5		-5	-5	0			
Skilled Craft														
Service/Maint.														
TOTALS	369	212	22	42	373	215	24	41	4	3	2	-1		

FY '06 Goals & Achievements

EEO Code	Threshold				Total UU				Hire Goal*				Net Change		
	Label				BOFY 06				FY 06				EOFY 06		
	F	Mn	D		F	Mn	D		F	Mn	D		F	Mn	D
Official /Admin.	BA	BA													
Professional	PN	BA		20			7			4					
Technical	BA	BA													
Protective Service - Sworn	NA	NA													
Admin. Support	BA	NP			2										
Skilled Craft	NA	NA													
Service/Maint.	NA	NA													
TOTALS				20	2		7	0		4	0				

FY '06 Qualitative Goal Achievements

- ❖ Supervisors were informed of agency AA goals and internal AA hiring justification was required for hires. Achieved 57% goal achievement; however, had 2 employees been hired one day earlier, goal achievement would have been 86%.
- ❖ Completed survey of potential retirees to determine anticipated retirements and will formulate succession planning focused on AA needs based on this information. Succession plan results are not yet evident.
- ❖ Employee survey of job satisfaction conducted with 75% return rate. Internal job posting procedures were changed to address concerns expressed in the survey regarding hiring practices.
- ❖ Participation in recruitment fairs and advertising positions has resulted in generally good applicant pools of underutilized applicants.

See Appendix A for Notes on Department Tables, page 21. See AA Plan Methodology on page 5.

FY 2006 Affirmative Action Report

Revenue

FY '06 Goals & Achievements (Continued)

- ❖ Department representatives attended the Mosaic Diversity Conference. Four staff attended state AA/EEO/ADA/Diversity training.
- ❖ A plan is being developed to obtain feedback from new hires in their first year of employment. The plan will be implemented during FY 2007.

FY 2006 Affirmative Action Report

Secretary of State

FY '06 Workforce Changes

EEO Code	Workforce				Workforce				Workforce Change			
	EOFY 05				EOFY 06				FY 2006			
	T	F	Mn	D	T	F	Mn	D	T	F	Mn	D
Official /Admin.	9	4	1		10	5	2		1	1	1	
Professional	10	7			18	13	2		8	6	2	
Technical												
Protective Service												
Paraprofessional	6	6							-6	-6		
Admin. Support	12	12	2		12	12			0	0	-2	
Skilled Craft												
Service/Maint.												
TOTALS	37	29	3	0	40	30	4	0	3	1	1	0

FY '06 Goals & Achievements

EEO Code	Threshold			Total UU			Hire Goal*			Net Change		
	Label			BOFY 06			FY 06			EOFY 06		
	F	Mn	D	F	Mn	D	F	Mn	D	F	Mn	D
Official /Admin.	BA	BA										
Professional	BA	BA										
Technical	NA	NA										
Protective Service - Sworn	NA	NA										
Admin. Support	BA	BA										
Skilled Craft	NA	NA										
Service/Maint.	NA	NA										
TOTALS				0	0	4	0	0	1	0	0	0

FY '06 Qualitative Goal Achievements

None reported at this time.

See Appendix A for Notes on Department Tables, page 21. See AA Plan Methodology on page 5.

FY 2006 Affirmative Action Report

Transportation

FY '06 Workforce Changes

EEO Code	Workforce					Workforce					Workforce Change			
	EOFY 05					EOFY 06					FY 2006			
	T	F	Mn	D		T	F	Mn	D		T	F	Mn	D
Official /Admin.	132	52	2		198	55	5		66	3	3			
Professional	607	184	28		553	202	28		-54	18	0			
Technical	631	145	22		594	127	22		-37	-18	0			
Protective Service	120	8	5		122	8	5		2	0	0			
Paraprofessional	31	24	2						-31	-24	-2			
Admin. Support	338	307	17		350	321	19		12	14	2			
Skilled Craft	1215	41	59		1253	43	57		38	2	-2			
Service/Maint.	37	12	2		42	17	2		5	5	0			
TOTALS	3111	773	137	257	3112	773	138	253	1	0	1	-4		

FY '06 Goals & Achievements

EEO Code	Threshold				Total UU				Hire Goal*				Net Change		
	Label				BOFY 06				FY 06				EOFY 06		
	F	Mn	D		F	Mn	D		F	Mn	D		F	Mn	D
Official /Admin.	NP	NP		1	2					1	0				
Professional	PN	NP		2	7		1			-2	0				
Technical	PN	PN		31	8		2	1		0	1				
Protective Service - Sworn	PN	PN		31	12		1	1		0	0				
Admin. Support	NP	NP		2	2					0	2				
Skilled Craft	PN	NP		6	26		1			0	-2				
Service/Maint.	NP	NP		1	2					0	0				
TOTALS				74	59	45	5	2	2	-1	1	-4			

FY '06 Qualitative Goal Achievements

- ❖ DOT utilized “all applicant lists” to obtain applications from the general population for vacancies; continued to review all competitive hires to assure equal access; notified colleges and technical schools of DOT employment opportunities; advertised in newspapers, shoppers and posted positions in locations where protected class individuals would have access; held supervisory meetings throughout the Department to provide guidance on human resource related issues. IT Division advertises in the Des Moines Register and DAS-HRE website and gave applicants a specific name to contact for additional information. .
- ❖ Highway Division established a training academy for new employees in maintenance, materials, construction and right-of-way that included courses on Valuing Diversity, EEO/AA for Employees, and Preventing Sexual Harassment. This academy was developed to provide training in the basic skills needed to be successful on the job.
- ❖ Training was emphasized for all IT employees to keep skills current and growing, as well as preparing employees for promotional opportunities.

FY 2006 Affirmative Action Report

Treasurer

FY '06 Workforce Changes

EEO Code	Workforce				Workforce				Workforce Change			
	EOFY 05				EOFY 06				FY 2006			
	T	F	Mn	D	T	F	Mn	D	T	F	Mn	D
Official /Admin.	5	3			6	3			1	0	0	
Professional	12	10			15	13			3	3	0	
Technical	3	2			3	2			0	0	0	
Protective Service												
Paraprofessional	2	2							-2	-2	0	
Admin. Support	2	2			2	2			0	0	0	
Skilled Craft												
Service/Maint.												
TOTALS	24	19	0	0	26	20	0	0	2	1	0	0

FY '06 Goals & Achievements

EEO Code	Threshold			BOFY 06			FY 2006			EOFY 06		
	Label			Total UU			Hire Goal*			Net Change		
	F	Mn	D	F	Mn	D	F	Mn	D	F	Mn	D
Official /Admin	NA	NA										
Professional	NA	NA										
Technical	NA	NA										
Protective Service - Sworn	NA	NA										
Admin. Support	NA	NA										
Skilled Craft	NA	NA										
Service/Maint.	NA	NA										
TOTALS				0	0	0	0	0	0	0	0	0

FY '06 Qualitative Goal Achievements

- ❖ Departments with less than twenty-five employees are not required to submit an affirmative action plan.
- ❖ The Department reviews the diversity of its workforce when there is turnover, and it hires and promotes qualified women and minorities to available positions when they have the opportunity.

See Appendix A for Notes on Department Tables, page 21. See AA Plan Methodology on page 5.

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Veterans Affairs

FY '06 Workforce Changes

EEO Code	Workforce				Workforce				Workforce Change			
	EOFY 05				EOFY 06				FY 2006			
	T	F	Mn	D	T	F	Mn	D	T	F	Mn	D
Official /Admin.	23	10			32	13			9	3		
Professional	189	154	4		194	161	4		5	7	0	
Technical	84	77	2		81	76	3		-3	-1	1	
Protective Service	5				6				1			
Paraprofessional	284	257	12						-284	-257	-12	
Admin. Support	65	59	1		72	66	2		7	7	1	
Skilled Craft	24	1			24				0	-1		
Service/Maint.	105	76	5		390	336	20		285	260	15	
TOTALS	779	634	24	43	799	652	29	44	20	18	5	1

FY '06 Goals & Achievements

EEO Code	Threshold			Total UU			Hire Goal*			Net Change		
	Label			BOFY 06			FY 06			EOFY 06		
	F	Mn	D	F	Mn	D	F	Mn	D	F	Mn	D
Official /Admin.	BA	BA										
Professional	NP	PN		2	2			1		-1	0	
Technical	BA	BA										
Protective Service - Sworn	BA	BA										
Admin. Support	BA	BA										
Skilled Craft	BA	BA										
Service/Maint.	BA	BA										
TOTALS				2	2	43	0	1	10	-1	0	1

FY '06 Qualitative Goal Achievements

- ❖ Worked with Iowa Valley Community College District (IVCCD) on a grant project designed to train Hispanics for health care positions. When the grant is received, the Veterans Home will be an active participant.
- ❖ Advertised job announcements in minority publications and met monthly with an English as a Second Language (ESL) group from IVCCD to explain the job opportunities and the importance of English for health care positions.
- ❖ Is in the process of reviewing essential functions and assisting supervisors when they have qualified applicants with disabilities. This is a difficult area, as the majority of positions at the Veteran's Home are direct care and require specific physical essential functions that are difficult to accommodate.

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Workforce Development

FY '06 Workforce Changes

EEO Code	Workforce					Workforce					Workforce Change			
	EOFY 05					EOFY 06					FY 2006			
	T	F	Mn	D		T	F	Mn	D		T	F	Mn	D
Official /Admin.	45	29	5		68	45	7	7	23	16	2			
Professional	531	306	67		533	313	66	86	2	7	-1			
Technical	69	56	17		15	5		3	-54	-51	-17			
Protective Service														
Paraprofessional	16	16							-16	-16	0			
Admin. Support	90	84	15		148	138	34	17	58	54	19			
Skilled Craft														
Service/Maint.	2	1			2	1		1						
TOTALS	753	492	104	117	766	502	107	114	13	10	3	-3		

FY '06 Goals & Achievements

	Threshold				Total UU				Hire Goal*				Net Change		
	Label				BOFY 06				FY 06				EOFY 06		
	F	Mn	D		F	Mn	D		F	Mn	D		F	Mn	D
Official /Admin.	BA	BA													
Professional	NP	BA		24							1				
Technical	BA	BA													
Protective Service - Sworn	NA	NA													
Admin. Support	BA	NP			1							0			
Skilled Craft	NA	NA													
Service/Maint.	BA	BA													
TOTALS				24	1		0	0		1	0				

FY '06 Qualitative Goal Achievements

The following efforts over the past year helped to ensure that diversity and equity are incorporated into daily operational practices related to recruitment policy, hiring, retention, staff development, and public service delivery:

- ❖ The Safety/Health Consultant, Elevator/Amusement Ride Inspector positions were openly advertised on the DAS/HRE website, at statewide workforce centers, and on trade organization websites. There were no females that applied for the above positions.

See Appendix A for Notes on Department Tables, page 21. See AA Plan Methodology on page 5.

Workforce Development
FY '06 Goals & Achievements (Continued)

- ❖ Vacant Positions: Iowa Workforce Development (IWD) advertised all new /vacant positions utilizing the DAS/HRE website and trade organization websites in efforts to reach larger and more diverse applicant pools. In addition, new applications are now being reviewed by the respective supervisors of each unit along with the DAS Personnel Officer. Each applicant is scored on the same battery of questions and the applicant with the highest score is offered the opportunity to fill the position.

IWD is in the process of filling 20 new positions requiring Spanish fluency in an effort to address the needs and deliver equal services to the rapidly expanding Hispanic community around the State of Iowa. The 20 new positions include five Administrative Assistant 2 positions, seven Administrative Assistant 1 positions, two Public Service Executive 1 positions, and six Workforce Associate positions.
- ❖ Supervisory Development: All new supervisory staff are being enrolled in developmental training through DAS/HRE that focuses on the elements needed to be an effective manager such as competency-based hiring, Americans with Disabilities Act, Interviewing Skills, Equal Employment Opportunity (EEO) and Diversity training, etc.
- ❖ Agency Forms: IWD updated all agency forms to include a tagline stating that IWD is an Equal Opportunity Employer. All IWD offices have been provided with updated EEO posters for display in public areas that include information on the agency's EEO policies, complaint procedures and the appropriate point of contact.
- ❖ Training/Staff Development: During September, the IWD EEO Officer conducted a training overview for IWD Regional Managers and Local WIA Directors to inform them of their requirements and responsibilities to ensure equal accessibility for all people.
- ❖ Recent Hires/Appointments: Recent hires include a new female in the Communications Office Public Service Executive 2 position and the appointment of a new minority in the EEO Officer position.

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B. WORKFORCE COMPOSITION

TOTAL FULL-TIME WORKFORCE						
	June '06	June '05	Net Change	State Government Workforce %		2000 Census Iowa Labor Force Availability
				June '06	June '05	
Male	9,807	9,625	182	49.72%	50.12%	52.60%
Female	9,919	9,577	342	50.28%	49.88%	47.40%
Non-Minority	18,389	18,284	105	93.22%	95.22%	94.00%
Minority	1,029	968	61	5.22%	5.04%	6.03%
W/Disability	1,295	1,328	-33	6.56%	6.92%	11.80%
W/O Disability	16,108	15,540	568	81.66%	80.93%	88.20%
Unk/Disability	2,323	2,334	-11	11.78%	12.15%	Unk
TOTALS	19,726	19,202	524			
1. OFFICIAL/ADMINISTRATOR						
	June '06	June '05	Net Change	State Government Workforce %		2000 Census Iowa Labor Force Availability
				June '06	June '05	
Male	956	636	320	54.23%	56.48%	65.30%
Female	807	490	317	45.77%	43.52%	33.60%
Non-Minority	1,701	1,091	610	96.48%	96.89%	97.30%
Minority	62	35	27	3.52%	3.11%	2.67%
TOTALS	1,763	1,126	637			
2. PROFESSIONAL						
	June '06	June '05	Net Change	State Government Workforce %		2000 Census Iowa Labor Force Availability
				June '06	June '05	
Male	2,886	3,003	-117	42.23%	45.31%	41.80%
Female	3,948	3,624	324	57.77%	54.69%	58.20%
Non-Minority	6,422	6,236	186	93.97%	94.10%	94.70%
Minority	412	391	21	6.03%	5.90%	5.27%
TOTALS	6,834	6,627	207			

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3. TECHNICIAN						
	June '06	June '05	Net Change	State Government Workforce %		2000 Census Iowa Labor Force Availability
				June '06	June '05	
Male	965	856	109	42.08%	40.13%	36.30%
Female	1,328	1,277	51	57.92%	59.87%	63.60%
Non-Minority	2,197	2,031	166	95.81%	95.22%	95.40%
Minority	96	102	-6	4.19%	4.78%	4.61%
TOTALS	2,293	2,133	160			
4. PROTECTIVE SERVICE						
	June '06	June '05	Net Change	State Government Workforce %		2000 Census Iowa Labor Force Availability
				June '06	June '05	
Male	2,546	2,459	87	85.21%	85.50%	83.00%
Female	442	417	25	14.79%	14.50%	16.90%
Non-Minority	2,850	2,746	104	95.38%	95.48%	93.90%
Minority	138	130	8	4.62%	4.52%	6.12%
TOTALS	2,988	2,876	112			
5. PARAPROFESSIONAL*						
	June '06	June '05	Net Change	State Government Workforce %		1990 Census Data Only Available for this Category
				June '06	June '05	
Male		470	-470		25.05%	7.20%
Female		1,406	-1,406		74.95%	92.80%
Non-Minority		1,812	-1,812		96.59%	95.80%
Minority		64	-64		3.41%	4.20%
TOTALS		1,876	-1,876			

* The EEOC changed its EEO-4 categories by deleting the Paraprofessional category and expanding the Protective Services category to include Sworn and Non-sworn.

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6. ADMINISTRATIVE SUPPORT						
	June '06	June '05	Net Change	State Government		2000 Census Iowa Labor Force Availability
				Workforce %		
				June '06	June '05	
Male	178	167	11	7.89%	7.81%	30.10%
Female	2,078	1,972	106	92.11%	92.19%	69.90%
Non-Minority	2,086	2,003	83	92.46%	93.64%	95.30%
Minority	170	136	34	7.54%	6.36%	4.73%
TOTALS	2,256	2,139	117			
7. SKILLED CRAFT						
	June '06	June '05	Net Change	State Government		2000 Census Iowa Labor Force Availability
				Workforce %		
				June '06	June '05	
Male	1,650	1,586	4	96.66%	96.35%	92.50%
Female	57	60	-3	3.34%	3.65%	7.50%
Non-Minority	1,637	1,577	60	95.90%	95.81%	95.90%
Minority	70	69	1	4.10%	4.19%	4.11%
TOTALS	1,707	1,646	61			
8. SERVICE MAINTENANCE						
	June '06	June '05	Net Change	State Government		2000 Census Iowa Labor Force Availability
				Workforce %		
				June '06	June '05	
Male	625	448	177	33.16%	57.51%	57.00%
Female	1,260	331	929	66.84%	42.49%	43.00%
Non-Minority	1,803	735	1,068	95.65%	94.35%	90.60%
Minority	82	44	38	4.35%	5.65%	9.43%
TOTALS	1,885	779	1106			

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C. WORKFORCE COMPOSITION OVER 10 YEARS

TOTAL FULL-TIME WORKFORCE						
	June '06	June '96	10 Year Net Change	State Government Workforce %		2000 Census Iowa Labor Force Availability
				June '06	June '96	
Male	9,807	9,518	289	49.72%	51.13%	52.60%
Female	9,919	9,097	822	50.28%	48.87%	47.40%
Non-Minority	18,389	17,626	763	93.22%	94.69%	94.00%
Minority	1,029	988	41	5.22%	5.31%	6.03%
W/Disability	1,295	960	335	6.56%	5.16%	11.80%
W/O Disability	16,108	17,655	-1,547	81.66%	94.84%	88.20%
Unk/Disability	2,323		2,323	11.78%	0.00%	Unk
TOTALS	19,726	18,615	1111			
1. OFFICIAL/ADMINISTRATOR						
	June '06	June '96	10 Year Net Change	State Government Workforce %		2000 Census Iowa Labor Force Availability
				June '06	June '96	
Male	956	613	343	54.23%	65.77%	65.30%
Female	807	319	488	45.77%	34.23%	33.60%
Non-Minority	1,701	907	794	96.48%	97.32%	97.30%
Minority	62	25	37	3.52%	2.68%	2.67%
TOTALS	1,763	932	831			
2. PROFESSIONAL						
	June '06	June '96	10 Year Net Change	State Government Workforce %		2000 Census Iowa Labor Force Availability
				June '06	June '96	
Male	2,886	2,903	-17	42.23%	49.79%	41.80%
Female	3,948	2,928	1,020	57.77%	50.21%	58.20%
Non-Minority	6,422	5,482	940	93.97%	94.01%	94.70%
Minority	412	349	63	6.03%	5.99%	5.27%
TOTALS	6,834	5,831	1003			

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3. TECHNICIAN						
	June '06	June '96	10 Year Net Change	State Government Workforce %		2000 Census Iowa Labor Force Availability
				June '06	June '96	
Male	965	1,155	-190	42.08%	47.07%	36.30%
Female	1,328	1,299	29	57.92%	52.93%	63.60%
Non-Minority	2,197	2,343	-146	95.81%	95.48%	95.40%
Minority	96	111	-15	4.19%	4.52%	4.61%
TOTALS	2,293	2,454	-161			
4. PROTECTIVE SERVICE						
	June '06	June '96	10 Year Net Change	State Government Workforce %		2000 Census Iowa Labor Force Availability
				June '06	June '96	
Male	2,546	2,080	466	85.21%	86.24%	83.00%
Female	442	332	110	14.79%	13.76%	16.90%
Non-Minority	2,850	2,300	550	95.38%	95.36%	93.90%
Minority	138	112	26	4.62%	4.64%	6.12%
TOTALS	2,988	2,412	576			
5. PARAPROFESSIONAL*						
	June '06	June '96	10 Year Net Change	State Government Workforce %		1990 Census Data Only Available for this Category
				June '06	June '96	
Male		475	-475		26.19%	7.20%
Female		1,339	-1,339		73.81%	92.80%
Non-Minority		1,751	-1,751		96.53%	95.80%
Minority		63	-63		3.47%	4.20%
TOTALS		1,814	-1814			

* The EEOC changed its EEO-4 categories by deleting the Paraprofessional category and expanding the Protective Services to include Sworn and Non-sworn.

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6. ADMINISTRATIVE SUPPORT						
	June '06	June '96	10 Year Net Change	State Government		2000 Census Iowa Labor Force Availability
				Workforce %		
				June '06	June '96	
Male	178	208	-30	7.89%	7.73%	30.10%
Female	2,078	2,448	-370	92.11%	90.94%	69.90%
Non-Minority	2,086	2,488	-402	92.46%	92.42%	95.30%
Minority	170	204	-34	7.54%	7.58%	4.73%
TOTALS	2,256	2,692	-436			
7. SKILLED CRAFT						
	June '06	June '96	10 Year Net Change	State Government		2000 Census Iowa Labor Force Availability
				Workforce %		
				June '06	June '96	
Male	1,650	1,674	-104	96.66%	95.44%	92.50%
Female	57	80	-23	3.34%	4.56%	7.50%
Non-Minority	1,637	1,380	257	95.90%	78.68%	95.90%
Minority	70	74	-4	4.10%	4.22%	4.11%
TOTALS	1,707	1,754	-47			
8. SERVICE MAINTENANCE						
	June '06	June '96	10 Year Net Change	State Government		2000 Census Iowa Labor Force Availability
				Workforce %		
				June '06	June '96	
Male	625	410	-101	33.16%	56.47%	57.00%
Female	1,260	316	944	66.84%	43.53%	43.00%
Non-Minority	1,803	676	1,127	95.65%	93.11%	90.60%
Minority	82	50	32	4.35%	6.89%	9.43%
TOTALS	1,885	726	1159			

- a. Payroll Query, Executive Branch Full-time Workforce Composition (pay period 6-30-05) and *Affirmative Action in Iowa*, Iowa Department of Personnel, September 1995. Does not include Fair Authority, Regents, Governor's Office, and Elected Officials, Alliance on Substance Abuse or Board Members and Commissioners.
- b. State Government Workforce % identifies the percentage of each employee group compared to all groups within each EEO category. For example, of all employees in the Professional category in 2005, 5.9% were a racial/ethnic minority.
- c. Census 2000 EEO Tool, www.census.gov/eoo2000/
- d. Census 2000 Summary File 3, employed persons with disabilities, age 16-64

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D. GLOSSARY

Accessibility

Accessibility for persons with disabilities requires a barrier-free environment in which the mobility of physically disabled persons is not inhibited by external barriers such as architectural design. This includes entrances into buildings, elevators, restrooms, water fountains, cafeterias, and conference rooms and office equipment.

Affirmative Action

"Action appropriate to overcome the effects of past or present practices, policies, or other barriers to equal employment opportunity (Iowa Code Section 19B.1).

Availability

The availability of minorities or females for a job group means the percentage of minorities or females among persons in the relevant labor area having the requisite qualifications to perform the positions included in the job group. The availability of persons with disabilities means the percentage of persons with disabilities among persons the statewide labor area. The term is broad enough to include any factor that is in fact relevant to determining the availability of individuals.. Availability figures are used in determining whether underutilization exists, and, where a goal is established, in determining the level of the goal. *(Adapted from the Glossary of Equal Opportunity/Affirmative Action Terms, Mary Jane Sinclair, and SPHR. SHRM White Paper.)*

Balanced Workforce

A workforce that has women, racial/ethnic minorities and persons with disabilities represented in all job groups and salary ranges at approximately the same rate as their representation in the wider labor force, as reflected by availability.

Disability

A Disability is a physical or mental impairment, which substantially limits one or more major life activities, a record of having such an impairment, or being perceived as having such impairment.

Diversity

Diversity refers to any perceived difference among people. According to Roosevelt Thomas, Executive Director of the Institute for Managing, managing diversity is a complex process for developing an environment that works for all employees. Ann Morrison in *New Leaders: Guidelines on Leadership Diversity in America* has defined diversity on four levels:

- Diversity as racial/ethnic and gender balance
- Diversity as understanding of other cultures
- Diversity as culturally divergent values
- Diversity as broadly inclusive

The key to an organization initiating diversity as a managerial process is to clarify the organization's diversity objectives and to incorporate the objectives into its strategic plan.

Equal Employment Opportunity

A system of practices that guarantees, by law, the same employment opportunity to all individuals regardless of their gender, creed, race, color, religion, national origin, age or physical or mental disabilities.

Goal

An annual target for the placement of underutilized groups of protected class members in job groups where underutilization exists. Goals are not rigid and inflexible quotas. They must be targets reasonably attainable through good faith effort and must not cause any group of applicants to be excluded from the hiring process.

Manifest Imbalance

Manifest imbalance occurs when the representation of protected groups in specific occupational groupings in the workforce is substantially below its representation in the relevant labor market. Numerical Goals can only be used as an affirmative action remedy for those job groupings that are identified as substantially underutilized.

Olmstead Plan

Governor's Executive Order 27 directs state agencies to undertake steps to identify and address barriers to community living for individuals with disabilities and long term illness in Iowa. DAS-HRE was one of the identified state agencies and is participating in the initiative to identify employment barriers in state government for persons with disabilities. The "Olmstead decision" resulted from the U.S. Supreme Court decision, *Olmstead v. L.C.*, 527 U.S. 581 (1999), that interpreted Title II of the ADA to require "States to place qualified individuals with disabilities in community settings, rather than in institutions, whenever treatment professionals determine that such placement is appropriate, the affected persons do not oppose such placement, and the State can reasonably accommodate the placement...."

Preferential and Non-preferential

Preferential (remedial) affirmative action permits numerical hiring goals that consider race and gender as factors in the selection process. It is the most intrusive and, as a result, the most likely basis for affirmative action litigation. Non-preferential (non-remedial) affirmative action results in active efforts by an employer to attack and prevent discrimination by concerted proactive programs but not by setting numerical goals. Non-

preferential goals result in system improvements and are more enduring than isolated affirmative action hires.

Protected Classes

Protected Groups

All employees regardless of racial/ethnic, gender, disability status or age groups are regarded as “protected groups” under equal employment opportunity laws. Those groups for which affirmative action remedies or EEO compliance are appropriate are those groups of employees, former employees or applicants who have experienced and/or continue to experience the loss of employment opportunities or benefits due to discriminatory practices or policies of the employer.

Racial/Ethnic Categories

Black, (not of Hispanic Origin): A person having origins in any of the Black racial groups of Africa.

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

Asian or Pacific Islander: A person having origins in any of the original people of the Far East, Southeast Asia, the Indian subcontinent, or the Pacific Islands.

American Indian or Alaskan Native: A person having origins in any of the original people of North America who maintains cultural identification through tribal affiliation or community recognition.

White, Not of Hispanic Origin: A person having origins in any of the original people of Europe, North Africa, or the Middle East.

(Source: EEOC Form 164, State and Local Government Information, (EEO-4))

Reasonable Accommodation

The ADA does not define “reasonable accommodation.” Equal Employment Opportunity Commission (EEOC) regulations define “reasonable accommodations” as modifications or adjustments to the application process, work environment, or manner or circumstances under which the position held or desired is customarily performed, that enable a qualified individual with a disability to be considered for a desired position, perform the essential functions of a position, or enjoy equal benefits and privileges of employment to other similarly-situated employees without disabilities (29 C.F.R. § 1630.2(o)(1) (1999)). EEOC interpretive guidelines define “reasonable accommodation” as any change in the work environment or in the way things are usually done that results in equal employment opportunities for an individual with a disability (29 C.F.R. Pt. 1630, App. §1630.2(o) (1999)).

Relevant Labor Force or Market

The relevant labor force or labor market is the geographic area from which an employer obtains a large portion of its workforce for a given occupational group.

Remedial and Non-remedial Underutilization

Executive branch departments are required to participate in the State's Affirmative Action Plan and address all areas of underutilization with appropriate goals. Underutilized areas of manifest imbalance require both remedial (numeric) goals for balancing the state's workforce within that department and non-remedial goals, i.e., any methods in addition to affirmative action hires designed to balance the department's workforce.

Qualitative Utilization Analysis

A qualitative utilization analysis shows whether and where an agency's employment policies and practices do or tend to exclude, disadvantage, restrict or adversely affect employees based on their age, sex, disability, and racial/ethnic minorities status. It should also show whether and where effects of prior illegal discrimination are left uncorrected. The analysis may include, but not be limited to, the following areas:

- Recruitment efforts and methods.
- Applicant flow characteristics study.
- Interview, selection, appointment, and placement policies and practices.
- Policies and practices affecting transfers, promotions, and reallocations.
- Selection of employees for training.
- Policies and practices in demotion, discipline, termination, and reduction in force.
- Laws, policies, and practices external to the agency that discourage effective results in affirmative action.

Quantitative Utilization Analysis

A quantitative utilization analysis compares the employer's workforce with the relevant labor force in order to calculate the numerical and percentile of underrepresentation in the agency's workforce, if any, by racial /ethnic minorities, gender and disability. (Adapted from IAC 581—20.1(19B))

A quantitative analysis determines the appropriate numerical hiring goals to set for preferential underutilization, i.e., underutilization that is statistically significant and indicative of manifest imbalance in the workforce.

Underutilization

The condition that results when there are fewer women, racial/ethnic minorities, or persons with disabilities with requisite skills in a particular job category/group than would reasonably be expected by their availability in the relevant labor market for which an organization recruits.