

Affirmative Action in Iowa

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

September 30, 2008



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September 30, 2008

MEMORANDUM

TO: The Honorable Chester Culver
Governor

The Honorable Patty Judge
Lt. Governor

Mark Brandsgard
Chief Clerk of the House

Michael Marshall
Secretary of the Senate

FR: Raymond E. Walton
Interim Director

RE: FY 2008 Affirmative Action Report

In with accordance 19B.5 of the *Code of Iowa*, I am pleased to submit the fiscal year 2008 *Affirmative Action in Iowa* report. In this report, we measure progress we have made to balance our workforce in FY 2008, and provide updates on our diversity related plans, initiatives, and program changes for FY 2009.

The most significant development in the Diversity/Affirmative Action report for FY 2008 is Executive Order Four, which provides specific actions to be taken relating to the state's recruitment, retention, hiring practices, training, including a focus on persons with disabilities, all designed to strengthen the state's efforts to increase diversity and create a welcoming environment for the varied people of Iowa.

The Diversity Council, also established by EO4 has made impressive progress in a short amount of time. Our progress, as detailed in this report, simply reflects the dedication of the Diversity Council, DAS-HRE, and the many individuals in the executive branch departments who have dedicated their time and energy to this critical effort.

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Executive Summary

Executive Order Four (EO4, Appendix A) on page 112 was issued by Governor Culver on October 26, 2007. It is the most significant development affecting the direction of the state's diversity program in the executive branch. Its impact is important in several ways. First, it incorporated many previous diversity related initiatives; the Diversity Committee and the Hiring Practices Work Group, both initiated under Governor Vilsack. It also created the Diversity Council (Appendix B, page 115, lists members of the Diversity Council) has proven itself an important champion of diversity in state government.

The Diversity Council and its sub-committees have met regularly since February 2007, with significant progress in the following areas:

Training

A statewide diversity training initiative commenced in June for all hiring managers and supervisors to assure that they have current and consistent diversity training. Training for all employees has been developed and will be delivered in early 2009. This important training will require 700 sessions to reach all employees.

A summary of all training offered and departmental attendance is presented as part of the Department of Administrative Services (DAS) support initiatives in Section III, page 105, of this report.

Department Diversity/Affirmative Action Plans

DAS hired a recruitment coordinator in FY 2007. The recruitment coordinator was appointed to the Diversity Council, and was also assigned to work with a subcommittee of the council in developing a Diversity Plan reporting template for the departments. The required recruitment and retention program elements of EO4 were also incorporated into the reporting template. This effort replaced the previous affirmative action plans and reports departments have been submitting for many years.

The template for the plans was issued on July 1, 2008 with a July 31 deadline. These plans have been summarized and incorporated into Section II on page 12 of this report. These are the qualitative plans referred to in previous years. By design, use of the template in the development of each agency's plan is more comprehensive and structured than in the past. It allows for more effective statewide planning. The final products will be reviewed with the Diversity Council subcommittee, which will develop recommendations to the Governor. Moving forward, these plans will be submitted annually each year by July 31st, and incorporated into the state's overall Diversity/Affirmative Action Annual Report.

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Hiring Practices

Also as part of the EO4 directive, DAS requested the departments to submit information about their hiring practices in February 2008. This is being done under the advisement of a Diversity Council subcommittee. After reviewing the written materials, DAS began meeting with departments in September 2008 to ask questions about their submissions, learn about any creative best practices they may be using, and review information relating to specific vacancies completed in FY 2007. Ultimately, the findings of these reviews will be presented to the Diversity Council, and any resulting recommendations of the Diversity Council will be submitted to the Governor. All departments covered by EO4 will be subject to this review process.

For a more complete summary of activities relating to EO4 and the Diversity Council, please go to:

http://das.hre.iowa.gov/hre_diversity_council.html

Numerical Progress to Balance the Workforce

The following chart shows the overall state employment trends of the protected classes, which include females, minorities (broken down by subgroup), and persons with disabilities.

TOTAL FULL-TIME WORKFORCE						
	June '08	June '07	Net Change	State Government		2000 Census Iowa Labor Force*
				Workforce %		
				June '08	June '07	
Male	10,043	9,846	197	48.85%	49.32%	52.60%
Female	10,517	10,127	390	51.15%	50.73%	47.40%
Non-Minority	19,379	18,888	491	94.26%	94.61%	94.00%
Minority	1,181	1,085	96	5.74%	5.43%	6.03%
African Am	466	434	32	2.27%	2.17%	1.60%
Asian/PI	267	236	31	1.30%	1.18%	1.20%
Ntv Am	130	123	7	0.63%	0.62%	0.40%
Latino	318	292	26	1.55%	1.46%	2.30%
W/Disability	1,136	1,199	-63	5.53%	6.01%	11.80%
W/O Disability	17,192	16,520	672	83.62%	82.75%	88.20%
Unk/Disability	2,232	2,245	-13	10.86%	11.25%	Unk
TOTALS	20,560	19,964	596			

- Overall, the state is making steady progress in the area of minority hiring, with an increase of 96 in FY 2008 to a total of 5.74% of the workforce. Minorities in state government remain above the available labor force for Officials/Administrators and Professionals, and are approaching balance in the Technician category.

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Increasing the number of persons with disabilities remains our greatest challenge with a net loss of 63 in FY 2008. One initiative for FY 2009 will be to survey the state's workforce to re-evaluate the composition of the workforce for persons with disabilities, and obtain some insight into the issues unique to this group, such as reluctance to report disability status, understanding reasonable accommodations, and perceptions of what constitutes a disability. This information will be used for ongoing planning purposes. For a more complete summary of the State's efforts in this area, please go to Section III on page 109.

For females, the issues are different, because females are well represented in the overall workforce, at 51.15% compared to 47.4% in the available labor force. However, they chronically lag in specific occupational areas, such as engineering.

For a more in depth review of the composition of the state's workforce, and a summary of protected class underutilization, both statewide, by department, and by EEO-4 job categories, please go to Section I.

Challenges for FY 2009

The Diversity Council has identified some outstanding issues associated with the State's hiring practices and diversity efforts, including:

- The lack of a requirement for diversity planning on the part of departments headed by elected officials;
- The lack of accountability for diversity in the hiring of at-will and merit exempt employees, which are often leadership positions that affect diversity of the organization;
- The observations and recommendations of the CPS report, the NAACP report, and the Rose and Rose Law Firm report. Some of the recommendations of these reports have been implemented or are under consideration. Summaries of these reports can be found in Appendix C on page 119.

Information on these issues has been provided to the Diversity Council for their consideration. These reports and recommendations will be discussed as related to EO4, and we will continue to consult with Governor's office on these issues.

Section I.

FY 2008 Numerical Measures, and Progress (Quantitative Analysis)

Changes in the State's Workforce

Affirmative Action is based on a comparison with the available qualified labor pool in Iowa. The chart below provides an overview of the makeup of the state workforce in relation to the available labor pool, which is based on census data from 2000.

This chart also compares specific job categories, known as EEO-4 categories, determined by the Equal Employment Opportunity Commission (EEOC). Public entities report to the EEOC on the following EEO-4 categories:

- Official/Administrator
- Professional
- Technician
- Protective Services
- Administrative Support
- Skilled Craft
- Service/Maintenance

All State of Iowa job titles are placed into one of these categories. We also have used this chart to show the net changes in our workforce from the end of FY 2007 to the end of FY 2008.

Overall Results

- Females in the State's workforce increased by 390 during FY 2008, and their representation in the workforce changed from 50.28 to 50.71%. This exceeds their representation of 47.40% of the available labor force. 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 96 during FY 2008 and their representation in the workforce changed from 5.43% to 5.74%, compared to 6.02% in the available labor force. Overall, minority underutilization exists in the Technician, Protective Service, Skilled Craft and Service Maintenance job categories. We are particularly pleased that minorities in state government remain above the available labor force for Officials/Administrators and Professionals, and are approaching balance in the Technician category.
- Persons with disabilities decreased by 63 during FY 2007 from 6.01% to 5.53% of the State's workforce. Persons with disabilities represent 11.8% of the available labor force, based on the 2000 U.S. Census.

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2008 Workforce Composition - Net Change From 2007

TOTAL FULL-TIME WORKFORCE						
	June '08	June '07	Net Change	State Government Workforce %		2000 Census Iowa Labor Force*
				June '08	June '07	
Male	10,043	9,840	203	48.85%	49.29%	52.60%
Female	10,517	10,124	393	51.15%	50.71%	47.40%
Non-Minority	19,379	18,892	487	94.26%	94.63%	94.00%
Minority	1,181	1,084	97	5.74%	5.43%	6.03%
African Am	466	434	32	2.27%	2.17%	1.60%
Asian/PI	267	236	31	1.30%	1.18%	1.20%
Ntv Am	130	123	7	0.63%	0.62%	0.40%
Latino	318	292	26	1.55%	1.46%	2.30%
W/Disability	1,136	1,199	-63	5.53%	6.01%	11.80%
W/O Disability	17,192	16,520	672	83.62%	82.75%	88.20%
Unk/Disability	2,232	2,245	-13	10.86%	11.25%	Unk
TOTALS	20,560	19,964	596			

1. OFFICIAL/ADMINISTRATOR						
	June '08	June '07	Net Change	State Government Workforce %		2000 Census Iowa Labor Force
				June '08	June '07	
Male	975	937	38	52.85%	52.88%	65.30%
Female	870	823	47	47.15%	46.44%	33.60%
Non-Minority	1,773	1,708	65	96.10%	96.39%	97.30%
Minority	72	64	8	3.90%	3.61%	2.67%
African Am	37	30	7	2.01%	1.69%	0.70%
Asian/PI	16	12	4	0.87%	0.68%	0.60%
Ntv Am	6	6	0	0.33%	0.34%	0.30%
Latino	13	16	-3	0.70%	0.90%	0.90%
TOTALS	1,845	1,772	73			

*Individual minority groups do not add up to the total minority rate because of rounding and because the "2 or More Races" category was not included.

**TOTALS lines are the total population employed in the category. Persons may be counted in more than one category (a minority female, for example).

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2008 Workforce Composition - Net Change From 2007 (Cont.)

2. PROFESSIONAL						
	June '07	June '07	Net Change	State Government Workforce %		2000 Census Iowa Labor Force
				June '08	June '07	
Male	2,890	2,851	39	40.19%	41.26%	41.80%
Female	4,301	4,059	242	59.81%	58.74%	58.20%
Non-Minority	6,692	6,462	230	93.06%	93.52%	94.70%
Minority	499	448	51	6.94%	6.48%	5.27%
African Am	185	171	14	2.57%	2.47%	1.30%
Asian/PI	162	144	18	2.25%	2.08%	2.30%
Ntv Am	31	28	3	0.43%	0.41%	0.20%
Latino	121	105	16	1.68%	1.52%	1.10%
TOTALS	7,191	6,910	281			

3. TECHNICIAN						
	June '08	June '07	Net Change	State Government Workforce %		2000 Census Iowa Labor Force
				June '08	June '07	
Male	968	944	24	33.00%	41.04%	36.30%
Female	1,419	1,356	63	59.45%	58.96%	63.60%
Non-Minority	2,278	2,195	83	95.43%	95.43%	95.40%
Minority	109	105	4	4.57%	4.57%	4.61%
African Am	33	29	4	1.38%	1.26%	1.40%
Asian/PI	27	25	2	1.13%	1.09%	1.20%
Ntv Am	16	18	-2	0.67%	0.78%	0.40%
Latino	33	33	0	1.38%	1.43%	1.20%
TOTALS	2,387	2,300	87			

4. PROTECTIVE SERVICE						
	June '08	June '07	Net Change	State Government Workforce %		2000 Census Iowa Labor Force
				June '08	June '07	
Male	2,664	2,629	35	83.17%	84.45%	83.00%
Female	539	484	55	16.83%	15.55%	16.90%
Non-Minority	3,044	2,966	78	95.04%	95.28%	93.90%
Minority	159	147	12	4.96%	4.72%	6.12%
African Am	62	57	5	1.94%	1.83%	2.60%
Asian/PI	13	12	1	0.41%	0.39%	0.50%
Ntv Am	25	23	2	0.78%	0.74%	0.80%
Latino	59	55	4	1.84%	1.77%	2.00%
TOTALS	3,203	3,113	90			

*Individual minority groups do not add up to the total minority rate because of rounding and because the "2 or More Races" category was not included.

**TOTALS lines are the total population employed in the category. Persons may be counted in more than one category (a minority female, for example).

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2008 Workforce Composition - Net Change From 2007 (Cont.)

6. ADMINISTRATIVE SUPPORT						
	June '08	June '07	Net Change	State Government Workforce %		2000 Census Iowa Labor Force
				June '08	June '07	
Male	189	172	17	8.46%	7.66%	30.10%
Female	2,046	2,074	-28	91.54%	92.34%	69.90%
Non-Minority	2,067	2,081	-14	92.48%	92.65%	95.30%
Minority	168	165	3	7.52%	7.35%	4.73%
African Am	85	92	-7	3.80%	4.10%	1.70%
Asian/PI	20	17	3	0.89%	0.76%	0.90%
Ntv Am	18	16	2	0.81%	0.71%	0.40%
Latino	45	40	5	2.01%	1.78%	1.40%
TOTALS	2,235	2,246	-11			

7. SKILLED CRAFT						
	June '08	June '07	Net Change	State Government Workforce %		2000 Census Iowa Labor Force
				June '08	June '07	
Male	1,673	1644	29	96.82%	96.82%	92.50%
Female	55	54	1	3.18%	3.18%	7.50%
Non-Minority	1,664	1,631	33	96.30%	96.05%	95.90%
Minority	64	67	-3	3.70%	3.95%	4.11%
African Am	22	22	0	1.27%	1.30%	0.90%
Asian/PI	4	4	0	0.23%	0.24%	0.50%
Ntv Am	24	24	0	1.39%	1.41%	0.60%
Latino	14	17	-3	0.81%	1.00%	1.90%
TOTALS	1,728	1,698	30			

8. SERVICE MAINTENANCE						
	June '08	June '07	Net Change	State Government Workforce %		2000 Census Iowa Labor Force
				June '07	June '07	
Male	684	663	21	34.70%	34.23%	57.00%
Female	1,287	1,274	13	65.30%	65.77%	43.00%
Non-Minority	1,861	1,849	12	94.42%	95.46%	90.60%
Minority	110	88	22	5.58%	4.54%	9.43%
African Am	42	32	10	2.13%	1.65%	2.30%
Asian/PI	25	22	3	1.27%	1.14%	1.60%
Ntv Am	10	8	2	0.51%	0.41%	0.60%
Latino	33	26	7	1.67%	1.34%	4.40%
TOTALS	1,971	1,937	34			

*Individual minority groups do not add up to the total minority rate because of rounding and because the "2 or More Races" category was not included.

**TOTALS lines are the total population employed in the category. Persons may be counted in more than one category (a minority female, for example).

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Underutilization in State Government

In the previous section, we identified the State's underutilization both overall and by each EEO-4 job category. The chart below identifies the level of underutilization within each agency, based on the workforce compared to the available labor force at the beginning of FY 2008 followed by the progress at the end of FY 2008. All EEO-4 categories have been combined.

Only when Total Underutilization reaches 0 can the workforce be considered to be in balance. For this chart, blank cells in these columns indicate a balanced workforce for the identified group. Total underutilization includes both remedial (numerical, for which numerical goals are set) and non-remedial (numerical goals are not set). Zeroes in the Net Progress cells show that there was underutilization but no change occurred.

End of FY 2008 Underutilization & Progress Toward a Balanced Workforce*

Department/Division	Total Underutilization			Net Progress FY 08		
	Female	Minority	PWD	Female	Minority	PWD
Administrative Services	15	4		3	7	
Agriculture	25	5	18	-1	2	0
Auditor	10	1	9	8	1	0
Blind						
Civil Rights						
College Student Aid	1		1	0		0
Commerce--Alcoholic Beverage	2	1	5	0	0	-1
Commerce—Banking	8	1	6	1	0	0
Commerce—Insurance	1		4	1		-1
Commerce—Utilities	6		2	0		0
Corrections	291	60	151	19	1	-11
Cultural Affairs	5	3	5	-1	0	0
Economic Development			6			1
Education (Inc. IVRS)	20	4	11	1	-1	0
Elder Affairs			2			0
Finance Authority			5			1
Human Rights						
Human Services	120	90	349	6	18	-21
Inspections and Appeals	2	1	19	0	0	-3
Iowa Communications Network	5	1	6	2	3	0
Iowa Law Enforcement Academy	5		1	0		-1
Iowa Public Employees Retirement System			4			0

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Department/Division	Total Underutilization			Net Progress FY 08		
	Female	Minority	PWD	Female	Minority	PWD
Justice	1	2	22	0	2	0
Lottery	6		7	3		0
Management	5		1	0		0
Natural Resources	142	29	61	4	0	-6
Public Defense	17	5	20	2	3	0
Public Health	4	3	7	2	1	-2
Public Safety	41	15	68	8	1	-1
Public Television	2	3	10	0	0	0
Revenue	13	2	2	6	0	-2
Secretary of State			3			0
Transportation	71	59	57	9	3	-15
Veterans Home (Inc. Veterans Affairs)	1	1	47	1	0	-1
Workforce Development	14	1		8	0	
TOTALS	833	291	909	82	41	-61

Table excludes departments with less than 25 employees where no underutilization can be meaningfully calculated.

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Underutilization – Remedial versus Non-Remedial

Total underutilization consists of two distinct elements, remedial and non-remedial, which were combined for the purposes of the previous chart. The chart below breaks down underutilization into each type. Numerical goals can only be set for remedial underutilization. However, qualitative methods, as detailed in each department's Diversity Plan, must be applied to both types of underutilization. For a complete discussion of these concepts, refer to Appendix D on page 124.

FY 2008 Summary of Underutilization, Remedial and Non-Remedial Goals

DEPARTMENT/DIVISION	Female			Minority			Disability	
	NRUU	RUU	RUU Goal	NRUU	RUU	RUU Goal	UU	Goal
Administrative Services	0	15	11	3	1	1	0	
Agriculture	0	25	8	2	3	3	18	4
Auditor	10			1		1	9	3
Blind	0			0			0	
Civil Rights	0			0			0	
College Student Aid	1			0			1	1
Commerce-Alcoholic Beverage	2			1			5	2
Commerce-Banking	2	6	3	1			6	1
Commerce-Insurance	1			0			4	1
Commerce-Utilities	0	6	1	0			2	1
Corrections	2	289	80	8	52	14	151	35
Cultural Affairs	5			3			5	1
Economic Development	0			0			6	2
Education	20			4		1	11	6
Elder Affairs	0			0			2	2
Finance Authority	0			0			5	1
Human Rights	0			0			0	
Human Services	118	2		25	65	13	349	30
Inspections and Appeals	2			1			19	6
Iowa Communications Network	5		1	1			6	1
Iowa Law Enforcement Academy	5			0			1	1
IPERS	0			0			4	1
Justice	1			2			22	4
Lottery	3	3	1	0			7	1
Management	0	5		0			1	1

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DEPARTMENT/DIVISION	Female			Minority			Disability	
	NRUU	RUU	RUU Goal	NRUU	RUU	RUU Goal	UU	Goal
Natural Resources	0	142	37	19	10	17	61	10
Public Defense	5	12	1	4	1	1	20	4
Public Health	4			3			7	5
Public Safety	6	35	30	0	15	10	68	22
Public Television	1	1	1	0	3	1	10	1
Revenue	13		9	2			2	2
Secretary of State	0			0			3	1
Transportation	2	69	15	47	12	2	57	15
Veterans Affairs	1			1		1	47	5
Workforce Development	14			1			0	
TOTAL	223	610	198	129	162	65	909	170

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.

Section II.

FY 2008 Individual Department Numerical Progress (Quantitative Measures), and Diversity Planning (Qualitative Measures)

This section is devoted to the individual department's progress and goals from the numerical perspective (quantitative), plans to address underutilization (qualitative plan results for FY 2008) as outlined in their FY 2009 Diversity Plans.

Each department's section is organized as follows:

Department Diversity Statement

This statement was taken from each department's Diversity Plan for FY 2009. The statement was in response to the question, "Improving diversity will help us advance our long term strategic objectives and business goals in the following manner:"

FY 08 Workforce Changes

This table shows net staffing changes that occurred during fiscal year 2007. It details the composition of each department's workforce by female, minority and disability status at the end of fiscal years 2006 and 2007. The net change is calculated by subtracting the FY 2006 workforce from FY 2007 workforce counts. The result shows the departments' staffing changes by EEO-4 category and female, minority, and persons with disability status during FY 2007.

FY 08 Goals & Achievements

This table summarizes the progress departments made during FY 2007 in meeting the affirmative action goals. The table section labeled "Threshold" illustrates whether the EEO-4 category is underutilized and the type of underutilization. Table section "Total UU" illustrates the protected group and EEO category in which underutilization existed. Note that disability underutilization is only reported department-wide. Table section "Hire Goal" shows the numerical goal that the department established to correct the underutilization. Numerical goals can only legally be set for areas of underutilization that are designated as "PN" which means remedial goals must be established. Table section "Net Change" shows the goal achievement that occurred in the underutilized categories during the fiscal year.

Column Labels

F	Female
Mn	Racial/Ethnic Minorities
D	Persons with Disabilities

Threshold Labels

NU	No underutilization
BA	Balanced workforce

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- NA Not applicable
- NP Qualitative (non-remedial) hiring goals can only be set for this underutilization.
- PN Numeric (remedial) and qualitative hiring goals are required because this underutilization has been calculated to demonstrate a manifest imbalance.

FY '09 Affirmative Action Goals - Beginning of Fiscal Year

This table details each department's underutilization--both remedial and non-remedial. It projects the hires anticipated in remedial underutilized categories and establishes the numerical goals for the current fiscal year. While numerical goals are not set for non-remedial underutilization, departments must address this through actions outlined in their Diversity Plan.

For FY 2009, the department's goals are being established by DAS automatically, based on a projection to balance the workforce in a minimum of five years. The method used is to take the total preferential underutilization for each category, divide by five and round up to the nearest whole number. If the department does not experience a sufficient number of hiring opportunities to meet the goal, it will be apparent when the projected number of hires is less than the calculated goal. In that case, the projected hires, if any, will be the goal.

FY '08 Qualitative Plan Results Reported by the Department

This section describes the department's qualitative plan results for FY 2008, which is the progress made against the FY 2008 qualitative plan.

FY '09 Department Diversity Plan

This section describes the department's qualitative plans for FY 2009. For FY 2009 forward, the qualitative plans will be referred to as the Diversity Plan.

Additional information will be added to this section of the report at the end of FY 2009 to reflect additional qualitative utilization analysis that will likely emerge from the hiring practices reviews of DAS.

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Administrative Services

FY '08 Workforce Changes

	Workforce					Workforce					Workforce Change			
	EOFY 08					EOFY 07					FY 2008			
	T	F	Mn	D		T	F	Mn	D		T	F	Mn	D
Official /Admin.	47	18			41	19	0		6	-1	0			
Professional	188	84	14		185	80	11		3	4	3			
Technical	28	23	2		26	23	2		2	0	0			
Protective Service					0	0	0		0	0	0			
Admin. Support	33	26	4		30	20	4		3	6	0			
Skilled Craft	35		5		31	0	5		4	0	0			
Service/Maint.	69	25	14		62	23	11		7	2	3			
TOTALS	400	176	39	40	375	165	33	43	25	11	6	-3		

FY '08 Goals & Achievements

EEO Code	Threshold				Total UU				Hire Goal*				Net Change		
	Label				BOFY 08				FY 08				EOFY 08		
	F	Mn	D		F	Mn	D		F	Mn	D		F	Mn	D
Official /Admin.	BA	PN			1			1							
Professional	PN	NP		18	1		11			3	4				
Technical	BA	BA													
Protective Service	NA	NA													
Admin. Support	BA	BA								2					
Skilled Craft	BA	BA			1										
Service/Maint.	BA	NP			1						3				
TOTALS				18	4	0	11	1	0	3	7	0			

FY '09 Affirmative Action Goals – Beginning of Fiscal Year (BOFY)

EEO Code	Female					Minority				Persons w/Disabilities		
	Label	Total UU	Proj. Hires	Hire Goal		Label	Total UU	Proj. Hires	Hire Goal	Total UU	Proj. Hire	Hire Goal
Official /Admin.	NU				PN	1	3	1				
Professional	PN	12	24	3	NP	1						
Technical	BA				BA							
Protective Service	NA				NA							
Admin. Support	BA				BA							
Skilled Craft	BA				BA							
Service/Maint.	BA				BA							
TOTALS		12	24	3		2	3	1	5	45	1	

Administrative Services (Continued)

Department Diversity Statement

By increasing diversity, the Department of Administrative Services (DAS) will benefit from broader perspectives in all areas of operations and customer service to an increasingly diverse internal and external customer base.

FY '08 Qualitative Plan Results Reported by the Department

- ❖ The recruitment strategy is to advertise broadly in skilled-based markets with a high concentration of protected class citizens by utilizing the internet, print and electronic media and professional and community networking venues.
- ❖ Managerial staff participated in various aspects of the recruitment function. The Recruitment Coordinator routinely assists hiring managers with sourcing candidates, identifying advertising venues, and matching applicants to vacancies.
- ❖ DAS has participated in a number of recruitment events, community festivals and educational workshops, conferences, and committees. Since DAS coordinates statewide recruitment, other departments are encouraged to participate. Some of these events function as collaborative events for sharing knowledge with other employers or special interest groups for the purpose of developing special programs for statewide benefit, such as for disability management.

FY 2008 Affirmative Action Report

In FY 2008, DAS participated in the following events:

Event	Sponsor
ICC Diversity Committee	Iowa Career Consortium, Iowa Department of Economic Development
Iowa State University Career Fair	ISU
American Institute of Business Career Fair	AIB
Disability Program Navigator Panel	Iowa Workforce Development
Hiring & Recruiting Disability Panel	Education – Vocational Rehabilitation Division
Parent Employer Conference (Disability Community)	Education – Vocational Rehabilitation Division
2008 Iowa Job Expo	Iowa Workforce Development
Diversity Resource Fair	Central Iowa Society of Human Resource Management
2008 Iowa Career Expo	Central Iowa Society of Human Resource Management
CISHRM Resource Fair	Central Iowa Society of Human Resource Management
I-80 Re-entry Career Fair	Iowa Workforce Development
POETS (re-entry population)	Iowa Workforce Development
Growing Iowa's Talent – Developing Skills to Compete	Association of Iowa Workforce Partners
Iowa Workforce Development Mini Job Fairs	Iowa Workforce Development
Dallas Center Middle School Diversity Program	School System
First Time Advocates Day	Governor's Office Planning Committee
One Iowa Day	Governor's Office Planning Committee
Governors Workforce Summit	Iowa Department of Workforce Development
Tribute to Veterans Career Fair	Polk County Veteran's Affairs Commission
Black History Observance at the Capitol	Governor's Office Planning Committee
NAACP (DSM Branch) Annual Program	National Association of the Advancement of Colored People
I'll Make Me a World in Iowa	Iowa Volunteers
National Society of Black Engineers Career Fair	National Society of Black Engineers
African American Women Leadership Annual Conference	African American Museum of Iowa
Iowa Juneteenth Observance	Connect Foundation volunteers
Iowa Asian Heritage Festival	Iowa Asian Alliance
Latino Resource Fair	Latinos Unidos
Job Fair	Latinos Unidos
Iowa Mosaic Diversity Conference	Friends of Iowa Civil Rights, Inc.

FY 2008 Affirmative Action Report

Event	Sponsor
Iowa Civil Rights Commission Iowa State Fair Booth	Friends of Iowa Civil Rights, Inc. and Central Iowa Society of Human Resources Diversity Committee
Moving Forward with Civil and Human Rights	Friends of Des Moines Human Rights, Inc.
Greater Des Moines Multicultural Committee	Iowa Career Consortium Advisory Board
Dallas Center Middle School Diversity Program	Event (presentation)
Human Rights Day sponsored by	Department of Human Rights
API Student Leadership	Commission on the Status of Iowans of Asian and Pacific Islander Heritage
Senior Community Service Employment Program Stakeholders Strategic Planning (Elder Affairs)	AARP, Iowa Department of Elder Affairs

Administrative Services (Continued)

DAS also offered complimentary professional coaching sessions to associates interested in participating. DAS-HRE coordinated the RFP and selection process for mandated statewide diversity training for Directors, Managers and Supervisors, and all state employees.

Upon request, the Recruitment Coordinator worked with managers in sourcing skilled applicants for underutilized job categories to enhance the applicant pool.

FY '09 Department Diversity Plan

DAS will focus on involving managers and supervisors in the recruitment process and to make it a key component of their organizational effectiveness. Specifically, DAS will:

- Add specific diversity related expectations to performance plans for all hiring managers and supervisors.
- Provide specific diversity training, development, or other opportunities for all employees.
- Discuss diversity related topics at each quarterly manager's and supervisor's meetings, beginning with the second quarter.

FY 2008 Affirmative Action Report

Agriculture & Land Stewardship

FY '08 Workforce Changes

	Workforce					Workforce					Workforce Change			
	EOFY 08					EOFY 07					FY 2008			
	T	F	Mn	D		T	F	Mn	D		T	F	Mn	D
Official /Admin.	30	7			28	7	0		2	0	0			
Professional	117	44	7		107	39	5		10	5	2			
Technical	130	21			129	22	0		1	-1	0			
Protective Service					0	0	0		0	0	0			
Admin. Support	113	112	2		115	114	2		-2	-2	0			
Skilled Craft					0	0	0		0	0	0			
Service/Maint.					0	0	0		0	0	0			
TOTALS	390	184	9	23	379	182	7	23	11	2	2	0		

FY '08 Goals & Achievements

EEO Code	Threshold				Total UU				Hire Goal*				Net Change		
	Label				BOFY 08				FY 08				EOFY 08		
	F	Mn	D		F	Mn	D		F	Mn	D		F	Mn	D
Official /Admin.	NP	BA		2							0				
Professional	PN	PN		10	2		5	1		0	2				
Technical	PN	PN		13	2		3	1		-1	0				
Protective Service	NA	NA													
Admin. Support	BA	PN			1			1			0				
Skilled Craft	NA	NA													
Service/Maint.	NA	NA													
TOTALS				25	5	18	8	3	4	-1	2	0			

FY '09 Affirmative Action Goals – Beginning of Fiscal Year (BOFY)

EEO Code	Female				Minority				Persons w/Disabilities		
	Label	Total	Proj.	Hire	Label	Total	Proj.	Hire	Total	Proj.	Hire
		UU	Hires	Goal		UU	Hires	Goal	UU	Hire	Goal
Official /Admin.	PN	3	6	1	BA						
Professional	PN	11	16	2	NP	1					
Technical	PN	14	9	3	PN	2	9	2			
Protective Service	NA				NA						
Admin. Support	BA				NP	1					
Skilled Craft	NA				NA						
Service/Maint.	NA				NA						
TOTALS		28	31	6		4	9	2	20	41	4

Agriculture & Land Stewardship (Continued)

Department Diversity Statement

It is the Policy of the Iowa Department of Agriculture and Land Stewardship to have as diverse a workforce as the population of the State of Iowa. The Department wants to ensure that the hiring process is fair and that the Department hires the best workforce possible. These efforts require continuing training to assure that the managers and supervisors understand why a diverse workforce is a priority and what is expected of them.

FY '08 Qualitative Plan Results Reported by the Department

- ❖ A Civil Rights Annual Diversity Day Program was held in conjunction with the USDA for field staff outside of the metro area.
- ❖ Supervisors and managers were told about the importance of posting vacancies in as many publications as possible to recruit the widest selection of applicants for each position.
- ❖ The Affirmative Action Coordinator and Human Resources Associate attended as many low cost or free seminars on AA/EEO and diversity as possible.
- ❖ For each position filled, supervisors filled out a Hiring Decision Justification stating why the position was not filled with an underutilized applicant.

FY '09 Department Diversity Plan

- ❖ All supervisors and managers will attend the DAS mandatory diversity training.
- ❖ The Affirmative Action Coordinator and Human Resources associate will continue to attend low cost or free seminars on AA/EEO and diversity.
- ❖ Department policy is to post vacancies in as many free or low cost publications as possible to attempt to recruit as wide a variety of applicants as possible.
- ❖ Department-wide meetings will be held with supervisors and managers to review agency goals and stress the importance of diversity in the workplace.
- ❖ Supervisors will fill out a Hiring Decision Justification listing why underutilized candidates were not hired when possible.

FY 2008 Affirmative Action Report

Auditor of State

FY '08 Workforce Changes

	Workforce					Workforce					Workforce Change			
	EOFY 08					EOFY 07					FY 2008			
	T	F	Mn	D		T	F	Mn	D		T	F	Mn	D
Official /Admin.	10	5			9	4	0		1	1	0			
Professional	96	51	2		93	43	1		3	8	1			
Technical	1	1			1	1	0		0	0	0			
Protective Service					0	0	0		0	0	0			
Admin. Support	3	3			3	3	0		0	0	0			
Skilled Craft					0	0	0		0	0	0			
Service/Maint.					0	0	0		0	0	0			
TOTALS	110	60	2	3	106	51	1	3	4	9	1	0		

FY '08 Goals & Achievements

EEO Code	Threshold				Total UU				Hire Goal*				Net Change		
	Label				BOFY 08				FY 08				EOFY 08		
	F	Mn	D		F	Mn	D		F	Mn	D		F	Mn	D
Official /Admin.	BA	BA													
Professional	NP	PN		10	1			1			8	1			
Technical	NA	NA													
Protective Service	NA	NA													
Admin. Support	BA	BA													
Skilled Craft	NA	NA													
Service/Maint.	NA	NA													
TOTALS				10	1	9	0	1	3	8	1	0			

FY '09 Affirmative Action Goals – Beginning of Fiscal Year (BOFY)

EEO Code	Female				Minority				Persons w/Disabilities		
	Label	Total	Proj.	Hire	Label	Total	Proj.	Hire	Total	Proj.	Hire
		UU	Hires	Goal		UU	Hires	Goal	UU	Hire	Goal
Official /Admin.	BA				BA						
Professional	NP	5			BA						
Technical	BA				BA						
Protective Service	NA				NA						
Admin. Support	NU				BA						
Skilled Craft	NA				NA						
Service/Maint.	NA				NA						
TOTALS		5	0	0					9		2

Auditor of State (Continued)

FY '08 Qualitative Plan Results Reported by the Department

- ❖ AOS has a contact at Iowa State University (ISU) for minority students in the Career Office. This contact can assist with informing qualified students about employment opportunities at AOS and spreading the word about AOS on-campus visit. AOS also lists on the ISU website and invites students to submit resumes. These efforts have been successful in reaching minorities. AOS also attended the "Meet the Firm" night at ISU.
- ❖ AOS has a mentoring program for all its beginning level auditors as they go through the skills development process. Exit evaluations are reviewed to assess the reasons for staff separations. There is no indication that minority separations are different than those of any other employee. Employees leave to get a better job offer, reduce the amount of travel, to do something different, move out of state, to accept the offer of signing bonus in the private sector, etc.
- ❖ AOS recruitment efforts have increased the ethnic diversity of the Department.

FY '09 Department Diversity Plan

- ❖ AOS is in the process of getting staff contacts at the Universities of Northern Iowa and Iowa to expand its recruitment network to reach a broader university base. Its private college consortium schedule is full for FY 2009.
- ❖ As a part of the Governor's and the State Auditor's goal to keep highly-educated young people in Iowa, AOS will continue its efforts to recruit widely within the state at 26 colleges and universities (that includes those close to Iowa our borders); advertise on college websites and conduct non-discriminatory interviews.
- ❖ AOS is a professional accounting office and will recruit at colleges that offer Bachelor's or Master's Degrees in Accounting. The Auditor's Office has also recruited at four 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.

FY 2008 Affirmative Action Report

Department for the Blind

FY '08 Workforce Changes

	Workforce					Workforce					Workforce Change			
	EOFY 08					EOFY 07					FY 2008			
	T	F	Mn	D		T	F	Mn	D		T	F	Mn	D
Official /Admin.	12	5	2		12	5	2		0	0	0			
Professional	44	30	2		46	31	2		-2	-1	0			
Technical	2	2	1		2	2	1		0	0	0			
Protective Service			1		0	0	0		0	0	1			
Admin. Support	22	19			24	20	1		-2	-1	-1			
Skilled Craft	9				8	0	0		1	0	0			
Service/Maint.					0	0	0		0	0	0			
TOTALS	89	56	6	27	92	58	6	26	-3	-2	0	1		

FY '08 Goals & Achievements

EEO Code	Threshold				Total UU				Hire Goal*				Net Change		
	Label				BOFY 08				FY 08				EOFY 08		
	F	Mn	D		F	Mn	D		F	Mn	D		F	Mn	D
Official /Admin.	BA	BA													
Professional	BA	BA													
Technical	BA	BA													
Protective Service	NA	NA													
Admin. Support	BA	BA													
Skilled Craft	BA	BA													
Service/Maint.	NA	NA													
TOTALS				0	0	0	0	0	0	0	0	0	0	0	

FY '09 Affirmative Action Goals – Beginning of Fiscal Year (BOFY)

EEO Code	Female					Minority				Persons w/Disabilities		
	Label	Total	Proj.	Hire		Label	Total	Proj.	Hire	Total	Proj.	Hire
		UU	Hires	Goal			UU	Hires	Goal	UU	Hire	Goal
Official /Admin.	BA				BA							
Professional	BA				BA							
Technical	BA				BA							
Protective Service	NA				NA							
Admin. Support	BA				BA							
Skilled Craft	BA				BA							
Service/Maint.	NA				NA							
TOTALS		0	0	0		0	0	0	0	0	0	

Department for the Blind (Continued)

Department Diversity Statement

Improving diversity will advance the Department's goals and objectives by modeling the capabilities of persons who are blind or fit other diversity profiles and reverse public attitudes about the ability of the Department's clients to compete equally with their sighted peers.

FY '08 Qualitative Plan Results Reported by the Department

- ❖ Recruitment was primarily geared toward distribution of recruitment materials through channels popular with blind persons. The Department also used the following recruitment sourcing tools: internet job boards, radio and temporary staffing
- ❖ Orientation and on-boarding has proven effective in coaching employees regarding their role in the Department's mission.
- ❖ The Department sponsored the "Valuing Diversity in the Work Place" course. Ten employees attended the diversity training session for department hiring managers and supervisors.

FY '09 Department Diversity Plan

- ❖ The recruitment strategy will be modified to include distribution means to which other diverse populations may be more receptive. First-line management staff has been and will continue to be involved in assessing which vacancies may be well suited to an existing vocational rehabilitation client. Other management - director and deputy director - are responsible for wider recruitment efforts. The role for the deputy director will change to include the responsibility for expanding the recruitment efforts to other diversity populations. Efforts to widen recruitment efforts to more diverse populations will be initiated. The Department will work to find better candidates for the available summer positions. The Department will search out forums into which job vacancy announcements can be placed that will appeal to a broader range of diversity sensitive populations, regardless of when particular vacancy announcements may need to occur.
- ❖ Five supervisors completed diversity training and all other supervisors are already scheduled to do so later this year. The Department is planning for all employees to attend diversity training during the fiscal year. The Department will also encourage employees to attend the Iowa Mosaic Diversity Conference.
- ❖ A successful diversity effort should improve the Department's ability to appeal to older Iowans, who form the preponderance of new referrals, and also transition-age clients entering the job market.
- ❖ Supervisors will be engaged in identifying ways the Department can improve its outreach to its clientele by attracting and retaining employee talent capable of working with the disability-specific population.

FY 2008 Affirmative Action Report

Civil Rights

FY '08 Workforce Changes

	Workforce					Workforce					Workforce Change			
	EOFY 08					EOFY 07					FY 2008			
	T	F	Mn	D		T	F	Mn	D		T	F	Mn	D
Official /Admin.	3	1			4	2	0		-1	-1	0			
Professional	20	12	9		15	8	7		5	4	2			
Technical	1	1			1	1	0		0	0	0			
Protective Service					0	0	0		0	0	0			
Admin. Support	2	2			3	3	0		-1	-1	0			
Skilled Craft					0	0	0		0	0	0			
Service/Maint.					0	0	0		0	0	0			
TOTALS	26	16	9	3	23	14	7	3	3	2	2	0		

FY '08 Goals & Achievements

EEO Code	Threshold				Total UU				Hire Goal*				Net Change		
	Label				BOFY 08				FY 08				EOFY 08		
	F	Mn	D		F	Mn	D		F	Mn	D		F	Mn	D
Official /Admin.	BA	BA													
Professional	BA	BA													
Technical	NA	NA													
Protective Service	NA	NA													
Admin. Support	BA	BA													
Skilled Craft	NA	NA													
Service/Maint.	NA	NA													
TOTALS				0	0	0	0	0	0	0	0	0	0	0	

FY '09 Affirmative Action Goals – Beginning of Fiscal Year (BOFY)

EEO Code	Female					Minority				Persons w/Disabilities		
	Label	Total	Proj.	Hire		Label	Total	Proj.	Hire	Total	Proj.	Hire
		UU	Hires	Goal			UU	Hires	Goal	UU	Hire	Goal
Official /Admin.	BA				BA							
Professional	BA				BA							
Technical	BA				BA							
Protective Service	NA				NA							
Admin. Support	BA				BA							
Skilled Craft	NA				NA							
Service/Maint.	NA				NA							
TOTALS		0	0	0		0	0	0	0	0	0	

Civil Rights (Continued)

FY '08 Qualitative Plan Results Reported by the Department

- ❖ Advertised in the Iowa Bystander and English and Spanish-language media.
- ❖ Sponsored legislation changing the statute of limitations for filing a civil rights complaint from 180 to 300 days.
- ❖ Held informational booths at cultural events and the Iowa State Fair.
- ❖ Collaborated with the Des Moines human Rights Commission in their annual human rights symposium.
- ❖ Actively participated in a number of cultural and diversity events.

FY '09 Department Diversity Plan

The Commission has 28 employees and no underutilization. It is committed to affirmative action in Iowa State government. As such it will continue to recruit proactively. In addition, it will maintain a diverse workforce by stressing factors that support retention, such as valuing diversity and respect for all employees.

- ❖ The Commission will make itself visible in protected class communities through advertising and participation in diversity and civil rights events and, as a result, build a strong foundation for recruitment and retention of protected class members.
- ❖ Continue to advertise in the Iowa Bystander and English and Spanish-language media.
- ❖ Participate at informational booths at cultural events and the Iowa State Fair.
- ❖ Continue to collaborate with the City of Des Moines on their annual symposium.

FY 2008 Affirmative Action Report

College Student Aid

FY '08 Workforce Changes

	Workforce				Workforce				Workforce Change			
	EOFY 08				EOFY 07				FY 2008			
	T	F	Mn	D	T	F	Mn	D	T	F	Mn	D
Official /Admin.	7	6			7	6	0		0	0	0	
Professional	34	25			30	21	1		4	4	-1	
Technical	3	3			3	3	0		0	0	0	
Protective Service					0	0	0		0	0	0	
Admin. Support	6	4			6	4	2		0	0	-2	
Skilled Craft					0	0	0		0	0	0	
Service/Maint.					0	0	0		0	0	0	
TOTALS	50	38	0	3	46	34	3	3	4	4	-3	0

FY '08 Goals & Achievements

EEO Code	Threshold			Total UU			Hire Goal*			Net Change		
	Label			BOFY 08			FY 08			EOFY 08		
	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	NA	NA										
Admin. Support	BA	BA										
Skilled Craft	NA	NA										
Service/Maint.	NA	NA										
TOTALS				1	0	1	0	0	1	0	0	0

FY '09 Affirmative Action Goals – Beginning of Fiscal Year (BOFY)

EEO Code	Female				Minority				Persons w/Disabilities		
	Label	Total	Proj.	Hire	Label	Total	Proj.	Hire	Total	Proj.	Hire
		UU	Hires	Goal		UU	Hires	Goal	UU	Hire	Goal
Official /Admin.	BA				BA						
Professional	NP	1			BA						
Technical	BA				BA						
Protective Service	NA				NA						
Admin. Support	BA				BA						
Skilled Craft	NA				NA						
Service/Maint.	NA				NA						
TOTALS		1	0	0		0	0	0	2	11	1

College Student Aid (Continued)

Department Diversity Statement

It is the policy of the Iowa College Student Aid Commission to promote and ensure equal employment opportunity for all persons regardless of race, color, gender, national origin, religion, age, disability, or sexual orientation. Equal employment opportunity principles and the need for a diverse workforce will govern all aspects of the Commission's personnel policies, program practices, and operations.

FY '08 Qualitative Plan Results Reported by the Department

- ❖ During FY 2008, the Commission relied on the state's BrassRing system for posting job announcements and collecting applications from eligible candidates.
- ❖ The Commission's Management Liaison had primary responsibility for recruiting employees using the state's BrassRing system. Other management staff assisted in the effort.
- ❖ Managers and supervisors at the Commission began attending diversity training courses in FY 2008.

FY '09 Department Diversity Plan

- ❖ During FY 2009, the Commission will continue to post all job announcements on the Brass Ring system and rely upon the system to collect applications from eligible candidates.
- ❖ To enhance postings to the BrassRing, the Commission will place notices in local newspapers for all management and critical staff positions. In addition, the Commission will appoint one management level employee to serve on the state's Statewide Ambassador Team being formed by a DAS committee to enhance the state's overall recruitment efforts.
- ❖ The Management Liaison will continue to post all positions on the Brass Ring system, determine which vacancies should be advertised in local newspapers and place the ads, work with other managers to determine other means of recruiting qualified applicants such as internet postings and postings on national organizations' web sites, and serve on the Statewide Ambassador Team.
- ❖ A staff member is working on a statewide committee to enhance recruitment to ensure a diverse workforce and provide diversity training for all managers.
- ❖ Following the training of managers and supervisors, the Commission will put in place a series of activities that will be used during staff meetings.

FY 2008 Affirmative Action Report

Commerce/Alcoholic Beverages

FY '08 Workforce Changes

	Workforce					Workforce					Workforce Change			
	EOFY 08					EOFY 07					FY 2008			
	T	F	Mn	D		T	F	Mn	D		T	F	Mn	D
Official /Admin.	5	2			5	2	0		0	0	0			
Professional	16	7	1		14	6	0		2	1	1			
Technical	2	2			2	2	0		0	0	0			
Protective Service					0	0	0		0	0	0			
Admin. Support	8	8	1		7	7	0		1	1	1			
Skilled Craft					0	0	0		0	0	0			
Service/Maint.	30	4			33	4	3		-3	0	-3			
TOTALS	61	23	2	0	61	21	3	1	0	2	-1	-1		

FY '08 Goals & Achievements

EEO Code	Threshold				Total UU				Hire Goal*				Net Change		
	Label				BOFY 08				FY 08				EOFY 08		
	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	NA	NA													
Admin. Support	BA	BA													
Skilled Craft	NA	NA													
Service/Maint.	BA	NP			1							0			
TOTALS				2	1	5	0	0	2	0	0	0	0	0	-1

FY '09 Affirmative Action Goals – Beginning of Fiscal Year (BOFY)

EEO Code	Female				Minority				Persons w/Disabilities		
	Label	Total	Proj.	Hire	Label	Total	Proj.	Hire	Total	Proj.	Hire
		UU	Hires	Goal		UU	Hires	Goal	UU	Hire	Goal
Official /Admin.	BA				BA						
Professional	NP	2			BA						
Technical	BA				BA						
Protective Service	NA				NA						
Admin. Support	BA				BA						
Skilled Craft	NA				NA						
Service/Maint.	BA				NP	1					
TOTALS		2	0	0		1	0	0	7	13	2

Commerce/Alcoholic Beverages (Continued)

FY '08 Qualitative Plan Results Reported by the Department

- ❖ Expand advertising of vacancies beyond the Department of Administrative Services - Human Resources Enterprise (DAS-HRE) web site. Advertise vacancies in trade publications and local newspapers to reach a wider pool of candidates.
- ❖ In fiscal year 2008, the Division successfully set and met the goal of expanding recruitment efforts for key vacancies. The Division worked with the community college network to post vacancies on the alumni intranet, established a procedure to post all vacancies in the newspaper and the accompanying Careerbuilder.com web site.

FY '09 Department Diversity Plan

- ❖ Work with DAS-HRE to participate in job fairs targeted towards industrial occupations where the Division experiences the most employee turn-over.
- ❖ The Division will advertise positions with an identified barrier in multiple locations, adding print media to assist in reaching individuals without Internet access.
- ❖ In fiscal year 2009, the Division plans to target its recruiting to high turnover positions, utilizing job fairs and industry publications to augment the pool of qualified candidates.

FY 2008 Affirmative Action Report

Commerce/Banking (Including Professional Licensure)

FY '08 Workforce Changes

	Workforce					Workforce					Workforce Change			
	EOFY 08					EOFY 07					FY 2008			
	T	F	Mn	D		T	F	Mn	D		T	F	Mn	D
Official /Admin.	17	8	1		17	8	1		0	0	0			
Professional	59	22	1		56	21	1		3	1	0			
Technical	1	1			1	1	0		0	0	0			
Protective Service					0	0	0		0	0	0			
Admin. Support	4	4			4	4	0		0	0	0			
Skilled Craft					0	0	0		0	0	0			
Service/Maint.					0	0	0		0	0	0			
TOTALS	81	35	2	0	78	34	2	0	3	1	0	0		

FY '08 Goals & Achievements

EEO Code	Threshold				Total UU				Hire Goal*				Net Change		
	Label				BOFY 08				FY 08				EOFY 08		
	F	Mn	D		F	Mn	D		F	Mn	D		F	Mn	D
Official /Admin.	NP	BA		2							0				
Professional	PN	NP		6	1		3			1	0				
Technical	BA	BA													
Protective Service	NA	NA													
Admin. Support	BA	BA													
Skilled Craft	NA	NA													
Service/Maint.	NA	NA													
TOTALS				8	1	6	3	0	1	1	0	0			

FY '09 Affirmative Action Goals – Beginning of Fiscal Year (BOFY)

EEO Code	Female				Minority				Persons w/Disabilities		
	Label	Total	Proj.	Hire	Label	Total	Proj.	Hire	Total	Proj.	Hire
		UU	Hires	Goal		UU	Hires	Goal	UU	Hire	Goal
Official /Admin.	NP	2			BA						
Professional	PN	7	5	2	NP	1					
Technical	BA				BA						
Protective Service	NA				NA						
Admin. Support	BA				BA						
Skilled Craft	NA				NA						
Service/Maint.	NA				NA						
TOTALS		9	5	2		1	0	0	8		2

Commerce/Banking (Continued)

Department Diversity Statement

DOB's efforts to grow a more diverse workforce will enhance our ability to serve a citizenry that is changing in composition. Different perspectives add richness to our ability to communicate, problem solve and regulate equitably according to the intent and spirit of our mission.

FY '08 Qualitative Plan Results Reported by the Department

- ❖ IDOB's recruitment strategy for FY 2008 was to attend career fairs, and to seek assistance for external advertisement and assistance from the State Recruitment and Retention Coordinator.
- ❖ Each level of management is involved in recruitment. Lower level examiners, mid-range examiners and senior management are all present at different events throughout the year.
- ❖ The new recruits for 2008 included two seasoned examiners that filled an immediate need to address an increased need for our Finance Bureau. Two bank examiners were added as a result of internal referral and college recruitment. One addition to our Professional Licensing team was a seasoned female from the private sector.
- ❖ Senior management attended diversity training provided by DAS-HRE as a first step to the new state diversity program.

FY '09 Department Diversity Plan

- ❖ IDOB will continue its recruitment strategy from FY 2008.
- ❖ Outside of actively pursuing female/minority and other protective classes via job fairs and engaging newly hired state staff to search for qualified candidates, there are not any apparent activities we can use to deal with additional recruitment.
- ❖ Our regulatory mission charges us to balance our staffing against the current industry trends. Our current staffing will be adequate barring unforeseen events that could deteriorate public confidence in our regulated institutions.
- ❖ We will implement monthly training provided to Senior Management (included with training listed above) at our regularly scheduled staff meetings.
- ❖ IDOB has a long held belief that a more diverse workforce is beneficial to our mission as we try to be of service to all of the citizens of Iowa. If our organization mirrors the public we serve, our ability to communicate effectively and regulate fairly is enhanced. Diversity brings a new perspective and new ideas to problem solving.
- ❖ One focus will be at our Statewide Annual Meeting where we will have an opportunity to bring all of our employees together and share ideas, goals and how best IDOB can address its mission. This is an ongoing challenge for any organization. Diverse backgrounds will hopefully bring a richness to these conversations. The fall 2008 meeting agenda will include information on Executive Order #4 and forthcoming activities.

FY 2008 Affirmative Action Report

Commerce/Credit Union

FY '08 Workforce Changes

	Workforce					Workforce					Workforce Change			
	EOFY 08					EOFY 07					FY 2008			
	T	F	Mn	D		T	F	Mn	D		T	F	Mn	D
Official /Admin.	4	2			3	2	0		1	0	0			
Professional	12	4			9	3	0		3	1	0			
Technical					0	0	0		0	0	0			
Protective Service					0	0	0		0	0	0			
Admin. Support	1	1			1	1	0		0	0	0			
Skilled Craft					0	0	0		0	0	0			
Service/Maint.					0	0	0		0	0	0			
TOTALS	17	7	0	1	13	6	0	1	4	1	0	0		

FY '09 Department Diversity Plan

- ❖ We have not had difficulty finding examiners and do not need to perform any additional recruitment measures other than the career placement centers at the three state universities.

FY 2008 Affirmative Action Report

Commerce/Insurance

FY '08 Workforce Changes

	Workforce					Workforce					Workforce Change			
	EOFY 08					EOFY 07					FY 2008			
	T	F	Mn	D		T	F	Mn	D		T	F	Mn	D
Official /Admin.	19	9	1		19	9	1		0	0	0			
Professional	55	32	6		55	32	7		0	0	-1			
Technical					0	0	0		0	0	0			
Protective Service					0	0	0		0	0	0			
Admin. Support	14	13	1		14	13	2		0	0	-1			
Skilled Craft					0	0	0		0	0	0			
Service/Maint.					0	0	0		0	0	0			
TOTALS	88	54	8	4	88	54	10	5	0	0	-2	-1		

FY '08 Goals & Achievements

EEO Code	Threshold				Total UU				Hire Goal*				Net Change		
	Label				BOFY 08				FY 08				EOFY 08		
	F	Mn	D		F	Mn	D		F	Mn	D		F	Mn	D
Official /Admin.	BA	BA													
Professional	NP	BA		1							1				
Technical	NA	NA													
Protective Service	NA	NA													
Admin. Support	BA	BA													
Skilled Craft	NA	NA													
Service/Maint.	NA	NA													
TOTALS				0	0	4	0	0	1	1	0	-1			

FY '09 Affirmative Action Goals – Beginning of Fiscal Year (BOFY)

EEO Code	Female					Minority				Persons w/Disabilities		
	Label	Total	Proj.	Hire		Label	Total	Proj.	Hire	Total	Proj.	Hire
		UU	Hires	Goal			UU	Hires	Goal	UU	Hire	Goal
Official /Admin.	BA				BA							
Professional	NP	1			BA							
Technical	NA				NA							
Protective Service	NA				NA							
Admin. Support	BA				BA							
Skilled Craft	NA				NA							
Service/Maint.	NA				NA							
TOTALS		1	0	0		0	0	0	5	11	1	

Commerce/Insurance (Continued)

Department Diversity Statement

Diversity will assist the Division in its efforts to protect consumers by effectively and efficiently providing a fair, flexible and positive regulatory environment; foster internal communications among employees; coordinate and streamline state and regulatory processes; develop dynamic responses to ever changing regulatory environment.

FY '08 Qualitative Plan Results Reported by the Department

- ❖ Ensured that candidates, internal and external, possessed the necessary competency, skills and experience to fill any vacancies.
- ❖ Commissioner identified each individual in the Division who is authorized to participate in the hiring process as well as personnel needs for the Division. Each Bureau Chief ensured that the position description questionnaire accurately reflects the duties of the position and oversees the hiring process from initiation to completion. The Personnel Assistant facilitates and supports the Bureau Chief in the hiring process.
- ❖ Dialogued with DAS regarding issues relevant to field staff.
- ❖ Managers have attended day-long diversity training.

FY '09 Department Diversity Plan

- ❖ Ensure a diverse pool of candidates, both internal and external, that possess the necessary competencies, skills and experience to fill any vacancies.
- ❖ Collaborate with Department of Vocational Rehabilitation and Department of the Blind on hires.
- ❖ Staff will attend training when it becomes available.
- ❖ Each Bureau Chief will ensure that the position description questionnaire accurately reflects the duties of the position, will utilize the DAS applicant screening manual and will reference the diversity training materials.
- ❖ Maintain annual face-to-face sessions with employees that would alert management to any issues. Review recruitment procedures to locate suitable industry outreach resources.

FY 2008 Affirmative Action Report

Commerce/Utilities

FY '08 Workforce Changes

	Workforce					Workforce					Workforce Change			
	EOFY 08					EOFY 07					FY 2008			
	T	F	Mn	D		T	F	Mn	D		T	F	Mn	D
Official /Admin.	13	5			13	5	8		0	0	-8			
Professional	46	16	5		46	16	30		0	0	-25			
Technical	1	1			1	1			0	0	0			
Protective Service									0	0	0			
Admin. Support	8	8	2		7	7			1	1	2			
Skilled Craft									0	0	0			
Service/Maint.									0	0	0			
TOTALS	68	30	7	4	67	29	38	4	1	1	-31	0		

FY '08 Goals & Achievements

EEO Code	Threshold				Total UU				Hire Goal*				Net Change		
	Label				BOFY 08				FY 08				EOFY 08		
	F	Mn	D		F	Mn	D		F	Mn	D		F	Mn	D
Official /Admin.	BA	BA													
Professional	PN	BA		6			1				0				
Technical	BA	BA													
Protective Service	NA	BA													
Admin. Support	BA	BA													
Skilled Craft	NA	NA													
Service/Maint.	NA	NA													
TOTALS				6	0	2	1	0	1	0	0	0	0	0	

FY '09 Affirmative Action Goals – Beginning of Fiscal Year (BOFY)

EEO Code	Female				Minority				Persons w/Disabilities		
	Label	Total	Proj.	Hire	Label	Total	Proj.	Hire	Total	Proj.	Hire
		UU	Hires	Goal		UU	Hires	Goal	UU	Hire	Goal
Official /Admin.	BA				BA						
Professional	PN	6	3	1	BA						
Technical	BA				BA						
Protective Service	NA				NA						
Admin. Support	BA				BA						
Skilled Craft	NA				NA						
Service/Maint.	NA				NA						
TOTALS		6	3	1		0	0	0	2	5	1

Commerce/Utilities (Continued)

Department Diversity Statement

Recruitment and Retention of a skilled, productive, and motivated workforce is critical to establishing and maintaining a culture of excellence. Department plans will reflect specific departmental skill and workforce makeup needs to reveal opportunities for attention and improvement. These plans are intended to document your efforts in creating a culture of excellence.

A variety of skill sets, backgrounds, expertise, and viewpoints has and will continue to provide the Iowa utilities Board (IUB) with the breadth and depth of advice relied on by the Board members to make full and fair decisions. As IUB continues to develop staff to multi-task and provide backup of essential functions, ensuring that the competency, accountability, and the professionalism of the agency is carried on when tenured staff leave, a diverse workforce will be an asset.

FY '08 Qualitative Plan Results Reported by the Department

- ❖ Worked with DAS-HRE recruitment personnel to get the word out to professional organizations when IUB was hiring engineers. Brochures were prepared and provided to DAS for their use at career fairs. IUB also had volunteers at the I'll Make Me a World outreach event.

FY '09 Department Diversity Plan

- ❖ FY 2008 recruitment and selection process will continue in FY 2009.
- ❖ Work with the National Association of Regulatory Utility Commissioners' (NARUC) efforts on recruitment and retention issues affecting state regulatory agencies.
- ❖ The efforts with NARUC will be intensified as the committee of Executive Directors focuses on recruitment and retention. IUB will continue to provide volunteers to community events, such as "I'll Make Me A World."
- ❖ Additional applicant sourcing tool that will be used include: Word of mouth recruitment by current staff to their networks and acquaintances, and working directly with area post-secondary institutions; specialty trade journals, such as the NARUC Bulletin, Iowa State, American Institute of Business and DMACC.
- ❖ IUB will continue its current utility regulatory staff training at Michigan State University and Mexico State University. These opportunities provide new staff with training tailored to the regulator regime that will help them see the importance of the work of the Board does.
- ❖ All hiring managers are signed up to take the one-day DAS approved diversity class. IUB will begin to work through the lessons provided in that training.
- ❖ In addition to increasing awareness at the DAS sponsored training, managers may work with their individual teams on the monthly lessons provided by the training. This will be more solidified as IUB has an opportunity to review the materials and determine how best to use it.

FY 2008 Affirmative Action Report

Corrections

FY '08 Workforce Changes

	Workforce					Workforce					Workforce Change			
	EOFY 08					EOFY 07					FY 2008			
	T	F	Mn	D		T	F	Mn	D		T	F	Mn	D
Official /Admin.	249	114	17		254	108	12		-5	6	5			
Professional	515	310	47		486	281	33		29	29	14			
Technical	71	49	6		60	47	5		11	2	1			
Protective Service	1924	383	122		1864	342	101		60	41	21			
Admin. Support	167	141	6		199	174	11		-32	-33	-5			
Skilled Craft	179	9	5		174	0	4		5	9	1			
Service/Maint.	47	18	2		42	17	0		5	1	2			
TOTALS	3152	1024	205	143	3079	969	166	152	73	55	39	-9		

FY '08 Goals & Achievements

EEO Code	Threshold				Total UU				Hire Goal*				Net Change		
	Label				BOFY 08				FY 08				EOFY 08		
	F	Mn	D		F	Mn	D		F	Mn	D		F	Mn	D
Official /Admin.	PN	NP		14	2		8			3	1				
Professional	PN	NP		70	3		37			12	2				
Technical	PN	BA		2			2			0					
Protective Service	PN	PN		197	45		32	12		0	-1				
Admin. Support	NP	NP		2	3					0	0				
Skilled Craft	PN	PN		6	4		1	1		1	-1				
Service/Maint.	BA	PN			3			1			0				
TOTALS				291	60	151	80	14	35	19	1	-11			

FY '09 Affirmative Action Goals – Beginning of Fiscal Year (BOFY)

EEO Code	Female				Minority				Persons w/Disabilities		
	Label	Total	Proj.	Hire	Label	Total	Proj.	Hire	Total	Proj.	Hire
		UU	Hires	Goal		UU	Hires	Goal	UU	Hire	Goal
Official /Admin.	PN	9		2	PN	2		2			
Professional	NP	56			PN	2		1			
Technical	BA				BA						
Protective Service	PN	209		23	PN	43		11			
Admin. Support	BA				NP	3					
Skilled Craft	BA				BA						
Service/Maint.	BA				BA						
TOTALS		274		25		50		14		160	36

Corrections (Continued)

FY '08 Qualitative Plan Results Reported by the Department

In July 2007, Department of Corrections (DOC) Director John Baldwin appointed General Counsel Michael Savala to undertake a broad initiative to diversify the employee base of the DOC by designing a bold recruitment and retention plan that would be consistent statewide among the nine prisons and central office. The goal was for the DOC staff to better reflect the demographics and diversity of the offenders under our supervision and custody. DOC developed the following organizational recruitment strategy:

- ❖ Developed a consistent recruitment brochure for all its nine institutions.
- ❖ Developed a job applicant contact card for use at job fairs and a tracking system.
- ❖ Developed a recruitment video to be shown on the DOC webpage for viewing by interested applicants and purchase recruitment display materials for use at job fairs for a consistent presentation by all institutions.
- ❖ Compiled listings of all job fairs/college visits with a high proportion of minority enrollment to better target recruitment efforts.
- ❖ Institutional EEO/AA committee members were to attend job fairs/colleges to show that DOC employs persons of color and to give prospective job applicants an opportunity to personally visit with an employee of color.
- ❖ Statewide DOC EEO/AA committee members have met with various advocacy groups in order to collaborate and expand our recruitment outreach.

Other efforts taken during FY 2008 to enhance diversity and meet affirmative action goals include:

- ❖ The DOC Wardens meet monthly with the Director and Deputy Directors and report out on each institutions compliance with, and furtherance of, Executive Order #4.
- ❖ All DOC employees receive training in Sexual Harassment Discrimination as part of pre-service training.
- ❖ In furtherance of Executive Order #4, the DOC required a mandatory two hours of cultural competency training for all DOC employees as part of their annual training.
- ❖ All supervisors and managers are supportive of DOC recruitment efforts by encouraging employee attendance at job fairs, etc and providing flexible employee scheduling.

FY '09 Department Diversity Plan

- ❖ The DOC will continue to expand on the FY 2008 organizational recruitment strategy referenced in the FY 2008 Results.
- ❖ The DOC is currently sending all supervisors and managers to the 8-hour Diversity Training for Managers course and will include completion of this training as a part of every supervisor and manager's annual evaluation.

FY 2008 Affirmative Action Report

Cultural Affairs

FY '08 Workforce Changes

	Workforce					Workforce					Workforce Change			
	EOFY 08					EOFY 07					FY 2008			
	T	F	Mn	D		T	F	Mn	D		T	F	Mn	D
Official /Admin.	7	4			6	3	0		1	1	0			
Professional	51	31	2		47	30	1		4	1	1			
Technical	5	3			4	2	0		1	1	0			
Protective Service					0	0	0		0	0	0			
Admin. Support	6	4			7	6	1		-1	-2	-1			
Skilled Craft					0	0	0		0	0	0			
Service/Maint.	6	2			7	2	0		-1	0	0			
TOTALS	75	44	2	2	71	43	2	2	4	1	0	0		

FY '08 Goals & Achievements

EEO Code	Threshold				Total UU				Hire Goal*				Net Change		
	Label				BOFY 08				FY 08				EOFY 08		
	F	Mn	D		F	Mn	D		F	Mn	D		F	Mn	D
Official /Admin.	BA	BA													
Professional	NP	NP		5	3						-1	0			
Technical	BA	NP													
Protective Service	NA	NA													
Admin. Support	BA	BA													
Skilled Craft	NA	NA													
Service/Maint.	BA	BA													
TOTALS				5	3	5	0	0	1	-1	0	0			

FY '09 Affirmative Action Goals – Beginning of Fiscal Year (BOFY)

EEO Code	Female					Minority				Persons w/Disabilities		
	Label	Total	Proj.	Hire		Label	Total	Proj.	Hire	Total	Proj.	Hire
		UU	Hires	Goal			UU	Hires	Goal	UU	Hire	Goal
Official /Admin.	BA				BA							
Professional	NP	5			NP	3						
Technical	NP	1			BA							
Protective Service	NA				NA							
Admin. Support	BA				BA							
Skilled Craft	NA				NA							
Service/Maint.	BA				BA							
TOTALS		6	0	0		3	0	0	6	8	1	

Cultural Affairs (Continued)

Department Diversity Statement

A more diverse workforce will bring with it a more diverse pool of ideas and strategies for attaining our goals. If we are to respond appropriately to the needs of Iowa's cultural resources, we need to recognize that those resources cross ethnic, cultural, age, and gender boundaries. A workforce that brings us the perspectives of all Iowa will help us respond to the needs of all Iowans.

FY '08 Qualitative Plan Results Reported by the Department

DCA recruited by posting its vacancies internally and through the DAS website. Bureau managers are responsible for initiating and the eventual hire of a new employee.

FY '09 Department Diversity Plan

- ❖ DCA will request assistance from DAS/HRE to fill its vacancies, post recruitment vacancies as broadly as possible and to ensure that position descriptions are written in ways that encourage a diverse pool of applicants. DCA managers and supervisors will all have completed the DAS/HRE diversity training this year. Workbooks provided at that diversity training will be reviewed and incorporated as possible and appropriate into meetings with staff.
- ❖ DCA will advertise nationally for the museum director position. Organizational newsletters and trade publications for both the museum director and national history day coordinator will be used.

FY 2008 Affirmative Action Report

Office of Drug Control Policy

FY '08 Workforce Changes

	Workforce					Workforce					Workforce Change			
	EOFY 08					EOFY 07					FY 2008			
	T	F	Mn	D		T	F	Mn	D		T	F	Mn	D
Official /Admin.	4	2				3	1				1	1	0	0
Professional	3	2	1			3	2	1			0	0	0	0
Technical											0	0	0	0
Protective Service											0	0	0	0
Admin. Support	1	1				1	1				0	0	0	0
Skilled Craft											0	0	0	0
Service/Maint.											0	0	0	0
TOTALS	8	5	1	1		7	4	1	1		1	1	0	0

Department Diversity Statement

A culturally diverse ODCP workplace will lead to a better understanding of the issues it addresses, a more effective program response to carry out its mission and vision and ultimately better served Iowa citizens.

FY '08 Qualitative Plan Results Reported by the Department

- ❖ ODCP is a small agency, and the associate director--in consultation with DAS/HRE--is primarily responsible for all phases of recruitment.
- ❖ Publicize positions--as they become available--via DAS/HRE (e.g., website), ODCP website, appropriate professional organizations, and other targeted media outlets as warranted.
- ❖ ODCP identified new funding to fill one vacant position in FY 2008. In consultation with DAS/HRE, recruitment efforts outlined above were employed, and numerous applications were received. At the conclusion of the process, a female was hired. As a result of diversity training, more culturally-sensitive questions will be asked in future interviews of job applicants.
- ❖ The ODCP director and associate director participated in diversity training in June 2008.

FY '09 Department Diversity Plan

- ❖ Maintain a culturally diverse workforce and promote cultural diversity through leadership, training and action.
- ❖ Clearly articulate the goals expressed in Executive Order 4 in all ODCP hiring/recruitment communications.
- ❖ Scheduled diversity activities include:
 - July 2008-June 2009--Diversity training for all staff members.

Office of Drug Control Policy (continued)

- September 2008--Workforce planning by ODCP team.
- As warranted--Participate in recruitment activities.
- Remaining staff members are expected to participate in diversity training January-June 2009.
- ❖ Managers and supervisors will specifically be involved as follows:
 - Ensure diversity training for all staff members.
 - Include culturally-sensitive questions in job applicant interviews.
 - Promote cultural diversity/sensitivity through leadership/example.
 - Encourage employee involvement in culturally diverse activities (e.g., continue allowing staff members to participate in annual MLK and other celebrations).

FY 2008 Affirmative Action Report

Economic Development

FY '08 Workforce Changes

	Workforce					Workforce					Workforce Change			
	EOFY 08					EOFY 07					FY 2008			
	T	F	Mn	D		T	F	Mn	D		T	F	Mn	D
Official /Admin.	25	11	1		22	9	0		3	2	1			
Professional	97	61	8		89	54	5		8	7	3			
Technical	4	4			4	4	0		0	0	0			
Protective Service					0	0	0		0	0	0			
Admin. Support	13	12	3		13	12	3		0	0	0			
Skilled Craft					0	0	0		0	0	0			
Service/Maint.	8	7	1		3	3	1		5	4	0			
TOTALS	147	95	13	9	131	82	9	8	16	13	4	1		

FY '08 Goals & Achievements

EEO Code	Threshold				Total UU				Hire Goal*				Net Change		
	Label				BOFY 08				FY 08				EOFY 08		
	F	Mn	D		F	Mn	D		F	Mn	D		F	Mn	D
Official /Admin.	BA	BA													
Professional	BA	BA													
Technical	BA	BA													
Protective Service	NA	NA													
Admin. Support	BA	BA													
Skilled Craft	NA	NA													
Service/Maint.	BA	BA													
TOTALS				0	0	6	0	0	2	0	0	1			

FY '09 Affirmative Action Goals – Beginning of Fiscal Year (BOFY)

EEO Code	Label	Female			Label	Minority			Persons w/Disabilities		
		Total	Proj.	Hire		Total	Proj.	Hire	Total	Proj.	Hire
		UU	Hires	Goal		UU	Hires	Goal	UU	Hire	Goal
Official /Admin.	BA				BA						
Professional	BA				BA						
Technical	BA				BA						
Protective Service	NA				NA						
Admin. Support	BA				BA						
Skilled Craft	NA				NA						
Service/Maint.	BA				BA						
TOTALS		0	0	0		0	0	0	7	27	2

Economic Development (Continued)

Department Diversity Statement

Improving diversity at IDED will enhance the attainment of our strategic objectives and business goals by providing a more balanced workforce, creating a better understanding of the targeted needs of our clients and customers and demonstrating to the citizens of Iowa our commitment to improvement.

FY '08 Qualitative Plan Results Reported by the Department

IDED's strategy focused mainly on our sole underutilization class (PWD). We were not completely successful on this but continue to try and meet our goal.

Managers, are actively involved in the recruitment process. They review applicant pools, have decision making authority on selections and can direct advertising to a specific area.

FY2008 milestones were centered on the underutilized class. IDED still needs some improvement in this area.

FY '09 Department Diversity Plan

The department will again target postings at meeting the underutilization but will also expand advertising to a number of targeted resources to ensure postings are reaching as diverse group of prospective applicants as possible. These will include using the EDR Network, posting job opening announcements with the Department of Human Rights and the League of Human Rights if possible.

IDED's process will remain the same as FY2008 with the exception of expanded placement of targeted advertising aimed at a more diverse labor pool to ensure we are getting as diverse an applicant pool as possible.

Although some staff did attend diversity related training in FY2008, the IDED is working on expanding those opportunities for FY2009. All staff will attend diversity training in FY2009. Other training will be scheduled as appropriate.

Manager involvement will include job opening application review and possible involvement in celebratory/educational events, discussion and action on diversity topics at quarterly supervisors and team leader meetings.

Building a diverse and talented workforce will make IDED a stronger organization enabling it to achieve results.

The IDED reformed its Diversity Committee in FY07 and held a "United Nations" day over the lunch hour in the fall of 2007. This UN day enabled staff to bring in various items (including food) from their ethnic origins and explain to interested staff members. Possible items being planned for FY2009 could include "Lunch & Learn" with speakers/presenters on various topics related to diversity; and development of a diversity newsletter.

FY 2008 Affirmative Action Report

Education

FY '08 Workforce Changes

	Workforce					Workforce				Workforce Change			
	EOFY 08					EOFY 07				FY 2008			
	T	F	Mn	D		T	F	Mn	D	T	F	Mn	D
Official /Admin.	23	12			22	12			1	0	0		
Professional	176	117	13		159	107	9		17	10	4		
Technical	6	5	1		6	5	1		0	0	0		
Protective Service									0	0	0		
Admin. Support	49	45	6		46	43	3		3	2	3		
Skilled Craft	2				2				0	0	0		
Service/Maint.									0	0	0		
TOTALS	256	179	20	9	235	167	13	2	21	12	7	7	

FY '08 Goals & Achievements

EEO Code	Threshold				Total UU				Hire Goal*				Net Change		
	Label				BOFY 08				FY 08				EOFY 08		
	F	Mn	D		F	Mn	D		F	Mn	D		F	Mn	D
Official /Admin.	BA	PN			1			1			0				
Professional	NP	NP		18	3					2	-1				
Technical	NP	BA		2						-1					
Protective Service	NA	NA													
Admin. Support	BA	BA													
Skilled Craft	BA	BA													
Service/Maint.	BA	BA													
TOTALS				20	4	11	0	1	6	1	-1	0			

FY '09 Affirmative Action Goals – Beginning of Fiscal Year (BOFY)

EEO Code	Female				Minority				Persons w/Disabilities		
	Label	Total	Proj.	Hire	Label	Total	Proj.	Hire	Total	Proj.	Hire
		UU	Hires	Goal		UU	Hires	Goal	UU	Hire	Goal
Official /Admin.	BA				BA						
Professional	NP	5			NP	1					
Technical	BA				BA						
Protective Service	NA				NA						
Admin. Support	BA				BA						
Skilled Craft	BA				BA						
Service/Maint.	BA				BA						
TOTALS		5	0	0		1			19		4

Education (Continued)

FY '08 Qualitative Plan Results Reported by the Department

- ❖ Email notices were sent to minority groups to provide a listing of positions available on our Web site that were not on the DAS web site; consultants took job announcements to conferences to expand our outreach.
- ❖ Posting all positions on the EDRNetwork.org web site to make person's with disabilities more aware of our openings. Continue sending notices to the minority groups and Library Web sites to encourage additional minority applicants.
- ❖ When managerial staff is at conferences or at meetings with stakeholder groups, they share openings and encourage the information to be forwarded to potential applicants.
- ❖ Progress was made in increasing the representation of females and minorities; however improvement is needed in the area of persons with disabilities.
- ❖ The "Making a Difference with Diversity" training manual received after the managers' diversity training will be used for monthly staff meetings.

FY '09 Department Diversity Plan

- ❖ Bureau Chief will continue to direct human resources staff to post or send job announcements to diverse recruitment sources and national web sites for librarians and for IT Specialist. Additional notices will be sent to web sites that target persons with disabilities.
- ❖ Diversity efforts will be undertaken as vacancies occur and at the direction of the Diversity Council.
- ❖ Include diversity training items in all division meetings.

FY 2008 Affirmative Action Report

Education – Iowa Vocational Rehabilitation Services

FY '08 Workforce Changes

	Workforce					Workforce					Workforce Change			
	EOFY 08					EOFY 07					FY 2008			
	T	F	Mn	D		T	F	Mn	D		T	F	Mn	D
Official /Admin.	13				13	6			0	-6	0			
Professional	162	6	10		154	87	11		8	-81	-1			
Technical	105	93	3		94	70	3		11	23	0			
Protective Service		81							0	81	0			
Admin. Support	72	67	3		74	70	4		-2	-3	-1			
Skilled Craft	1				1				0	0	0			
Service/Maint.	3		1		2		1		1	0	0			
TOTALS	356	247	17	43	338	233	19	45	18	14	-2	-2		

FY '08 Goals & Achievements

Prior to fiscal year 2009, workforce changes and underutilization of Iowa Vocational Rehabilitation Services Departments (IVRS) were included in those of the Department of Education. As a result, the individual efforts of IVRS for FY 2008 cannot be isolated. With FY 2009, IVRS will be able to track goals specifically to correct underutilization within its division.

FY '09 Affirmative Action Goals – Beginning of Fiscal Year (BOFY)

EEO Code	Female				Minority				Persons w/Disabilities		
		Total	Proj.	Hire		Total	Proj.	Hire	Total	Proj.	Hire
	Label	UU	Hires	Goal	Label	UU	Hires	Goal	UU	Hire	Goal
Official /Admin.	BA				BA						
Professional	NP	16			NP	3					
Technical	NP	1			NP	1					
Protective Service	NA				NA						
Admin. Support	BA				BA						
Skilled Craft	BA				BA						
Service/Maint.	BA				BA						
TOTALS		17	0	0		4					

Department Diversity Statement

Iowa Vocational Rehabilitation Services' (IVRS) strategic goal is to further its abilities to reach a diverse population by recognizing and understanding the cultural differences. IVRS has a Diversity Committee which will assist with ways to recruit in the various communities throughout the state.

FY 2008 Results and a summary of the IVRS FY 2009 Diversity Plan continue on the following page.

FY '08 Qualitative Plan Results Reported by the Department

- ❖ Each supervisor and manager has or will be attending training as will each employee. Monthly training will be included in each division's meeting.
- ❖ We will continue to expand the outreach to the diverse population of the state of Iowa, as well as other states
- ❖ HR staff has done most of the recruiting unless there was a referral from either another state agency or other closely related businesses in local areas throughout the state.

FY '09 Department Diversity Plan

- ❖ IVRS plans to continue the diversity expansion efforts in 2008 and will utilize the EDRNetwork.org web site.
- ❖ IVRS plans on expanding on recruiting in outlying areas with more attendance to local job fairs, schools, etc.
- ❖ IVRS will continue to expand its web sites and emails for specific recruitment.
- ❖ Diversity efforts will be undertaken as vacancies occur and at the direction of the Diversity Council.
- ❖ IVRS will include diversity training items in all division meetings and incorporate this training in annual meetings.
- ❖ IVRS will participate in the mandatory diversity training for management and all state employees. We will also implement the optional training for all staff with the direction of manual that was distributed at the diversity training for managers. We have a Diversity Committee that will discuss and advise IVRS on how to bring in more diversity training on a regular basis. The Diversity Committee has members from every area of the state.
- ❖ After the diversity training the "Making a Difference with Diversity" training manual will be used for monthly staff meetings.

FY 2008 Affirmative Action Report

Elder Affairs

FY '08 Workforce Changes

	Workforce					Workforce					Workforce Change			
	EOFY 08					EOFY 07					FY 2008			
	T	F	Mn	D		T	F	Mn	D		T	F	Mn	D
Official /Admin.	15	12	1		10	7	0		5	5	1			
Professional	16	13	1		16	14	1		0	-1	0			
Technical	3	3	1		3	3	0		0	0	1			
Protective Service					0	0	0		0	0	0			
Admin. Support	3	3			3	3	0		0	0	0			
Skilled Craft					0	0	0		0	0	0			
Service/Maint.					0	0	0		0	0	0			
TOTALS	37	31	3	2	32	27	1	2	5	4	2	0		

FY '08 Goals & Achievements

EEO Code	Threshold				Total UU				Hire Goal*				Net Change		
	Label				BOFY 08				FY 08				EOFY 08		
	F	Mn	D		F	Mn	D		F	Mn	D		F	Mn	D
Official /Admin.	BA	BA													
Professional	BA	BA													
Technical	BA	BA													
Protective Service	NA	NA													
Admin. Support	BA	BA													
Skilled Craft	NA	NA													
Service/Maint.	NA	NA													
TOTALS				0	0	2	0	0	2	0	0	0			

FY '09 Affirmative Action Goals – Beginning of Fiscal Year (BOFY)

EEO Code	Female				Minority				Persons w/Disabilities		
	Label	Total	Proj.	Hire	Label	Total	Proj.	Hire	Total	Proj.	Hire
		UU	Hires	Goal		UU	Hires	Goal	UU	Hire	Goal
Official /Admin.	BA				BA						
Professional	BA				BA						
Technical	BA				BA						
Protective Service	NA				NA						
Admin. Support	BA				BA						
Skilled Craft	NA				NA						
Service/Maint.	NA				NA						
TOTALS		0	0	0		0	0	0	2	6	1

Elder Affairs (Continued)

Department Diversity Statement

The Iowa Department of Elder Affairs (IDEA) represents over 560,000 Iowans over the age of 60. Age is a protected class. IDEA embraces opportunities to better understand concepts related to discrimination of all types.

FY '08 Qualitative Plan Results Reported by the Department

- ❖ The Department has worked with DAS and Vocational Rehabilitation on how to better recruit persons with disabilities.
- ❖ Two of the four supervisors took the initial diversity training session offered by DAS/HRE

FY '09 Department Diversity Plan

IDEA plans to implement the following measures:

- ❖ Implement various methods of increasing diversity and awareness of diversity with IDEA staff.
- ❖ Work with DAS-HRE and Vocational Rehabilitation to identify a potential pool of employees with disabilities. It plans to set up a meeting with Vocational Rehabilitation within one month.
- ❖ Require staff to attend the diversity training held by DAS. Monthly discussions will be held during all staff meetings of any concerns or ideas related to diversity.
- ❖ Review and evaluate its quarterly Progress Towards Affirmative Action Goals Reports at take appropriate remedial action.
- ❖ Task managers and supervisors to monitor various diversity activity and assess opportunities for the Department and staff to be involved in.
- ❖ It also plans to expand its support to other ethnic and minority group celebrations, festivals, etc.
- ❖ Expand IDEA support to other ethnic and minority group celebrations, festivals etc. It has supported the Iowa Juneteenth Observance efforts in Iowa for several years.

Office of Energy Independence

FY '08 Workforce Changes

	Workforce					Workforce				Workforce Change			
	EOFY 08					EOFY 07				FY 2008			
	T	F	Mn	D	T	F	Mn	D	T	F	Mn	D	
Official /Admin.	2	2							2	2	0		
Professional	1								1	0	0		
Technical									0	0	0		
Protective Service									0	0	0		
Admin. Support									0	0	0		
Skilled Craft	1	1							1	1	0		
Service/Maint.									0	0	0		
TOTALS	4	3	0	0	0	0	0	0	4	3	0	0	

Department Diversity Statement

Iowa's skilled and diverse labor force, natural resources, and innovation place it in the right place at the right time. Working together the Office of Energy Independence we can capture the moment and claim Iowa's place leading the 21st century energy economy.

FY '08 Goals & Achievements

The Office of Energy Independence is a new department and has no previous history in assessing its underutilization and setting numerical goals. However, workforce changes will be tracked to monitor departments' efforts to enhance the diversity of their departments.

FY '08 Qualitative Plan Results Reported by the Department

- ❖ As a new agency, recruiting efforts have been limited. The Department of Natural Resources has assisted in any recruiting that took place in FY08.

FY '09 Department Diversity Plan

- ❖ The Office of Energy Independence is committed to providing equal employment opportunity as an essential component of its basic personnel and administrative policy. This commitment is to ensure that persons will not be denied access to employment and promotion, and other terms, conditions and privileges of employment due to discrimination. OEI is committed to employing a diverse and highly skilled workforce.
- ❖ Managers and all staff will attend the diversity training as outlined and required by EO4
- ❖ Additional diversity activities may be identified as OEI goes through the state's Workforce Planning process.

Ethics & Campaign Disclosure Board

FY '08 Workforce Changes

	Workforce				Workforce				Workforce Change			
	EOFY 08				EOFY 07				FY 2008			
	T	F	Mn	D	T	F	Mn	D	T	F	Mn	D
Official /Admin.	1				1	0	0		0	0	0	
Professional	3	3			2	2	0		1	1	0	
Technical					0	0	0		0	0	0	
Protective Service					0	0	0		0	0	0	
Admin. Support	2	2			2	2	0		0	0	0	
Skilled Craft					0	0	0		0	0	0	
Service/Maint.					0	0	0		0	0	0	
TOTALS	6	5	0	0	5	4	0	0	1	1	0	0

FY '08 Goals & Achievements

Departments with 25 or less employees have a workforce that is too small to conduct a meaningful assessment of their underutilization. However, workforce changes are tracked to monitor departments' efforts to enhance the diversity of their departments.

For the Ethics & Campaign Disclosure Board diversity brings with it different ideas, different ways of looking at things, and a greater understand of society as a whole.

FY '08 Qualitative Plan Results Reported by the Department

- ❖ To obtain the best possible individual for its only hire since 2001, the Board ensured impartiality and that everyone who was qualified and interested, had the opportunity to apply. It narrowed the list, using objective criteria, from approximately 40 to 6 for interviews. Those 6 resulted in two males and four females (including one racial minority). After the interviews, the 6 were independently graded by the two interviewers who both rated one female and one male as being the best for the job. A second interview was held and the job was offered to the female. Not because of her gender, but because she was the best person for the job based on objective criteria and interviews.
- ❖ The Executive Director was one of two people that participated in the recruitment and hiring process.

FY '09 Department Diversity Plan

- ❖ The department director has taken the diversity training and acknowledged that his staff will also participate in the diversity training course and exercises.
- ❖ Management will lead the diversity efforts of the Board.

Diversity training and exercises as already mentioned. Given the small size and lack of turnover in this agency, a lot of this material simply is not applicable to our situation. However, I understand the need for it and my awareness of the same.

FY 2008 Affirmative Action Report

Finance Authority

FY '08 Workforce Changes

	Workforce					Workforce					Workforce Change			
	EOFY 08					EOFY 07					FY 2008			
	T	F	Mn	D		T	F	Mn	D		T	F	Mn	D
Official /Admin.	31	14	2		26	11	2		5	3	0			
Professional	53	36	3		57	40	2		-4	-4	1			
Technical					0	0	0		0	0	0			
Protective Service					0	0	0		0	0	0			
Admin. Support	2				0	0	0		2	0	0			
Skilled Craft					0	0	0		0	0	0			
Service/Maint.					0	0	0		0	0	0			
TOTALS	86	50	5	5	83	51	4	4	3	-1	1	1		

FY '08 Goals & Achievements

EEO Code	Threshold				Total UU				Hire Goal*				Net Change		
	Label				BOFY 08				FY 08				EOFY 08		
	F	Mn	D		F	Mn	D		F	Mn	D		F	Mn	D
Official /Admin.	BA	BA													
Professional	BA	BA													
Technical	BA	BA													
Protective Service	NA	NA													
Admin. Support	BA	BA													
Skilled Craft	NA	NA													
Service/Maint.	NA	NA													
TOTALS				0	0	5	0	0	1	0	0	1			

FY '09 Affirmative Action Goals – Beginning of Fiscal Year (BOFY)

EEO Code	Female					Minority				Persons w/Disabilities		
	Label	Total	Proj.	Hire		Label	Total	Proj.	Hire	Total	Proj.	Hire
		UU	Hires	Goal			UU	Hires	Goal	UU	Hire	Goal
Official /Admin.	BA				BA							
Professional	BA				BA							
Technical	NA				NA							
Protective Service	NA				NA							
Admin. Support	NA				NA							
Skilled Craft	NA				NA							
Service/Maint.	NA				NA							
TOTALS		0	0	0		0	0	0	4	6	1	

Finance Authority (Continued)

Department Diversity Statement

Improving diversity will help the Iowa Finance Authority (IFA) advance its long term strategic objectives by bringing new ideas and experiences to the table.

FY '08 Qualitative Plan Results Reported by the Department

- ❖ IFA staff is very diverse and it has a balanced workforce except in the area of persons with disabilities. IFA has been working on this goal by using Passageway to help fill positions. This is a transitional employment group that helps persons with mental/physical disabilities find work by job mentoring. IFA has had success using this program.
- ❖ When IFA had a vacancy that goes open to the public, it posts the vacancy on BrassRing, the Department website and Career Builder. IFA has an affirmative action e-mail list listing a group of organization that assists the Department in bringing in person with diverse backgrounds and persons with disabilities.
- ❖ IFA has ongoing diversity training by using Passageways to fill our clerical positions. Staff work daily with employees from Passageways who are mentally and physically disabled and this is a continuing training opportunity to work with them. Staff have shown how welcoming, patient and caring that they can be. The Passageways employees learn important skills that they can take with them to secure future employment. They also become more confident.

FY '09 Department Diversity Plan

- ❖ IFA plans to continue the same diversity efforts it initiated in 2008.
- ❖ Training will continue the same as in 2008. IFA believes it is right on track and has a balanced workforce with a very diverse staff.
- ❖ Having a diverse workforce has brought in ideas and experiences that have made us successful every day.
- ❖ IFA managers are the role model for its staff. They encourage diversity and are supportive.
- ❖ IFA plans to continue the support from its managers and the example they set in their daily actions and the diversity training that it receives daily from the Passageways transitional employment program that works with onsite employees who have mentally and physically disabled.

FY 2008 Affirmative Action Report

Human Rights

FY '08 Workforce Changes

	Workforce					Workforce					Workforce Change			
	EOFY 08					EOFY 07					FY 2008			
	T	F	Mn	D		T	F	Mn	D		T	F	Mn	D
Official /Admin.	13	5	4		12	4	4		1	1	0			
Professional	39	22	2		35	21	2		4	1	0			
Technical	1	1			1	1	0		0	0	0			
Protective Service					0	0	0		0	0	0			
Admin. Support	3	3			4	4	1		-1	-1	-1			
Skilled Craft					0	0	0		0	0	0			
Service/Maint.					0	0	0		0	0	0			
TOTALS	56	31	6	7	52	30	7	7	4	1	-1	0		

FY '08 Goals & Achievements

EEO Code	Threshold				Total UU				Hire Goal*				Net Change		
	Label				BOFY 08				FY 08				EOFY 08		
	F	Mn	D		F	Mn	D		F	Mn	D		F	Mn	D
Official /Admin.	BA	BA													
Professional	BA	BA													
Technical	BA	BA													
Protective Service	NA	NA													
Admin. Support	BA	BA													
Skilled Craft	NA	NA													
Service/Maint.	NA	NA													
TOTALS				0	0	0	0	0	0	0	0	0	0	0	0

FY '09 Affirmative Action Goals – Beginning of Fiscal Year (BOFY)

EEO Code	Female				Minority				Persons w/Disabilities		
	Label	Total	Proj.	Hire	Label	Total	Proj.	Hire	Total	Proj.	Hire
		UU	Hires	Goal		UU	Hires	Goal	UU	Hire	Goal
Official /Admin.	BA				BA						
Professional	BA				BA						
Technical	BA				BA						
Protective Service	NA				NA						
Admin. Support	BA				BA						
Skilled Craft	NA				NA						
Service/Maint.	NA				NA						
TOTALS		0	0	0		0	0	0	0	0	0

Human Rights (Continued)

Department Diversity Statement

Diversity programs help human Rights to promote equal access to work, services and opportunities and to enhance the well-being of diverse populations in Iowa.

FY '08 Qualitative Plan Results Reported by the Department

- ❖ The Department uses the DAS-HRE system and procedures for recruitment.
- ❖ All vacancies were satisfactorily filled and the department continued not to have any underutilization.

FY '09 Department Diversity Plan

- ❖ The Department will continue to use DAS-HRE system and procedures for recruitment.
- ❖ The Department will review its processes to make improvements and utilize the hiring processes recommended by the Diversity Council.
- ❖ The department will continue to maintain and increase its diversity.
- ❖ It is the job of the managers and supervisors to advocate and ensure there is fairness in the recruitment and hiring process.
- ❖ The Department continue to sponsor diversity program initiatives such as:
 - Asian Festival
 - Write Women Back into History
 - Women's Hall of Fame
 - Latino Festival
 - Iowa Youth Congress
 - Disability Awareness
 - Deaf Awareness
 - Martin Luther King Celebration
 - Community Action Agencies Annual Conference
 - Iowa Mosaic Diversity Conference
 - Human Rights Day
 - Disproportionate Minority Conference
 - Naming state conference rooms after civil rights leaders

FY 2008 Affirmative Action Report

Human Services

FY '08 Workforce Changes

	Workforce					Workforce					Workforce Change			
	EOFY 08					EOFY 07					FY 2008			
	T	F	Mn	D		T	F	Mn	D		T	F	Mn	D
Official /Admin.	466	296	17		442	279	13		24	17	4			
Professional	1952	1524	121		1866	1441	115		86	83	6			
Technical	1027	893	58		1004	871	55		23	22	3			
Protective Service	247	71	8		231	68	6		16	3	2			
Admin. Support	654	622	51		648	622	40		6	0	11			
Skilled Craft	126	5	0		121	5	0		5	0	0			
Service/Maint.	1316	846	57		1313	848	45		3	-2	12			
TOTALS	5788	4257	312	226	5625	4134	274	248	163	123	38	-22		

FY '08 Goals & Achievements

EEO Code	Threshold				Total UU				Hire Goal*				Net Change		
	Label				BOFY 08				FY 08				EOFY 08		
	F	Mn	D		F	Mn	D		F	Mn	D		F	Mn	D
Official /Admin.	NP	PN		7	8			2			-3	3			
Professional	NP	NP		32	11						-2	4			
Technical	NP	NP		2	5						3	-1			
Protective Service	BA	PN			10			2							
Admin. Support	BA	NP			1							0			
Skilled Craft	NP	PN		12	4			1			0	0			
Service/Maint.	NP	PN		77	51			8			8	11			
TOTALS				120	90	349	0	13	30	6	17	-21			

FY '09 Affirmative Action Goals – Beginning of Fiscal Year (BOFY)

EEO Code	Female				Minority				Persons w/Disabilities		
	Label	Total	Proj.	Hire	Label	Total	Proj.	Hire	Total	Proj.	Hire
		UU	Hires	Goal		UU	Hires	Goal	UU	Hire	Goal
Official /Admin.	NP	8			NP	5					
Professional	NP	36			NP	10					
Technical	NP	2			NP	6					
Protective Service	BA				PN	11	24	5			
Admin. Support	BA				NP	1					
Skilled Craft	NP	2	13	1	PN	4	13	1			
Service/Maint.	NP	76			PN	43	191	9			
TOTALS		124	13	1		80	228	15	393	300	50

Human Services (Continued)

Department Diversity Statement

The recruitment and retention of a diverse, culturally competent workforce representative of the demographics of the populations served, and the provision of equitable and quality public services is a primary goal of the Department. The DHS Diversity and Affirmative Action Plan is designed to communicate and facilitate achievement of this goal and to reaffirm the commitment to the principles of equal employment opportunity, affirmative action, and diversity in the recruitment, retention, and provision of employment opportunities.

An integral part of Departmental policy and philosophy is to administer hiring, transfers, promotions, training, compensation, benefits, and any other terms and conditions of employment, without regard for protected category status. The Diversity and Affirmative Action Plan emphasizes a goal-oriented approach to diversity and affirmative action. Information in the Plan includes data regarding minorities, females and persons with disabilities in the workforce and sets specific goals to address positions that may be underutilized. The Department's intent is to reach labor market parity through hiring of diverse applicants and by providing an environment for job satisfaction and promotional growth for current employees.

FY '08 Qualitative Plan Results Reported by the Department

- ❖ DHS is a leader within the state for the number of females employed, and we continue to gain momentum with both female and minority positions of leadership. The Department's Cabinet leadership team is 50% female, and of the eight (8) Service Area Managers, three (3) are female. Increases continue with female and minority representation within our Bureau Chief and management staff.
- ❖ During FY 2007-2008, the Targeted Case Management, Child Support Recovery Unit and Refugee Services Division collaborated with Iowa State University to develop and implement a Leadership Training Program. This program provides staff training for all management and lead worker positions to attend a two-day conference. This Division has also developed a Leadership Academy for employees who have stated a desire for career advancement to gain additional exposure and experience with key management through participation in project management events.
- ❖ The hiring of a Recruiter during FY 2008 has been and will continue to be a benefit to the organization. This pivotal position expands awareness of career opportunities within DHS for local, state and national recruitment campaigns. The Recruiter's expertise is a consultative source for DHS operating units to expand sourcing options and to conduct focused community outreach.
- ❖ DHS has been in collaboration with Iowa State University to actively review and revise competencies for the Social Work and Income Maintenance Worker series which constitute 32.4 % of our workforce. These efforts will assist with all phases of the hiring process for these critical positions, and to establish leadership competencies for future promotional opportunities.

FY '09 Department Diversity Plan

DHS will focus on expanding awareness of career opportunities through a variety of activities, such as:

- ❖ Internal marketing campaign to understand the Recruiter's role as a resource and consultant as well as the recruitment process.
- ❖ Recruiter continues to actively participate in or source industry specific organizations and associations to expand awareness of DHS career opportunities and applicant pools.
- ❖ Establishment of databases designed to capture, enhance and expand applicant pools for both local and national search campaigns.
- ❖ Substantiate workforce data by regions to establish labor market parity. Reports will be simplified for use as a management tool and shared throughout organization.
- ❖ DHS RBA/HR Bureau will assist operating entities to create local databases designed to increase applicant pools through targeted recruitment.
- ❖ The Results Based Accountability division will conduct bi-annual conferences for DHS Human Resources and management staff to ensure consistency in policy applications and program administration, including diversity and recruitment.
- ❖ DHS RBA/HR will create an intranet for source materials such as employment notifications, interview question formats, guidelines for reasonable accommodation request, recruitment "best practices" such as gender or minority balanced interview panels, and other communications in support of the recruitment and hiring process.
- ❖ DHS will create a task force to analyze selected position minimum requirements to ensure that educational and experience criteria are not creating a barrier to entry.
- ❖ DHS will create a task force to analyze selected positions essential functions to ensure that requirements meet current needs and are not creating a barrier to entry.
- ❖ DHS will partner with DNR to participate in the quarterly meetings of the Advocates for Embracing Diversity to engage minority, disability, female, and LGBT (Lesbian, Gay, Bi-sexual and Transgender) community leadership.
- ❖ DHS will partner with DNR and DOT to launch an internet website designed to increase awareness and interest in public sector careers for a targeted audience. DHS will partner with DNR and DOT to promote Government as an Employer of Choice through the hosting of five (5) regional open houses.
- ❖ Rebuild and reenergize the Diversity Committees within each operating unit.
- ❖ Establish a DHS Diversity Core Team to develop the annual strategic Diversity/Affirmative Action Plan to provide oversight of the AA Plan activities, and to communicate successes throughout agency.
- ❖ Review current employee orientation programs to ensure that DHS commitment to Diversity is clearly communicated, to identify each employee's responsibilities to create a culturally competent workforce, and to encourage new hires to explore their career potential.

FY 2008 Affirmative Action Report

Inspections & Appeals

FY '08 Workforce Changes

	Workforce					Workforce					Workforce Change			
	EOFY 08					EOFY 07					FY 2008			
	T	F	Mn	D		T	F	Mn	D		T	F	Mn	D
Official /Admin.	32	20	1		35	22	1		-3	-2	0			
Professional	413	234	22		397	213	21		16	21	1			
Technical	4	3	2		4	2	1		0	1	1			
Protective Service					0	0	0		0	0	0			
Admin. Support	82	78	9		78	76	9		4	2	0			
Skilled Craft	2				0	0	0		2	0	0			
Service/Maint.					0	0	0		0	0	0			
TOTALS	533	335	34	35	514	313	32	38	19	22	2	-3		

FY '08 Goals & Achievements

EEO Code	Threshold				Total UU				Hire Goal*				Net Change		
	Label				BOFY 08				FY 08				EOFY 08		
	F	Mn	D		F	Mn	D		F	Mn	D		F	Mn	D
Official /Admin.	BA	NP			1								0		
Professional	NP	BA		2								0			
Technical	BA	BA													
Protective Service	NA	NA													
Admin. Support	BA	BA													
Skilled Craft	NA	NA													
Service/Maint.	BA	BA													
TOTALS				2	1	19	0	0	6	0	0	-3			

FY '09 Affirmative Action Goals – Beginning of Fiscal Year (BOFY)

EEO Code	Female				Minority				Persons w/Disabilities		
	Label	Total	Proj.	Hire	Label	Total	Proj.	Hire	Total	Proj.	Hire
		UU	Hires	Goal		UU	Hires	Goal	UU	Hire	Goal
Official /Admin.	BA				NP	1					
Professional	NP	2			BA						
Technical	BA				BA						
Protective Service	NA				NA						
Admin. Support	BA				NP	1					
Skilled Craft	NA				NA						
Service/Maint.	NA				NA						
TOTALS		2	0	0		2	0	0	24	67	5

Inspections & Appeals (Continued)

Department Diversity Statement

It is important for the Department to create a flexible, responsive and diverse work environment that promotes job satisfaction, process improvement, public accountability, team building, skill development and workforce tenure. Creating a diverse workforce that encourages new and retained employees to express and experience new ideas, thoughts and views will help to build job satisfaction, enhance operational efficiencies and reduce employee turnover.

FY '08 Qualitative Plan Results Reported by the Department

- ❖ The Human Resources Manager and Targeted Small Business Certification Administrator attended several diversity training sessions.
- ❖ The Department recruits through referrals, websites, newsprint, job fairs, and diversity events and will continue these efforts in fiscal year 2009. All supervisors are responsible for interviewing and recommending hires to the Director and Deputy Director. The Director or Deputy Director makes the final hiring decision. The Human Resources Manager is responsible for advertising, job fair recruitment, and running criminal and abuse background checks.
- ❖ Vacancies were announced through the DAS website and diversity contacts (Department of Human Rights and others with known distribution lists). This resulted in additional names on our certification lists.

FY '09 Department Diversity Plan

- ❖ The Department will continue to distribute vacancy announcements through the Department of Human Rights and other organizations with known distribution lists for protected classes.
- ❖ We will continue to look for ways to promote vacancies in FY 2009 and build on efforts taken in FY 2008.
- ❖ For FY 2009, in addition to the mandatory diversity training, the Human Resources Manager and the Targeted Small Business Certification Administrator will attend several diversity training events. All employees will attend mandatory diversity training. Supervisors will consider including diversity activities in staff meetings
- ❖ A diverse workforce will provide different ideas and perspectives, improve communication with the Department's clients, improve its our ability to serve a broader customer base, and makes the department more approachable for people of all backgrounds.
- ❖ In addition to training, each manager and supervisor will be periodically reminded of the department's diversity efforts and the benefits. As appropriate, articles on diversity will be emailed and information from seminars and events will be shared.
- ❖ Diversity activities, as described at the Department Directors' training, will be implemented in FY 2009. Employees will be asked for suggestions, and those suggestions will be implemented as appropriate

FY 2008 Affirmative Action Report

Iowa Communications Network

FY '08 Workforce Changes

	Workforce					Workforce					Workforce Change			
	EOFY 08					EOFY 07					FY 2008			
	T	F	Mn	D		T	F	Mn	D		T	F	Mn	D
Official /Admin.	19	6	2		20	6	3		-1	0	-1			
Professional	52	18	6		53	18	3		-1	0	3			
Technical	7	6			7	5	0		0	1	0			
Protective Service					0	0	0		0	0	0			
Admin. Support	1	1			2	2	1		-1	-1	-1			
Skilled Craft	2				2	0	0		0	0	0			
Service/Maint.					0	0	0		0	0	0			
TOTALS	81	31	8	2	84	31	7	2	-3	0	1	0		

FY '08 Goals & Achievements

EEO Code	Threshold				Total UU				Hire Goal*				Net Change		
	Label				BOFY 08				FY 08				EOFY 08		
	F	Mn	D		F	Mn	D		F	Mn	D		F	Mn	D
Official /Admin.	BA	BA													
Professional	PN	NP		5	1		1				2	3			
Technical	BA	BA													
Protective Service	NA	NA													
Admin. Support	BA	BA													
Skilled Craft	BA	BA													
Service/Maint.	NA	NA													
TOTALS				5	1	6	1	0	1	2	3	0			

FY '09 Affirmative Action Goals – Beginning of Fiscal Year (BOFY)

EEO Code	Female				Minority				Persons w/Disabilities		
	Label	Total	Proj.	Hire	Label	Total	Proj.	Hire	Total	Proj.	Hire
		UU	Hires	Goal		UU	Hires	Goal	UU	Hire	Goal
Official /Admin.	BA				BA						
Professional	PN	4	5	1	BA						
Technical	BA				BA						
Protective Service	NA				NA						
Admin. Support	BA				BA						
Skilled Craft	BA				BA						
Service/Maint.	NA				NA						
TOTALS		4	5	1		0	0	0	6	10	2

Iowa Communications Network (Continued)

Department Diversity Statement

It the intent of the Iowa Communications Network (ICN) that by further diversifying its department it will have more opportunities for growth and new perspectives on how to achieve its mission/goals. Having a more diversified workforce can bring new ideas and talents to each division as Iowa Communications Network continues to meet the challenges of technological advances and customer needs. A diversified workforce will also engender more trust to customers, create a more stable platform for delivering services, and provide a catalyst for change. Diversity can also help to create a greater pool of strategies that align with our customer's cultural makeup.

FY '08 Qualitative Plan Results Reported by the Department

- ❖ Updated and expanded the multi-cultural list for distribution of vacancy announcements.
- ❖ Continued to work with Vocational Rehabilitation in placement of persons with disabilities.
- ❖ Continued to advertise in the Iowa Bystander and El Comunicador, as well as the Des Moines Register, Job Dig, Juice, and occasionally radio spots.
- ❖ Utilized DAS-HRE's recruitment and retention specialist to place/retain qualified underutilized populations in our workforce.
- ❖ Continued to attend multi-cultural events and job fairs for exposure and recruitment efforts.
- ❖ The personnel assistant attended the job fairs.
- ❖ There is heightened awareness of the value of diversity in the workplace and a more conscientious effort to work toward a common goal of creating a more diversified workplace.
- ❖ ICN managers were very conscientious about their roles and understood the process for fair hiring practices; they had the desire to build a diversified workforce and were doing the best they could to achieve this goal.

FY '09 Department Diversity Plan

- ❖ Require all hiring managers and employees to take the Diversity Training developed under the Executive Order 4 and approved by the Diversity Council.
- ❖ Continue many of the diversity initiatives from FY 2008.
- ❖ Managers or designated staff will attend job fairs and help host booths as time allows. The personnel assistant will continue to attend job fairs and host booths.
- ❖ The success of ICN's diversity efforts advances the agency's long-term strategic objectives and business goals by assuring that it is staffed with a workforce that will give us a broad perspective of the needs of our workers and customers.

FY 2008 Affirmative Action Report

Iowa Public Employees Retirement System

FY '08 Workforce Changes

	Workforce					Workforce					Workforce Change			
	EOFY 08					EOFY 07					FY 2008			
	T	F	Mn	D		T	F	Mn	D		T	F	Mn	D
Official /Admin.	14	5			14	5	0		0	0	0			
Professional	52	34	5		53	35	6		-1	-1	-1			
Technical	2	2			2	2	0		0	0	0			
Protective Service					0	0	0		0	0	0			
Admin. Support	11	9	2		13	11	2		-2	-2	0			
Skilled Craft					0	0	0		0	0	0			
Service/Maint.					0	0	0		0	0	0			
TOTALS	79	50	7	4	82	53	8	4	-3	-3	-1	0		

FY '08 Goals & Achievements

EEO Code	Threshold				Total UU				Hire Goal*				Net Change		
	Label				BOFY 08				FY 08				EOFY 08		
	F	Mn	D		F	Mn	D		F	Mn	D		F	Mn	D
Official /Admin.	BA	BA													
Professional	BA	BA													
Technical	BA	BA													
Protective Service	NA	NA													
Admin. Support	BA	BA													
Skilled Craft	NA	NA													
Service/Maint.	NA	NA													
TOTALS				1	0	4	0	0	1	0	0	0			

FY '09 Affirmative Action Goals – Beginning of Fiscal Year (BOFY)

EEO Code	Female				Minority				Persons w/Disabilities		
	Label	Total	Proj.	Hire	Label	Total	Proj.	Hire	Total	Proj.	Hire
		UU	Hires	Goal		UU	Hires	Goal	UU	Hire	Goal
Official /Admin.	BA				BA						
Professional	BA				BA						
Technical	NA				NA						
Protective Service	BA				BA						
Admin. Support	BA				BA						
Skilled Craft	BA				BA						
Service/Maint.	NA				NA						
TOTALS		0	0	0		0	0	0	4	7	1

Iowa Public Employees Retirement System (Continued)

Department Diversity Statement

IPERS has a long term strategic objective to match people, skills, and positions with changing priorities and needs. Diversity will be a key component in meeting this objective as we continue to see the aging of the baby boomer generation and a more diverse labor force.

FY '08 Qualitative Plan Results Reported by the Department

- ❖ IPERS is a small agency with little turnover and only had one position filled during FY08. This position was filled by an internal promotion due to the highly technical nature of the position.
- ❖ The hiring supervisor and the Chief Operations Officer were involved in the one hire that occurred during FY08.
- ❖ Since IPERS only had one position filled during FY08 and it was filled internally, there was no formal recruitment for this vacancy.
- ❖ IPERS intends to customize the recruitment effort for each position. The timetable will begin for each position when the determination is made to fill the position. IPERS will then ensure an updated position description is completed and determine the recruitment requirements.
- ❖ All management staff was provided copies of Executive Order 4 when it was released and it was posted on IPERS' intranet. Five IPERS staff attended diversity related training offered through DAS during FY08.

FY '09 Department Diversity Plan

- ❖ Overall, IPERS has a customized recruitment strategy depending on the position being filled.
- ❖ IPERS intends to fill several vacant positions as it begins to fully implement a new Benefits Administration System. It has conducted a culture audit of IPERS and created a transition management plan to guide the department in the future staffing at IPERS.
- ❖ The hiring supervisor, their division administrator and the Chief Operations Officer will all be involved in the decision as to recruitment activities and proactively implementation of Executive Order 4. Specifically, IPERS will strive to use the tools and techniques provided in the management diversity training.
- ❖ All management staff has or will participate in day long diversity training provided by DAS during FY 2009.

FY 2008 Affirmative Action Report

Justice

FY '08 Workforce Changes

	Workforce					Workforce					Workforce Change			
	EOFY 08					EOFY 07					FY 2008			
	T	F	Mn	D		T	F	Mn	D		T	F	Mn	D
Official /Admin.	28	10			22	9	0		6	1	0			
Professional	182	92	9		167	88	5		15	4	4			
Technical	1	1			0	0	0		1	1	0			
Protective Service					0	0	2		0	0	-2			
Admin. Support	35	35	2		30	30	0		5	5	2			
Skilled Craft					0	0	0		0	0	0			
Service/Maint.					0	0	0		0	0	0			
TOTALS	246	138	11	3	219	127	7	3	27	11	4	0		

FY '08 Goals & Achievements

EEO Code	Threshold				Total UU				Hire Goal*				Net Change		
	Label				BOFY 08				FY 08				EOFY 08		
	F	Mn	D		F	Mn	D		F	Mn	D		F	Mn	D
Official /Admin.	BA	BA													
Professional	NP	NP		1	2							0	2		
Technical	NA	NA													
Protective Service	NA	NA													
Admin. Support	BA	BA													
Skilled Craft	NA	NA													
Service/Maint.	NA	NA													
TOTALS				1	2	22	0	0	4	0	2	0	2	0	0

FY '09 Affirmative Action Goals – Beginning of Fiscal Year (BOFY)

EEO Code	Female				Minority				Persons w/Disabilities		
	Label	Total	Proj.	Hire	Label	Total	Proj.	Hire	Total	Proj.	Hire
		UU	Hires	Goal		UU	Hires	Goal	UU	Hire	Goals
Official /Admin.	BA				BA						
Professional	NP	1			BA						
Technical	NA				NA						
Protective Service	NA				NA						
Admin. Support	BA				BA						
Skilled Craft	NA				NA						
Service/Maint.	NA				NA						
TOTALS		1	0	0		0	0	0	23	27	5

Justice (Continued)

FY '08 Qualitative Plan Results Reported by the Department

- ❖ Underutilization for women in the Professional job category did not change. Underutilization for minorities was eliminated.
- ❖ It is difficult to determine the effect that flexibility and work conditions on retention of minorities and females that might otherwise have considered leaving.
- ❖ Underutilization for persons with disabilities increased. Retention efforts were pursued but it is difficult to determine the effects of these efforts.

FY '09 Department Qualitative/Diversity Plan

- ❖ Professional Job Category:

Recruitment: Efforts to improve recruitment of women and minority lawyers and other professionals will be directed to developing relationships with qualified women and minorities who could be recruited in the future when vacancies arise. Specific steps for recruitment will include (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, (c) encouraging and supporting current female and minority attorneys to network in their professional organizations to promote recruitment, (d) attending minority law student job fairs, and (e) job postings with statements encouraging minorities and women to apply.

Retention: retention efforts will include (a) flexibility with part-time hours and flexible schedules, (b) improving the Department's career development and training programs, and (c) conducting exit interviews in most, if not all, staff departures in order to determine whether conditions are conducive to a diverse workforce.

- ❖ Persons with Disabilities:

Recruitment: Efforts to improve recruitment of persons with disabilities will be directed to developing relationships with qualified disabled applicants who could be recruited in the future when vacancies can be filled. When hiring, specific steps for recruitment will include (a) sending job announcements to the Department of the Blind, the Division of Vocational Rehabilitation Services and the Division of Persons with Disabilities and the Division of Deaf Services, (b) including a statement in all job announcements to encourage application by those with disabilities and listing the Iowa Relay phone number in job announcements, and (c) expanding recruitment sources to include other groups such as community advocacy groups.

Retention: retention efforts will include (a) flexibility in working conditions such as flex hours, parking, and work area needs and (b) conducting exit interviews in staff departures in order to determine whether conditions are conducive to a diverse workforce.

- ❖ Training: All managers will be required to take training on diversity in the workplace.

FY 2008 Affirmative Action Report

Law Enforcement Academy

FY '08 Workforce Changes

	Workforce					Workforce					Workforce Change			
	EOFY 08					EOFY 07					FY 2008			
	T	F	Mn	D		T	F	Mn	D		T	F	Mn	D
Official /Admin.	2	1			2	1	0		0	0	0			
Professional	14	4			15	4	0		-1	0	0			
Technical					0	0	0		0	0	0			
Protective Service	1	1			1	1	0		0	0	0			
Admin. Support	7				7	7	0		0	-7	0			
Skilled Craft	2	7			2	0	0		0	7	0			
Service/Maint.					0	0	0		0	0	0			
TOTALS	26	13	0	0	27	13	0	1	-1	0	0	-1		

FY '08 Goals & Achievements

EEO Code	Threshold				Total UU				Hire Goal*				Net Change		
	Label				BOFY 08				FY 08				EOFY 08		
	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	BA	BA													
Admin. Support	BA	BA													
Skilled Craft	BA	BA													
Service/Maint.	NA	NA													
TOTALS				5	0	1	0	0	1	0	0	-1			

FY '09 Affirmative Action Goals – Beginning of Fiscal Year (BOFY)

EEO Code	Female					Minority				Persons w/Disabilities		
	Label	Total	Proj.	Hire		Label	Total	Proj.	Hire	Total	Proj.	Hire
		UU	Hires	Goal			UU	Hires	Goal	UU	Hire	Goal
Official /Admin.	BA				BA							
Professional	NP	4			BA							
Technical	NA				NA							
Protective Service	BA				BA							
Admin. Support	BA				BA							
Skilled Craft	BA				BA							
Service/Maint.	NA				NA							
TOTALS		4	0	0		0	0	0	2	2	1	

Law Enforcement Academy (Continued)

Department Diversity Statement

The three to five year goals for ILEA include providing up-to-date and state-of-the art training to peace officers, jailers, and telecommunication specialists by well trained instructors with adequate equipment in a state-of-the -art facility. Improving diversity will help assure the best training for all backgrounds.

FY '08 Qualitative Plan Results Reported by the Department

- ❖ The ILEA works with DAS BrassRing to obtain potential applicants.
- ❖ The ILEA has only two management positions. The ILEA advisory committee is utilized for initial interview of instructor positions.
- ❖ Director attended the required directors' diversity training in June 2008.

FY '09 Department Diversity Plan

- ❖ The ILEA plans to hire one part-time support staff and two instructors in FY 2009. DAS BrassRing will be utilized. The IACP (International Association of Chiefs of Police) has a free website that will be used for the Law Enforcement Instructor recruitment.
- ❖ All applicants will be considered with minimum standards of job requirements being used for initial screening. First level interviews will be conducted by staff or the ILEA advisory committee with final interviews being conducted by the Director.
- ❖ The support staff supervisor will attend the required management training in October 2008. The Director plans to utilized the "Making a Difference with Diversity" during the regular staff meeting throughout fiscal year 2009. This training may go into FY 2010.
- ❖ The ILEA supervisor will also be attending diversity training in October 2008 and the monthly "Making a Difference with Diversity" training.
- ❖ The Academy will be using the DAS HRE BrassRing and IACP website to advertise for Law Enforcement Instructor.
- ❖ The Academy trains approximately 240 new officers each year. Although the Academy is not involved in the hiring process for these individuals, the Academy works with persons with differences in age, race, color, sex, religion, and sexual orientation on a routine basis. The diversity training will help assure that all individuals are treated similarly.

FY 2008 Affirmative Action Report

Lottery

FY '08 Workforce Changes

	Workforce					Workforce					Workforce Change			
	EOFY 08					EOFY 07					FY 2008			
	T	F	Mn	D		T	F	Mn	D		T	F	Mn	D
Official /Admin.	19	8			21	8	0		-2	0	0			
Professional	62	19	1		61	16	1		1	3	0			
Technical	9	6			9	7	0		0	-1	0			
Protective Service					0	0	0		0	0	0			
Admin. Support	18	13	3		18	13	3		0	0	0			
Skilled Craft					0	0	0		0	0	0			
Service/Maint.	2		1		2	0	1		0	0	0			
TOTALS	110	46	5	5	111	44	5	5	-1	2	0	0		

FY '08 Goals & Achievements

EEO Code	Threshold				Total UU				Hire Goal*				Net Change		
	Label				BOFY 08				FY 08				EOFY 08		
	F	Mn	D		F	Mn	D		F	Mn	D		F	Mn	D
Official /Admin.	NP	BA		3							0				
Professional	PN	BA		3			1				3				
Technical	BA	BA													
Protective Service	NA	NA													
Admin. Support	BA	BA													
Skilled Craft	NA	NA													
Service/Maint.	BA	BA													
TOTALS				6	0	7	1	0	1	3	0	0			

FY '09 Affirmative Action Goals – Beginning of Fiscal Year (BOFY)

EEO Code	Female				Minority				Persons w/Disabilities		
	Label	Total	Proj.	Hire	Label	Total	Proj.	Hire	Total	Proj.	Hire
		UU	Hires	Goal		UU	Hires	Goal	UU	Hire	Goal
Official /Admin.	NP	3			BA						
Professional	PN	3	4	1	BA						
Technical	BA				BA						
Protective Service	NA				NA						
Admin. Support	BA				BA						
Skilled Craft	NA				NA						
Service/Maint.	BA				BA						
TOTALS		6	4	1		0	0	0	7	7	2

Lottery (Continued)

Department Diversity Statement

Improving diversity at Lottery will help the department by fostering a positive creative environment that attracts talented individuals, encourages staff to maximize their potential and enhances the Lottery's ability to respond to the changing needs of its stakeholders with innovative solutions.

FY '08 Qualitative Plan Results Reported by the Department

- ❖ When a vacancy occurred the vacancy was placed on the DAS and EDRN websites. For certain positions the ad was placed in the newspaper and on the newspaper's website.
- ❖ The immediate supervisor is assigned to the recruitment function. The manager(s) above reviews the hiring decisions that are made.
- ❖ All positions that could be filled by the Lottery FY 2008 were filled. The Iowa Lottery CEO position remains unfilled; however, the Governor's appointee will fill the position.
- ❖ All management employees attended diversity training.

FY '09 Department Diversity Plan

- ❖ Look at ways to broaden dissemination of postings to a larger sector of the population.
- ❖ Managerial staff will continue their same functions in recruitment and selection.
- ❖ The diversity efforts undertaken by the Lottery will continue to help it fulfill its mission.
- ❖ Managers and Supervisors will direct all employees to attend required training on diversity this year and encourage additional education on diversity. They will continue to use the diversity guidance from DAS in the hiring process.
- ❖ The Lottery will provide information concerning and encourage attendance to diversity events provided by state government and local communities.

FY 2008 Affirmative Action Report

Management

FY '08 Workforce Changes

	Workforce					Workforce					Workforce Change			
	EOFY 08					EOFY 07					FY 2008			
	T	F	Mn	D		T	F	Mn	D		T	F	Mn	D
Official /Admin.	4	2			6	4	0		-2	-2	0			
Professional	26	9	2		22	6	2		4	3	0			
Technical					0	0	0		0	0	0			
Protective Service					0	0	0		0	0	0			
Admin. Support	2	2			2	2	0		0	0	0			
Skilled Craft					0	0	0		0	0	0			
Service/Maint.					0	0	0		0	0	0			
TOTALS	32	13	2	1	30	12	2	1	2	1	0	0		

FY '08 Goals & Achievements

EEO Code	Threshold				Total UU				Hire Goal*				Net Change		
	Label				BOFY 08				FY 08				EOFY 08		
	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	NA	NA													
Admin. Support	BA	BA													
Skilled Craft	NA	NA													
Service/Maint.	NA	NA													
TOTALS				5	0	1	0	0	1	0	0	0	0	0	0

FY '09 Affirmative Action Goals – Beginning of Fiscal Year (BOFY)

EEO Code	Female				Minority				Persons w/Disabilities		
	Label	Total	Proj.	Hire	Label	Total	Proj.	Hire	Total	Proj.	Hire
		UU	Hires	Goal		UU	Hires	Goal	UU	Hire	Goal
Official /Admin.	BA				BA						
Professional	PN	5	3	1	BA						
Technical	NA				NA						
Protective Service	NA				NA						
Admin. Support	BA				BA						
Skilled Craft	NA				NA						
Service/Maint.	NA				NA						
TOTALS		5	3	1		0	0	0	2	4	1

Management (Continued)

Having a diverse and capable DOM staff would help ensure positive interaction with all policy areas.

FY '09 Department Diversity Plan

DOM will recruit through BrassRing, print ads and college interns.

Each team leader recruits for their respective team.

Managers will attend diversity training.

The methods and activities DOM plans to initiate will include its employees in all activities.

FY 2008 Affirmative Action Report

Natural Resources

FY '08 Workforce Changes

	Workforce					Workforce					Workforce Change			
	EOFY 08					EOFY 07					FY 2008			
	T	F	Mn	D		T	F	Mn	D		T	F	Mn	D
Official /Admin.	134	35	2		125	36	2		9	-1	0			
Professional	510	164	31		497	155	32		13	9	-1			
Technical	155	23	3		146	19	3		9	4	0			
Protective Service	122	10	8		124	10	8		-2	0	0			
Admin. Support	47	43	5		47	44	6		0	-1	-1			
Skilled Craft	4				4	0	0		0	0	0			
Service/Maint.	2	2			2	2	0		0	0	0			
TOTALS	974	277	49	36	945	266	51	42	29	11	-2	-6		

FY '08 Goals & Achievements

EEO Code	Threshold				Total UU				Hire Goal*				Net Change		
	Label				BOFY 08				FY 08				EOFY 08		
	F	Mn	D		F	Mn	D		F	Mn	D		F	Mn	D
Official /Admin.	PN	PN		8	2		5	5		0	0				
Professional	PN	NP		34	6		20			3	0				
Technical	PN	PN		59	8		6	6		1	0				
Protective Service	PN	PN		41	13		6	6		0	0				
Admin. Support	BA	BA													
Skilled Craft	BA	BA													
Service/Maint.	BA	BA													
TOTALS				142	29	61	37	17	10	4	0	-6			

FY '09 Affirmative Action Goals – Beginning of Fiscal Year (BOFY)

EEO Code	Female				Minority				Persons w/Disabilities		
	Label	Total	Proj.	Hire	Label	Total	Proj.	Hire	Total	Proj.	Hire
		UU	Hires	Goal		UU	Hires	Goal	UU	Hire	Goals
Official /Admin.	PN	11	12	3	PN	2	12	1			
Professional	PN	33	48	6	NP	7					
Technical	PN	60	21	12	PN	8	21	2			
Protective Service	PN	39	10	2	PN	13					
Admin. Support	BA				BA						
Skilled Craft	BA				BA						
Service/Maint.	BA				BA						
TOTALS		143	74	37		30	33	3	71	100	14

Natural Resources (Continued)

Department Diversity Statement

The Department has a documented, consistent process for recruiting, screening, interviewing and hiring. It is the policy of the DNR to provide equal treatment in employment and provision of services to applicants, employees and customers without regard to race, color, national origin, sex, sexual orientation, gender identity, religion, age, disability or veteran status.

FY '08 Qualitative Plan Results Reported by the Department

Over the last two fiscal years, the DNR has been responsible for a number of activities and accomplishments that include:

- ❖ Developed and implemented the Front Line Recruiters program
- ❖ Developed the DNR's H-1B policy
- ❖ Created a standardized group of websites, targeting underrepresented communities, to post vacancy announcements.
- ❖ Assisted in developing relationships with Iowa's universities
- ❖ Presented at the annual diversity conference
- ❖ Promoted diversity in the *Iowa Outdoors* magazine (assisting with article ideas and contacts)
- ❖ Organized the Big Tent Event and conducted a follow up survey

Numerous recruiting activities have been initiated including:

- ❖ Recruited to a national audience by posting to CareerBuilder.com;
- ❖ Updated DNR's employment website and used unique recruiting tools like Craigslist, LinkedIn, MySpace and FaceBook .
- ❖ Created the "Hire and Train" program to provide skill development opportunities for new hires within the Wildlife Bureau;
- ❖ Worked with DOT and DHS to create a concept for a new website targeted to recruit 15-30 year olds to public-sector employment.
- ❖ Participated in numerous recruiting fairs throughout Iowa and surrounding states;
- ❖ Developed a diversity and recruiting plan for Conservation and Recreation;
- ❖ Attended multiple Greater Des Moines Partnership Multicultural Receptions;
- ❖ Participated in the state-wide Strategic Recruiting team;
- ❖ Advertised in the Des Moines Register directing people to the agency website;
- ❖ Posted job vacancy notices in trade journals or association newsletters;
- ❖ Participated in a variety of community diversity events;

Natural Resources (Continued)

- ❖ Increased the use of DAS BrassRing for temporary, seasonal and AmeriCorps positions;

FY '09 Department Diversity Plan

New recruiting activities that are currently being planned include:

- ❖ Create a Recruiting Team;
- ❖ Create an "Indication of Interest" card to be used at recruiting events, enabling the DNR to track and retain information about people interested in working for the Department;
- ❖ Determine where additional bi-lingual employees would be beneficial;
- ❖ Improve the coordination of Department recruiting resources;
- ❖ Conduct statewide recruiting and inclusion events in cooperation with Department of Transportation and Department of Human Services;
- ❖ Place regular advertisements in African American and Latino newspapers;
- ❖ Implement recruiting efforts at the Iowa State Fair;
- ❖ Update the standardized group of websites, targeting Protected Classes, to post vacancy announcements;
- ❖ Partner with Vocational Rehabilitation to increase the number of staff, interns and job shadow experiences for persons with disabilities;
- ❖ Develop a relationship with other programs for persons with disabilities looking to improve job skills.

These activities, which are currently being employed, are planned to continue:

- ❖ Continue to track Outdoor Journey for Girls participants;
- ❖ Participate in university leadership programs;
- ❖ Participate in mock interviews at state colleges and universities;
- ❖ Participate in a variety of career and job fairs;
- ❖ Use unique recruiting tools like Craigslist, LinkedIn, MySpace and FaceBook to reach potential employees;
- ❖ Update DNR's employment website;
- ❖ Continue partnership with DOT and DHS to host a new website targeted to recruit 15-30 year olds to public-sector employment;
- ❖ Implement the division-wide diversity and recruiting plan for Conservation and Recreation;
- ❖ Attend a variety of community events;
- ❖ Participate in the state-wide Strategic Recruiting team;
- ❖ Gather information about the variety of DNR resources spent on recruiting;
- ❖ Post job vacancy notices in trade journals or association newsletters;
- ❖ Require diversity training for all new employees;

Natural Resources (Continued)

- ❖ Conduct New Employee Orientation on a regular basis;
- ❖ Use of the New Employee Checklist, outlining numerous actions and resources supervisors need to provide before and shortly after a new employee starts;
- ❖ Continue the Director's annual diversity message;
- ❖ Conduct annual bureau meetings with the Deputy Director;
- ❖ Provide individual mentoring for employees on resume writing and interview skills;
- ❖ Support informal mentoring of new supervisors;
- ❖ Conduct the annual employee satisfaction survey;
- ❖ Support the new employee intranet site;
- ❖ Continue internal communication committee;
- ❖ Use employee evaluation and individual performance plan tracking and reminder system;
- ❖ Use the anonymous feedback about supervisors performance;
- ❖ Sponsors and participate in the Iowa Women in Natural Resources annual conference.

New retention activities that are planned for FY09 include:

- ❖ Align the retention survey with the exit survey and ensure its use by supervisors;
- ❖ Administer an updated, Department-wide retention survey;
- ❖ Include a diversity message to New Employee Orientation;
- ❖ Create a New Supervisor Orientation;
- ❖ Create a survey for hiring managers, ensuring that the right person was hired for open positions;
- ❖ Establish a DNR diversity award as part of the State's Golden Dome program;
- ❖ Participate in diversity training provided by DAS.

Although the Department is proud of the past accomplishments in affirmative action and diversity, DNR understands that work must continue to create a diverse organization that mirrors the changing demographics of Iowa. The DNR will continue to implement and support activities that will result in a more diverse workforce even though resources, both time and money, are limited. As indicated by the list of activities planned for FY09, the DNR strives to go above and beyond what might be expected and will gladly assist, and partner with, other agencies as they work to improve recruiting, retention and diversity initiatives.

FY 2008 Affirmative Action Report

Parole

FY '08 Workforce Changes

	Workforce					Workforce					Workforce Change			
	EOFY 08					EOFY 07					FY 2008			
	T	F	Mn	D		T	F	Mn	D		T	F	Mn	D
Official /Admin.	3	2	2			3	2	2			0	0	0	
Professional	6	4				5	3	0			1	1	0	
Technical						0	0	0			0	0	0	
Protective Service						0	0	0			0	0	0	
Admin. Support	2	2	1			3	3	1			-1	-1	0	
Skilled Craft						0	0	0			0	0	0	
Service/Maint.						0	0	0			0	0	0	
TOTALS	11	8	3	1		11	8	3	1		0	0	0	0

FY '08 Goals & Achievements

Departments with 25 or less employees have a workforce that is too small to conduct a meaningful assessment of their underutilization. However, workforce changes are tracked to monitor departments' efforts to enhance the diversity of their departments.

FY '09 Department Diversity Plan

Because this department has fewer than 25 employees, underutilization is not tracked; however, the department has described the following diversity initiatives:

- ❖ The Iowa Board of Parole will continue to work closely with DAS-HRE as an on-going initiative to strengthen its diverse employee-staff.
- ❖ Parole had no recruitment milestones in FY 08 but plans to fill several vacancies in FY 2009.
- ❖ This agency has a strong combination of women and minorities on staff, including management. It has a very low turnover rate and its ability to retain diverse workforce is an attribute to the success of its long-term objectives and goals.
- ❖ Parole's management team will continue to be aware and involved and mindful of the importance of a diverse workforce within its agency.
- ❖ The Iowa Board of Parole will rely on DAS-HRE, its own professional contacts and various networking sources to strengthen the diversity of its staff, as needed.

FY 2008 Affirmative Action Report

Public Defense

FY '08 Workforce Changes

	Workforce					Workforce					Workforce Change			
	EOFY 08					EOFY 07					FY 2008			
	T	F	Mn	D		T	F	Mn	D		T	F	Mn	D
Official /Admin.	36	7			36	5	0	2	0	2	0	-2		
Professional	106	46	6		97	43	3	8	9	3	3	-8		
Technical	10	5			9	3	0	0	1	2	0	0		
Protective Service	101	6	10		106	6	10	3	-5	0	0	-3		
Admin. Support	10	9			11	10	0	2	-1	-1	0	-2		
Skilled Craft	78	2	3		74	2	3	1	4	0	0	-1		
Service/Maint.	21	9	2		21	10	1	1	0	-1	1	-1		
TOTALS	362	84	21	14	354	79	17	17	8	5	4	-3		

FY '08 Goals & Achievements

EEO Code	Threshold				Total UU				Hire Goal*				Net Change		
	Label				BOFY 08				FY 08				EOFY 08		
	F	Mn	D		F	Mn	D		F	Mn	D		F	Mn	D
Official /Admin.	PN	PN		6	1		1	1		2	0				
Professional	NP	NP		5						-1	2				
Technical	BA	BA													
Protective Service	NP	BA		5						0					
Admin. Support	BA	BA													
Skilled Craft	NP	NP		1	1					1	0				
Service/Maint.	BA	NP			2						1				
TOTALS				17	5	20	1	1	4	2	3	0			

FY '09 Affirmative Action Goals – Beginning of Fiscal Year (BOFY)

EEO Code	Female				Minority				Persons w/Disabilities		
	Label	Total	Proj.	Hire	Label	Total	Proj.	Hire	Total	Proj.	Hire
		UU	Hires	Goal		UU	Hires	Goal	UU	Hire	Goal
Official /Admin.	PN	5	2	1	PN	1	2	1			
Professional	NP	6			NP	1					
Technical	BA				BA						
Protective Service	PN	4	11	1	BA						
Admin. Support	BA				BA						
Skilled Craft	PN	1	4	1	NP	2					
Service/Maint.	BA				NP	1					
TOTALS		16	17	3		5	2	1	19	38	4

Public Defense (Continued)

FY '08 Qualitative Plan Results Reported by the Department

- ❖ When vacancies occur in underutilized job classes, before the posting is limited to internal candidates only, strong consideration was be given to whether there was an adequate potential internal candidate pool. Otherwise, external candidates will not only be considered but encouraged to apply through robust recruitment efforts.
- ❖ The Adjutant General, a state employee, delegates responsibility of appointing authority to the Human Resource Officer (HRO) who, a Federal Employee of the Iowa National Guard, has final approval for State positions. The HRO provides follow up once a selection is made to ensure compliance with EEO/AA goals.
- ❖ The Department achieved its female goal, but did not make the minority goal.

FY '09 Department Diversity Plan

- ❖ Managerial and selection processes will be a continuation of the 2008 plan. We will continue to educate supervisors as to the tools available to accommodate personnel in the protected classes
- ❖ We will be using the Federal Diversity Coordinator for the National guard to help identify areas that we can improve on and then to recommend possible courses of action for training purposes. One of the first diversity initiatives will be to raise awareness of diversity as it relates to our employees. This will be conducted by providing the training for all supervisors of state employees. At the conclusion of this training we will move to training the state employees. EEO/AA and diversity training for staff will be set by the second quarter.
- ❖ The next step is for supervisors to provide mentoring and career guidance to those individuals to which they supervise. We will continue to pursue opportunities to meet with various minority leaders in coordination with the National Guard Diversity team. We will attempt to arrange small group gatherings of those leaders to meet with our leadership both the military and state.
- ❖ While the National Guard Diversity team is focused on recruits the same avenue can be used to recruit future state employees. From these events we will be able to assist these groups to apply for both military service and opportunities across the state employment with the ultimate goal being one of a diverse workforce.

FY 2008 Affirmative Action Report

Public Employment Relations

FY '08 Workforce Changes

	Workforce					Workforce					Workforce Change			
	EOFY 08					EOFY 07					FY 2008			
	T	F	Mn	D		T	F	Mn	D		T	F	Mn	D
Official /Admin.	3	1			3	1	0		0	0	0			
Professional	5	2			4	1	0		1	1	0			
Technical	1	1			1	1	0		0	0	0			
Protective Service					0	0	0		0	0	0			
Admin. Support	2	2			1	1	0		1	1	0			
Skilled Craft					0	0	0		0	0	0			
Service/Maint.					0	0	0		0	0	0			
TOTALS	11	6	0	0	9	4	0	0	2	2	0	0		

FY '08 Goals & Achievements

Departments with 25 or less employees have a workforce that is too small to conduct a meaningful assessment of their underutilization. However, workforce changes are tracked to monitor departments' efforts to enhance the diversity of their departments.

When positions are available, the Board opens the process to all persons and will always seek to hire the most qualified applicant available at the time, regardless of age, sex religion, ethnic background or race.

FY '08 Qualitative Plan Results Reported by the Department

- ❖ When there is a vacancy, qualifications are determined and applicants sought by ads placed in the Des Moines Register as well as through the State's own system.
- ❖ The 3 board members are responsible for all recruitment and/or hiring for any vacant positions within the agency.
- ❖ The Board chairman has participated in the state sponsored Diversity Workshop

FY '09 Department Diversity Plan

The Board does not anticipate any changes in its diversity activities during fiscal year 2009.

Our agency serves a diverse population and it is our belief that to the extent our agency staff can reflect this diversity, a better relationship will occur which advances the goal of the agency.

FY 2008 Affirmative Action Report

Public Health

FY '08 Workforce Changes

	Workforce					Workforce					Workforce Change			
	EOFY 08					EOFY 07					FY 2008			
	T	F	Mn	D		T	F	Mn	D		T	F	Mn	D
Official /Admin.	82	61	3		69	51	2		13	10	1			
Professional	268	180	19		264	183	17		4	-3	2			
Technical	12	9	1		9	8	1		3	1	0			
Protective Service	4	1			1	0	0		3	1	0			
Admin. Support	66	60	6		64	60	6		2	0	0			
Skilled Craft					0	0	0		0	0	0			
Service/Maint.					0	0	0		0	0	0			
TOTALS	432	311	29	36	407	302	26	38	25	9	3	-2		

FY '08 Goals & Achievements

EEO Code	Threshold				Total UU				Hire Goal*				Net Change		
	Label				BOFY 08				FY 08				EOFY 08		
	F	Mn	D		F	Mn	D		F	Mn	D		F	Mn	D
Official /Admin.	BA	NP			1							1			
Professional	NP	NP		4	2						2	0			
Technical	BA	BA													
Protective Service	BA	BA													
Admin. Support	BA	BA													
Skilled Craft	NA	NA													
Service/Maint.	NA	NA													
TOTALS				4	3	7	0	0	5	2	1	-2			

FY '09 Affirmative Action Goals – Beginning of Fiscal Year (BOFY)

EEO Code	Female				Minority				Persons w/Disabilities		
	Label	Total	Proj.	Hire	Label	Total	Proj.	Hire	Total	Proj.	Hire
		UU	Hires	Goal		UU	Hires	Goal	UU	Hire	Goal
Official /Admin.	BA				BA						
Professional	NP	2			NP	3					
Technical	BA				BA						
Protective Service	NA				BA						
Admin. Support	BA				BA						
Skilled Craft	NA				NA						
Service/Maint.	NA				NA						
TOTALS		2	0	0		3	0	0	13	64	3

Public Health (Continued)

Department Diversity Statement

The actions defined in the IDPH diversity plan will become an important part of how it implements organizational strategic plan. Each of its strategies requires that its activities promotes diversity throughout the public health and health care system as it seeks to eliminate health disparities and promote and protect the health of all lowans.

FY '08 Qualitative Plan Results Reported by the Department

- ❖ Added an education coordinator position in the department which will focus on workforce development.
- ❖ Created a workforce development plan. The plan will be the foundation of the workforce plan required by the Department of Management in 2009. The plan was approved by the department's Executive Team in June 2008. Implementation has begun. Recruitment is a major component of the plan.
- ❖ Expanding the workforce team that has been established for the DOM workforce plan into a recruitment and retention ad hoc committee to recruit and retain Generation X and Y employees.
- ❖ Creating a fresh look for the IDPH internship program. The process will expand partnerships with academia, expand learning opportunities for students, and establish consistent internal procedures for hiring and mentoring interns.
- ❖ Expanding department contacts with public health partners to recruit qualified workers, including persons with diverse backgrounds. Public health partners will include public health professional organizations, academic institutions, and local public health agencies.
- ❖ Began discussions with Iowa Vocational Rehabilitation Services about how to employ more persons with disabilities.
- ❖ Volunteered the IDPH education coordinator to participate on the state recruitment committee and as a state recruitment ambassador.
- ❖ Communicated the department's expectations for all supervisors to attend the mandatory state diversity training.
- ❖ Management staff primarily use the list that is generated through Brass Ring. Recruitment methods are generally limited to jobs requiring specialized skills or when a national search is needed. If additional recruitment methods are needed, supervisors coordinate recruitment efforts with the department's Human Resources Officer.
- ❖ Education Coordinator was hired to focus on workforce development issues.

FY '09 Department Diversity Plan

- ❖ Will continue the activities begun in FY 2008, specifically:
 - 1) Continue implementation of the IDPH workforce development plan;

Public Health (Continued)

- 2) Expand the internship program;
 - 3) Use public health partners to help recruit diverse employees;
 - 4) Use the workforce team to generate ideas for recruitment; and
 - 5) Use the services of Iowa Vocational Rehabilitation Services to employ more persons with disabilities.
- ❖ Attend career and recruitment fairs throughout the state. We now have the capacity to attend recruitment fairs with the addition of the education coordinator.
 - ❖ Attend ethnic festivals in the Des Moines area, in particular, the Asian festival, Latino festival, and Juneteenth.
 - ❖ Use the department's website to promote public health careers, internships, and job openings. Will link to the DAS Web site for job openings.
 - ❖ Involve the department's Office of Multicultural Health and its key community informants who developed the Office's strategic plan in identifying recruitment strategies.
 - ❖ Communicate the department's expectations for all employees to attend the mandatory state diversity training.
 - ❖ After the majority of employees have attended the training, use the department workforce team to solicit recruitment ideas from employees in their divisions. Identify ways in which we can use minority employees to recruit other minorities.
 - ❖ Expand department contacts with public health partners to recruit qualified workers, including persons from diverse backgrounds. Implementation will be ongoing.
 - ❖ IDPH Workforce Planning Team will develop strategies to recruit Generation X and Y employees beginning in winter 2008/2009.
 - ❖ As IDPH develops plans during FY 2009 to broaden diversity activities it will determine how to engage its supervisors to encourage diversity.

FY 2008 Affirmative Action Report

Public Safety

FY '08 Workforce Changes

	Workforce					Workforce					Workforce Change			
	EOFY 08					EOFY 07					FY 2008			
	T	F	Mn	D		T	F	Mn	D		T	F	Mn	D
Official /Admin.	49	8	0		46	6	1		3	2	-1			
Professional	66	34	8		60	35	6		6	-1	2			
Technical	65	32	5		58	30	5		7	2	0			
Protective Service	677	55	18		664	53	17		13	2	1			
Admin. Support	124	98	1		117	91	2		7	7	-1			
Skilled Craft	9		1		8	0	1		1	0	0			
Service/Maint.					0	0	0		0	0	0			
TOTALS	990	227	33	33	953	215	32	34	37	12	1	-1		

FY '08 Goals & Achievements

EEO Code	Threshold				Total UU				Hire Goal*				Net Change		
	Label				BOFY 08				FY 08				EOFY 08		
	F	Mn	D		F	Mn	D		F	Mn	D		F	Mn	D
Official /Admin.	PN	BA		8			3			2					
Professional	NP	BA		5						0					
Technical	PN	BA		1			1			0					
Protective Service	PN	PN		27	12		26	9		6	2				
Admin. Support	BA	PN			3						-1				
Skilled Craft	BA	BA													
Service/Maint.	NA	NA													
TOTALS				41	15	68	30	10	22	8	1	-1			

FY '09 Affirmative Action Goals – Beginning of Fiscal Year (BOFY)

EEO Code	Female				Minority				Persons w/Disabilities		
	Label	Total	Proj.	Hire	Label	Total	Proj.	Hire	Total	Proj.	Hire
		UU	Hires	Goal		UU	Hires	Goal	UU	Hire	Goal
Official /Admin.	PN	7	6	2	NP	1					
Professional	NP	7			BA						
Technical	NP	3			BA						
Protective Service	PN	24	121	5	PN	10	121	2			
Admin. Support	BA				PN	4	19	1			
Skilled Craft	BA				BA						
Service/Maint.	NA				NA						
TOTALS		41	127	7		15	140	3	74	175	15

Public Safety (Continued)

Department Diversity Statement

Diversity programs will help the department understand our customers better; enhance its ability to attract a more diverse workforce; create positive promotional opportunities and develop an image of cultural diversity.

FY '08 Qualitative Plan Results Reported by the Department

- ❖ When the availability of qualified applicants was detrimental to the hiring process, DPS posted the job vacancies on websites.
- ❖ Managerial staff is utilized on a volunteer basis to represent the department at recruiting events, presentations, etc.
- ❖ The 34th Academy for DPS started in fiscal year 2008 and in this Academy, 17.6% of the class is females. 2.9% of the class is minorities.

FY '09 Department Diversity Plan

- ❖ A broader approach to networking throughout the state will be accomplished with a speaker's program to target professional, civic, military and other organizations.
- ❖ The FY 2009 recruiting strategy includes penetrating the high school and middle school market for recruiting and informational purposes.
- ❖ The addition of "Women in Policing" testimonials on the web site will assist in penetrating the female market. Staff at all levels will continue to be solicited to volunteer for recruiting events.
- ❖ Recruitment will gradually focus more in Internet social sites such as MySpace, Facebook, LinkedIn, etc.
- ❖ A pre-application orientation briefing program has been initiated to reduce no-shows and enhance applicant performance in all phases of testing. The briefings will be scheduled for key locations in the state with the most diverse markets.
- ❖ For Non-Sworn: When the availability of qualified applicants is detrimental to the hiring process, departmental personnel will work with the DAS-HRE recruiter and other resources as appropriate in order to fill these positions.
- ❖ Non-sworn: Place ads for highly technical positions on national websites sponsored by the profession, within budget constraints; begin advertising non-sworn openings with the recruiter for sworn positions at career fairs and events.
- ❖ Sworn officers are provided training in many areas centering on diversity, i.e., Spanish for law enforcement, Cultural Competence, Understanding Arab Americans, Special Needs Population, Gender Speak, Hate and Bias Crimes Training, Latino: Crime, Community and Culture, Women Police Training, 2008 Supervisors and Management Diversity Training, etc.
- ❖ Broaden advertising to reach a more diverse market; Continue training at all levels and develop cultural/diversity celebrations and presentations to publicize awareness.

FY 2008 Affirmative Action Report

Iowa Public Television

FY '08 Workforce Changes

	Workforce					Workforce					Workforce Change			
	EOFY 08					EOFY 07					FY 2008			
	T	F	Mn	D		T	F	Mn	D		T	F	Mn	D
Official /Admin.	16	11			17	12	0		-1	-1	0			
Professional	47	23			57	25	0		-10	-2	0			
Technical	43	7			37	7	0		6	0	0			
Protective Service					0	0	0		0	0	0			
Admin. Support	5	4	1		5	4	1		0	0	0			
Skilled Craft					0	0	0		0	0	0			
Service/Maint.					0	0	0		0	0	0			
TOTALS	111	45	1	1	116	48	1	1	-5	-3	0	0		

FY '08 Goals & Achievements

EEO Code	Threshold				Total UU				Hire Goal*				Net Change		
	Label				BOFY 08				FY 08				EOFY 08		
	F	Mn	D		F	Mn	D		F	Mn	D		F	Mn	D
Official /Admin.	BA	BA													
Professional	NP	NP		1	1						2	0			
Technical	PN	PN		1	2		1	1			-2	0			
Protective Service	NA	NA													
Admin. Support	BA	BA													
Skilled Craft	NA	NA													
Service/Maint.	NA	NA													
TOTALS				2	3	10	1	1	1	0	0	0			

FY '09 Affirmative Action Goals – Beginning of Fiscal Year (BOFY)

EEO Code	Female				Minority				Persons w/Disabilities		
	Label	Total	Proj.	Hire	Label	Total	Proj.	Hire	Total	Proj.	Hire
		UU	Hires	Goal		UU	Hires	Goal	UU	Hire	Goal
Official /Admin.	BA				BA						
Professional	NP	1			PN	1	1	1			
Technical	PN	1	4	1	PN	1	1	4			
Protective Service	NA				NA						
Admin. Support	BA				BA						
Skilled Craft	NA				NA						
Service/Maint.	NA				NA						
TOTALS		2	4	1		2	2	5	9	8	2

Iowa Public Television (Continued)

Department Diversity Statement

It is important that IPTV have representation of diversity in the workforce and understand and respect all types of people.

FY '08 Qualitative Plan Results Reported by the Department

- ❖ IPTV's recruitment included internal postings, posting on its website and websites in the broadcasting, engineering and educational fields, college and universities as well as print ads in newspapers with statewide and targeted distribution, engineering periodicals, posting at the IPTV-hosted annual DTV Symposium, Workforce Development, DAS-HRE's BrassRing, and participating in career expos targeting women and minorities, along with minority internship programs, and referrals.
- ❖ Department directors, managers and supervisors often conduct the applicant interviews.

FY '09 Department Diversity Plan

- ❖ IPTV will continue the above expanded recruitment strategies.
- ❖ IPTV will continue the above recruitment strategy.
- ❖ Continue to recruit at different places, especially colleges, job fairs, and utilize minority internship programs.
- ❖ Currently a minority intern was obtained from the Minority Fraternity program. IPTV hopes to working with this program. IPTV also had great luck by advertising for positions on its website and other websites.
- ❖ IPTV plans to participate in more job fairs this fiscal year. It will evaluate possible job fairs and decide what jobs we they are recruiting for and assess which will be beneficial to attend.
- ❖ IPTV Directors and Supervisors have taken the PDS Diversity Training.
- ❖ IPTV will continue to take classes and continue the discussions when filling vacancies.
- ❖ Each employee will be given the EEO policy that has been reaffirmed by the Iowa Public Broadcasting Board.

FY 2008 Affirmative Action Report

Revenue

FY '08 Workforce Changes

	Workforce					Workforce					Workforce Change			
	EOFY 08					EOFY 07					FY 2008			
	T	F	Mn	D		T	F	Mn	D		T	F	Mn	D
Official /Admin.	51	17	2		49	17	2		2	0	0			
Professional	263	145	28		241	126	18		22	19	10			
Technical	3	3			3	3	0		0	0	0			
Protective Service					0	0	0		0	0	0			
Admin. Support	68	64	4		69	64	4		-1	0	0			
Skilled Craft					0	0	0		0	0	0			
Service/Maint.					0	0	0		0	0	0			
TOTALS	385	229	34	35	362	210	24	36	23	19	10	-1		

FY '08 Goals & Achievements

EEO Code	Threshold				Total UU				Hire Goal*				Net Change		
	Label				BOFY 08				FY 08				EOFY 08		
	F	Mn	D		F	Mn	D		F	Mn	D		F	Mn	D
Official /Admin.	BA	BA													
Professional	PN	BA		13			9				6				
Technical	BA	BA													
Protective Service	NA	NA													
Admin. Support	BA	NP									0				
Skilled Craft	NA	NA													
Service/Maint.	NA	NA													
TOTALS				13		2	9	0	2		6	0		-2	

FY '09 Affirmative Action Goals – Beginning of Fiscal Year (BOFY)

EEO Code	Female				Minority				Persons w/Disabilities		
	Label	Total	Proj.	Hire	Label	Total	Proj.	Hire	Total	Proj.	Hire
		UU	Hires	Goal		UU	Hires	Goal	UU	Hire	Goal
Official /Admin.	BA				BA						
Professional	NP				BA						
Technical	BA				BA						
Protective Service	NA				NA						
Admin. Support	BA				NP	2					
Skilled Craft	NA				NA						
Service/Maint.	NA				NA						
TOTALS		12				2	0	0	7	43	2

Revenue (Continued)

Having a diverse workforce, helps the Department of Revenue (DOR) better understand and address the needs of a diverse, multicultural population. It will help the Department communicate with its customers, attract the most qualified candidates and meet its goal of creating an environment of collaboration and partnership in order to improve voluntary compliance with Iowa's tax system.

FY '08 Qualitative Plan Results Reported by the Department

- ❖ DOR's Affirmative Action Plan (AAP) strategies included continuing succession planning and recruitment activities giving consideration to AA goals.
- ❖ The Department's recruitment coordinator joined the State Strategic Recruitment Committee which meets monthly. The recruitment coordinator also participated on a Recruitment Kaizen project team and continues involvement with follow-up activities.
- ❖ The AAP included a goal of 50% of supervisory staff attending diversity training. Nineteen non-supervisory employees attended diversity training. The recruitment coordinator attended a two day Diversity conference and workshop.
- ❖ The Department was pleased with our increase in the number of females employed in the Department by 19 or 1.47%.
- ❖ The number of minorities was increased by 10 or 2.20%. DOR did experience a decline of one person with disabilities.
- ❖ Job training opportunities for employees greatly expanded by the establishment of a new Departmental Professional Development I and II series and the Supervisory Development series created in FY 2008. The classes are taken over a three year period. New employee orientation was expanded to include a class on valuing diversity in the workplace, customer service and dimensions of behavior.

FY '09 Department Diversity Plan

The Department is committed to fostering a welcoming environment inclusive in its understanding and integration across multiple dimensions of diversity to allow employees to maximize their potential, productivity and job satisfaction. This includes but is not limited to:

- ❖ Providing diversity training to employees and supervisors;
- ❖ Continuing to ensure ADA accommodations and interpretation services are provided to our applicants, employees and customers when requested;
- ❖ Continuing to have hiring supervisors work with Internal Services to expand affirmative recruiting strategies depending on the nature, level and location of the vacancy and reviewing selection decisions prior to hiring offers;
- ❖ Continuing use of an annual employee satisfaction survey and addressing problem areas identified;

Revenue (Continued)

- ❖ Continuing use of a workforce planning survey allowing employees to voluntarily identify projected retirement dates; revising the exit interview forms to identify if any employees are leaving due to perceived insensitivity to diversity issues and
- ❖ Continuing involvement with the State Strategic Recruitment Committee and the Kaizen recruitment project.

Upon approval from the Department Director or Management Liaison to fill positions, the following measures will be taken to fill the vacancies:

- ❖ All applicant screening and interviews will be conducted by interview teams consisting of hiring supervisors and program managers.
- ❖ All selection decisions will be reviewed with the Management Liaison or Director prior to hiring offers being extended.
- ❖ The Department will continue to advertise positions and attend additional career fairs throughout the year to increase the diversity of the applicant pool.
- ❖ The recruitment coordinator will work with DAS to identify some additional protected class recruitment resources.

The Department will continue to offer employees an opportunity to apply for the Department's Professional Development and Supervisory Development programs, tuition assistance and the Certified Public Managers program.

- ❖ All employees will be involved in the mandatory diversity training. 100% of staff will have attended diversity during FY09.
- ❖ Diversity training for all supervisors will be completed by December 2008.
- ❖ All new employees as part of the expanded orientation program will attend a designated PDS diversity class.
- ❖ The recruitment coordinator will attend a Diversity conference.

The managers and supervisors will be accountable for providing opportunities for all employees to work in a non-discriminatory environment that values each person's unique contributions. Managers and supervisors will:

- ❖ Take a diversity class and assist in getting their employees registered the diversity class.
- ❖ Assist in identifying additional recruitment resources, ensure that resume reviewing, interviewing and hiring processes are conducted in a non-discriminatory manner,
- ❖ Facilitate communication within their unit when diversity differences are creating a barrier to effective work relationships.
- ❖ Mediate conflicts between employees and identify and acquire accommodations that may be needed for the safety or increased work productivity of employees with disabilities in the unit.

FY 2008 Affirmative Action Report

Secretary of State

FY '08 Workforce Changes

	Workforce				Workforce				Workforce Change			
	EOFY 08				EOFY 07				FY 2008			
	T	F	Mn	D	T	F	Mn	D	T	F	Mn	D
Official /Admin.	7	4			7	4	0		0	0	0	
Professional	18	10			16	11	0		2	-1	0	
Technical					0	0	0		0	0	0	
Protective Service					0	0	0		0	0	0	
Admin. Support	13	13			13	13	2		0	0	-2	
Skilled Craft			2		0	0	0		0	0	2	
Service/Maint.					0	0	0		0	0	0	
TOTALS	38	27	2	0	36	28	2	0	2	-1	0	0

FY '08 Goals & Achievements

EEO Code	Threshold			Total UU			Hire Goal*			Net Change		
	Label			BOFY 08			FY 08			EOFY 08		
	F	Mn	D	F	Mn	D	F	Mn	D	F	Mn	D
Official /Admin.	BA	BA										
Professional	BA	BA										
Technical	NA	NA										
Protective Service	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 '09 Affirmative Action Goals – Beginning of Fiscal Year (BOFY)

EEO Code	Female			Minority			Persons w/Disabilities				
	Label	Total	Proj.	Hire	Label	Total	Proj.	Hire	Total	Proj.	Hire
		UU	Hires	Goal		UU	Hires	Goal	UU	Hire	Goal
Official /Admin.	BA				BA						
Professional	NP	1			BA						
Technical	NA				NA						
Protective Service	NA				NA						
Admin. Support	BA				BA						
Skilled Craft	NA				NA						
Service/Maint.	NA				NA						
TOTALS		0	0	0		0	0	0	4	6	1

Secretary of State (Continued)

FY '08 Qualitative Plan Results Reported by the Department

- ❖ The Secretary of State's Office posted openings on the DAS-HRE website; careerbuilders.com and sent statewide notices to county auditors to attract a broader pool of persons with disabilities and professional level females.
- ❖ Employees are encouraged to attend training on special accommodations for persons with disabilities as training is made available.
- ❖ Employees are aware and respectful of special accommodations that may be needed by persons with disabilities who wish to transact business with the Office as well as co-workers.

FY '09 Department Diversity Plan

- ❖ The Secretary of State's Office will continue to work with DAS-HRE to ensure that the female and persons with disabilities goals of the Office are met.

FY 2008 Affirmative Action Report

Transportation

FY '08 Workforce Changes

	Workforce					Workforce					Workforce Change			
	EOFY 08					EOFY 07					FY 2008			
	T	F	Mn	D		T	F	Mn	D		T	F	Mn	D
Official /Admin.	195	56	8		190	53	6		5	3	2			
Professional	543	205	27		539	196	29		4	9	-2			
Technical	564	124	22		568	124	23		-4	0	-1			
Protective Service	121	12	6		116	8	5		5	4	1			
Admin. Support	342	312	17		344	320	16		-2	-8	1			
Skilled Craft	1255	39	51		1247	40	54		8	-1	-3			
Service/Maint.	43	16	3		41	17	2		2	-1	1			
TOTALS	3063	764	134	220	3045	758	135	235	18	6	-1	-15		

FY '08 Goals & Achievements

EEO Code	Threshold				Total UU				Hire Goal*				Net Change		
	Label				BOFY 08				FY 08				EOFY 08		
	F	Mn	D		F	Mn	D		F	Mn	D		F	Mn	D
Official /Admin.	BA	NP			1							1			
Professional	PN	NP		3	6		3				4	2			
Technical	PN	PN		28	5		6	1			0	-1			
Protective Service	PN	PN		32	12		21	1			4	1			
Admin. Support	BA	NP			2							1			
Skilled Craft	PN	NP		5	31		4				0	-2			
Service/Maint.	NP	NP		1	2						0	1			
TOTALS				71	59	57	15	2	15	8	3	-15			

FY '09 Affirmative Action Goals – Beginning of Fiscal Year (BOFY)

EEO Code	Female				Minority				Persons w/Disabilities		
	Label	Total	Proj.	Hire	Label	Total	Proj.	Hire	Total	Proj.	Hire
		UU	Hires	Goal		UU	Hires	Goal	UU	Hire	Goal
Official /Admin.	BA				BA						
Professional	PN	3	22	1	NP	6					
Technical	PN	25	10	5	PN	6	10	2			
Protective Service	PN	30	7	6	PN	12	7	3			
Admin. Support	NP	1			NP	2					
Skilled Craft	PN	5	51	1	NP	34					
Service/Maint.	NP	1	3	1	NP	2					
TOTALS		65	93	14		62	17	5	75	125	15

Transportation (Continued)

Creating a diverse work culture will play a critical role as a strategic objective as it will enrich and strengthen the DOT workforce.

FY '08 Goals & Achievements

- ❖ The Department of Transportation (DOT) hired a full-time Recruitment Officer in October of 2007.
- ❖ DOT posted all employment opportunities on the State of Iowa's employment website (DAS - Brass Ring) and also posted vacancies to other websites job bank websites as well as advertising vacancies in print.
- ❖ DOT also piloted an "Open House" initial screening process during FY 2008 for employment candidates.
- ❖ In efforts to be proactive within the minority community, the department participated in a variety of cultural events and conferences, participated in a State of Iowa Recruitment Kaizen and continues to participate in the subcommittees to recommend and implement statewide recruitment initiatives.
- ❖ Managerial staff participation in recruitment outreach events on a voluntary basis.
- ❖ DOT participated in and successfully completed an audit of its hiring practices conducted by the CPS Human Resource Services (CPS) group from Madison, Wisconsin which identified following best practices of the DOT:
 - The Hiring Decision Justification analysis by each hiring manager to provide the strengths and weaknesses of final interviewees for all positions.
 - Affirmative Action Officer review of all hiring decisions for inclusion and consideration of qualified minority and female candidates.
- ❖ DOT offered training to all employees. Required courses for all new employees are Preventing Sexual Harassment, Valuing Diversity, and Affirmative Action/Equal Employment Opportunity.
- ❖ DOT also conducted supervisor roundtables bi-annually. Recruiting, diversity, employment laws, selection, and reference checking were the focus for the most recent roundtables.
- ❖ DOT hired a full-time recruiter, bilingual in English/Spanish, to focus on future development of greater diversity in the applicant pools.
- ❖ The recruitment/selection/hiring process policy includes a requirement to use "all applicant" lists for DOT vacancies, which in most instances provides a larger, more qualified, and more diverse candidate pool.
- ❖ The fifth annual DOT Managers and Supervisors Conference was held September 2007. The keynote presenter addressed the topic of diversifying the workplace for greater inclusion and partnering at all levels of the organization.
- ❖ In addition to the activities listed for FY 2008, all supervisors and those involved in hiring decisions will attend the state's diversity training, annually, as prescribed by the Diversity Council.

Transportation (Continued)

FY '09 Affirmative Action Goals – Beginning of Fiscal Year (BOFY)

The Department will continue the FY 2008 strategies detailed above. In addition, it is working on the following strategies:

Develop and maintain use of E-mail distribution lists to minority communities.

- ❖ The department is planning on participating in a transportation career fair coordinated by Iowa State University Center for Transportation Research and Education on October 15, 2008.
- ❖ Appoint a formal work team to develop a workforce plan.
- ❖ Appoint a formal work team to develop a recruitment and retention plan to address:
 - The evaluation of both macro and micro recruitment strategies
 - A greater use of internships and investigation of mentoring strategies
 - Branding, on boarding/orientation
 - Retention
- ❖ How to achieve a systematic/comprehensive program to high school students across the state to promote DOT as an employer of choice
- ❖ The department intends to make greater utilization of E-mail distribution lists to minority groups to supplement its current postings that are made available to the general public. The DOT also intends to continue outreach efforts through selective representation at community events (see examples below).
- ❖ The department has formed teams to develop both a workforce plan and a recruitment and retention plan. These are expected to be completed by the end of FY 2009. Additionally, the department intends to have expanded internship guidelines and opportunities in place by March/April of FY 2009.
- ❖ One of the guiding principles of the DOT Strategic Plan is to maintain a "Quality Work Culture – Our employees are safe, respected and treated equitably; diversity is promoted to enrich and strengthen the workforce; and employees are given opportunities for personal and professional growth."

Treasurer (Inc. Agricultural Development)

FY '08 Workforce Changes

	Workforce					Workforce					Workforce Change			
	EOFY 08					EOFY 07					FY 2008			
	T	F	Mn	D		T	F	Mn	D		T	F	Mn	D
Official /Admin.	7	4			7	4	7		0	0	-7			
Professional	15	12	1		16	14	16		-1	-2	-15			
Technical	3	2			3	2	3		0	0	-3			
Protective Service					0	0	0		0	0	0			
Admin. Support	1	1			2	2	2		-1	-1	-2			
Skilled Craft					0	0	0		0	0	0			
Service/Maint.					0	0	0		0	0	0			
TOTALS	26	19	1	0	28	22	28	0	-2	-3	-27	0		

FY '08 Goals & Achievements

Departments with 25 or less employees have a workforce that is too small to conduct a meaningful assessment of their underutilization. However, workforce changes are tracked to monitor departments' efforts to enhance the diversity of their departments.

FY '09 Department Diversity Plan

- ❖ The Treasurer of State updated its equal opportunity policy stating it is committed to equal employment opportunity and the implementation of a strong program to promote employment and advancement of opportunities in nondiscriminatory manner to its employees and in its recruitment efforts. Equal employment opportunity will be made a performance standard on managerial and supervisory performance plans with the desire to create and maintain a workplace that is from discrimination.
- ❖ The Agricultural Development Authority, within the Treasurer of State's Office for administrative purposes, provided the following additional information:
 - Recruitment is handled by Jeff Ward, the Executive Director of the Iowa Agricultural Development Authority and will continue to be done by him.
 - While there were no recruitment activities in FY2008. For FY09 the BrassRing system is currently being utilized to screen applicants for eligibility.
 - The Executive Director will attend the Diversity Training class for managers & supervisors.
 - Employees will be required to attend a diversity training course.

FY 2008 Affirmative Action Report

Veterans Home/Veterans Affairs

FY '08 Workforce Changes

	Workforce					Workforce					Workforce Change			
	EOFY 08					EOFY 07					FY 2008			
	T	F	Mn	D		T	F	Mn	D		T	F	Mn	D
Official /Admin.	34	15			31	12	0		3	3	0			
Professional	208	170	5		192	156	5		16	14	0			
Technical	102	95	3		84	79	4		18	16	-1			
Protective Service	6				6	0	0		0	0	0			
Admin. Support	71	65	1		74	68	1		-3	-3	0			
Skilled Craft	26				24	0	0		2	0	0			
Service/Maint.	413	353	24		402	344	22		11	9	2			
TOTALS	860	698	33	41	813	659	32	42	47	39	1	-1		

FY '08 Goals & Achievements

EEO Code	Threshold				Total UU				Hire Goal*				Net Change		
	Label				BOFY 08				FY 08				EOFY 08		
	F	Mn	D		F	Mn	D		F	Mn	D		F	Mn	D
Official /Admin.	BA	BA													
Professional	NP	PN		1	1			1			1	0			
Technical	BA	BA													
Protective Service	BA	BA													
Admin. Support	BA	BA													
Skilled Craft	BA	BA													
Service/Maint.	BA	BA													
TOTALS				1	1	47	0	1	5	1	0	-1			

FY '09 Affirmative Action Goals – Veterans Home

EEO Code	Female				Minority				Persons w/Disabilities		
	Label	Total	Proj.	Hire	Label	Total	Proj.	Hire	Total	Proj.	Hire
		UU	Hires	Goal		UU	Hires	Goal	UU	Hire	Goal
Official /Admin.	BA				BA						
Professional	NP	1			PN	1		1			
Technical	BA				NP	2					
Protective Service	NA				BA						
Admin. Support	BA				BA						
Skilled Craft	BA				BA						
Service/Maint.	BA				BA						
TOTALS		1	0	0		3		1	54	115	10

FY '09 Affirmative Action Goals – Veterans Affairs

Effective with FY 2009, Veterans Affairs will report its diversity and affirmative action efforts separate from the Veterans Home. Because Veterans Affairs does not have 25 or more employees, underutilization will not be tracked nor will affirmative action goals be set.

Veterans Home/Veterans Affairs (Continued)

Department Diversity Statement

Improving diversity is in our best interests to maintain our employment levels. Our community has a large Hispanic population that needs to be engaged as a source for employment. Improving our diversity is one of the goals in the IVH Strategic Plan.

FY '08 Qualitative Plan Results Reported by the Department

- ❖ Our focus for recruitment was on the health care professionals and the Resident Treatment Workers utilizing mixed media including internet recruiting.
- ❖ All of the advertising for vacancies is done by the Personnel Office. The Nursing Department has first and second level Supervisors who attend career fairs. We have met with minority employees to get their ideas and contacts. During this fiscal year 28 Resident Treatment Worker positions were added. Statewide advertising was done to have applicants come to the IVH on a particular day for interviews and selection. Slightly more than 100 applicants came to be interviewed and those offered a position were given a health screen.
- ❖ One of the goals in the Strategic Plan is to increase diversity in the workforce. A committee was formed last year to address this. In addition to the Supervisors involved in the recruitment function, minority employees will be attending career fairs and other community activities.
- ❖ The one day hiring blitz was a new endeavor. We had 28 new Resident Treatment Worker positions to fill so we advertised statewide for applicants to come to IVH on a specific day for interviewing and hiring. We had just over 100 applicants come with significantly less than 1% minority applicants.
- ❖ During new employee orientation, all employees receive an in-service on preventing discriminatory harassment. Additionally, 14 supervisors attended in-services on diversity/affirmative action issues.

FY '09 Department Diversity Plan

- ❖ Our focus will continue to be on the health care professionals and the Resident Treatment Workers. We will continue to use mixed media, career fairs, and contacts with minority groups and leaders in the community.
- ❖ The identified classes are being reviewed by DAS-HRE and AFSCME for pay grade assignment. If the pay grades are increased this will assist with the salary barrier. There is little we can do with the shortage of applicants in these classes as that is something that can only be addressed by the community colleges and universities. Their enrollments are limited due to the shortage of qualified instructors.
- ❖ In the Fall when schools are back in session we will be making contacts with the High School and the Community College that have programs geared toward Marshalltown's Hispanic population. We will also make contact with the people our minority employees have identified.

Veterans Home/Veterans Affairs (Continued)

- ❖ New employee orientation will still provide preventing discriminatory harassment. All employees will attend the mandatory diversity training.
- ❖ All employees are aware of EO 4 and the requirement for a diversity plan. All understand the importance of diversity and will be receiving the required training this fall.
- ❖ To be inclusive the attitudinal environment in the workplace must be accepting of all differences and not be exclusive. Such an environment exists at the Iowa Veterans Home. Caring for a very diverse veteran population is part of our culture. This will represent an ever increasing need in the future for health care facilities. The Iowa Veterans Home, between staff and residents, represents each of the above identified differences. For example, we have two gender identity residents who are provided a safe and caring environment by staff. We cannot broaden something we already have. What we can do is increase the numbers of employees with differences and we have described throughout this plan how we will attempt to accomplish that.

FY 2008 Affirmative Action Report

Workforce Development

FY '08 Workforce Changes

	Workforce					Workforce					Workforce Change			
	EOFY 08					EOFY 07					FY 2008			
	T	F	Mn	D		T	F	Mn	D		T	F	Mn	D
Official /Admin.	75	42	9		70	45	9		5	-3	0			
Professional	568	350	80		555	339	76		13	11	4			
Technical	18	6	1		16	5	1		2	1	0			
Protective Service					0	0	0		0	0	0			
Admin. Support	142	127	36		136	124	34		6	3	2			
Skilled Craft					0	0	0		0	0	0			
Service/Maint.	2	1			2	1	0		0	0	0			
TOTALS	805	526	126	108	779	514	120	110	26	12	6	-2		

FY '08 Goals & Achievements

EEO Code	Threshold				Total UU				Hire Goal*				Net Change		
	Label				BOFY 08				FY 08				EOFY 08		
	F	Mn	D		F	Mn	D		F	Mn	D		F	Mn	D
Official /Admin.	BA	BA													
Professional	NP	NP		14	1						8	0			
Technical	BA	BA													
Protective Service	NA	NA													
Admin. Support	BA	BA													
Skilled Craft	NA	NA													
Service/Maint.	BA	BA													
TOTALS				14	1	0		0	0	0	8	0	0		

FY '09 Affirmative Action Goals – Beginning of Fiscal Year (BOFY)

EEO Code	Female				Minority				Persons w/Disabilities		
	Bal.	Total	Proj.	Hire	Bal.	Total	Proj.	Hire	Total	Proj.	Hire
	Year	UU	Hires	Goal	Year	UU	Hires	Goal	UU	Hire	Goal
Official /Admin.	BA				BA						
Professional	NP	9			NP	2					
Technical	BA				BA						
Protective Service	NA				NA						
Admin. Support	BA				BA						
Skilled Craft	NA				NA						
Service/Maint.	BA				BA						
TOTALS		9	0	0		2	0	0	0	0	0

Workforce Development (Continued)

IWD is an agency that is comprised of multiple divisions. These divisions provide initial and essential services to all 99 Iowa counties and its communities. IWD recognized the inherent diversity of these communities, which provides their uniqueness as communities as well as contributes towards making Iowa a great state. IWD wants to capitalize on the wealth in these diverse communities by utilizing their skills, knowledge, capabilities and talents in fulfilling the hiring needs of the Department.

FY '08 Qualitative Plan Results Reported by the Department

- ❖ Advertised vacancies through traditional and non-traditional ways.
- ❖ Retraining all staff that will have involvement in the recruitment and hiring process in diversity and "IWD's Hiring Process".
- ❖ Trained all managers within the organization on the application of the "IWD Hiring Process."
- ❖ Established a requirement for a "justification letter" for all proposed hiring within the organization before hiring is approved or any job offer is made.
- ❖ Established a requirement for the Director's (or his/her designee) review and approval before any hiring offer is made when a position is underutilized or otherwise being filled.
- ❖ Establish coordination between the HR Manager and the AA Compliance Officer in addressing "IWD Hiring Process."
- ❖ Posted job vacancies where applicable on Iowa Jobs.org, the National Job Bank system referred to as "scraping."

FY '09 Department Diversity Plan

- ❖ Establish "hiring teams" consisting of two to four persons and, through training, assure that they are well versed in the recruitment and selection process.
- ❖ Communicate in advance the skills, knowledge and abilities IWD will need and provided reasonable time to achieve effective recruitment to fulfill its needs.
- ❖ Establish a network that identifies applicants not selected for hire and notify them of IWD job opportunities, both current and projected, based on their skills, knowledge, experience, and abilities.
- ❖ Utilize the employment service workforce centers as a source to publicize IWD's job opening opportunities to the public.
- ❖ Work to Increase the awareness of IWD's future skills needs. It is the intent of IWD to enable its employees to prepare for promotion and transfer opportunities
- ❖ Maintain continual communication with DAS and the Recruitment Specialist for assistance in proactively addressing IWD's staffing needs.
- ❖ Establish a budget for advertising job opportunities for difficult-to-fill positions.

Workforce Development (Continued)

- ❖ Develop a network of protected class resources for communication/publication of IWD job opportunities through contact with churches, trade organizations, advocacy groups (that are community-based).
- ❖ Utilize IWD's website to communicate its job opportunities.
- ❖ Establish an IWD Diversity Team that has a mission to promote, appreciate and accept diversity at IWD.
- ❖ Establish a "Hot Line" for job seekers to call to get information about IWD's current hiring opportunities.
- ❖ Increase transparency of IWD's hiring procedures.
- ❖ Encourage IWD employees to assist in identifying job candidates, encouraging them to apply for IWD vacancies.
- ❖ Managers will support IWD's Diversity Team and encourage employees to participate on the diversity team's programs and activities.
- ❖ Managers will when hiring or involved in promotion or transfer activities assess the diversity needs of their area of responsibility and seek to positively address them.
- ❖ The Director and Deputy Director of IWD will formally endorse and provide support to IWD's Diversity efforts and its Diversity Team.
- ❖ Diversity events will be planned for each quarter to foster inclusiveness.
- ❖ The Diversity Team will receive information each quarter designed to enhance their ability to be change agents for IWD.

Section III.

FY 2008/FY 2009 Department of Administrative Services - Diversity and Affirmative Action Program Support Initiatives, Activities and Results

This section details the activities of DAS in FY 2008 and plans for FY 2009 in support of the departments, the Diversity Council, and special projects relating to affirmative action and diversity.

Training

EO4 requires mandatory diversity training for department directors, hiring managers, and employees. The Performance Development Solutions section of DAS (PDS) offers many diversity related training opportunities to the departments. In addition, PDS developed new course selections on this topic.

The following courses were new additions to diversity related course options during FY 2008:

- ❖ Beyond Diversity
- ❖ Combination Course—Americans with Disabilities, Equal Employment Opportunity, Affirmative Action, Preventing Sexual Harassment
- ❖ Diversity – Managers
- ❖ Managing Generational Differences at Work
- ❖ From Interview to Hire

For FY 2008, attendance at diversity related PDS courses increased by 80 participants (5.9%) to 1,443 over the FY 2007 attendance of 1,363. State agencies that provided diversity related training other than that offered by PDS were asked to detail that training in their Diversity Plans (see Section II beginning on page 12).

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Table 1 PDS Diversity Related Training Participation by Agency

DEPARTMENTS	2008	2007*	2006	2005
Administrative Services	73	26	9	5
Agriculture	17	1	2	3
Blind	6	12	1	97
Civil Rights	4			
College Student Aid	8			
Commerce (Includes all Commerce Divisions)	42	4	34	136
Corrections	58	25	69	53
Cultural Affairs	2			
Drug Control Policy	2			
Economic Development	6	26	2	2
Education	2	4	4	6
Education-Vocational Rehabilitation	19	2	4	0
Elder Affairs	10	2	2	0
Finance Authority	17	79	1	1
Health	69	32	33	7
Human Rights	2			
Human Services	115	213	45	137
Inspections and Appeals	17	3	9	3
Iowa Communications Network	27	182	2	0
Iowa Public Employees Retirement System	10	3	2	0
Iowa Public Television	2	0	0	2
Justice	1	0	0	2
Judicial	2			
Law Enforcement Academy	4			
Lottery	12	4	1	0
Management	4			
Natural Resources	130	141	93	134
Parole	2			
Public Defense	12	110	1	0
Public Safety	8	10	0	0
Revenue	38	21	4	0
Secretary of State	2	0	1	2
Transportation	564	393	519	366
Veterans Home	19	34	14	25
Workforce Development	131	34	353	26
Non-State Attendees	6	2	3	3
TOTAL	1,443	1,363	1,208	1,010

Table 2 PDS Diversity Related Training Participation by PDS Class Selection

Class Selections	2008	2007	2006	2005
Americans with Disabilities Act	69	166	69	
Beyond Diversity	38			
Building Inclusive Work Environment	17	17		
Combo--ADA\EEO\AA\PSH for Employees	248			
Diversity Awareness	20	24		
Diversity – Managers	168			
EEO/AA for Employees	118	73	342	
EEO/AA for Supervisors	94	180	107	85
From Interview to hire	254	Not Previous Tracked		
Managing Generational Differences at Work	50			
Preventing Sexual Harassment for Supervisors	108	175	117	180
Preventing Sexual Harassment for Employees	115	369	116	413
Sexual Harassment Awareness--Employee	24	23		
Valuing Diversity in the Workplace	120	289	457	201
What is Sexual Harassment?				13
What is the ADA?				103
Workplace Diversity				15
Creating a Welcoming Environment/Diversity		47		
TOTAL	1,443	1,363	1,208	1,010

Diversity Related Training/Development – FY 2009 Plan

Performance Development Solutions (PDS) will continue to provide and expand its diversity related training for State of Iowa employees. Training initiatives recommended by the Diversity Council and created by Executive Order 4 will continue to be carried out, and new course selections are being considered for the course catalogue. Specifically the following are underway:

- ❖ Beyond Diversity
- ❖ Diversity training for managers begun in FY 2008 will continue in FY 2009.
- ❖ Planning for diversity training to be delivered to all employees is being finalized and will be rolled out during FY 2009.
- ❖ PDS has begun the process of creating a part 2 component for its current Americans with Disabilities Act course that will provide more guidance on attracting, accommodating and retaining persons with disabilities in the workforce.

Statewide Diversity Plans – FY 2008 and FY 2009

DAS issued a template titled *State of Iowa Affirmative Action/Diversity Plan and Report* to the agencies on July 1st, 2008 as required by Executive Order Four. This template provided a diversity plan content and design format for the agencies to consistently report their activities and plans, and identify areas of need to DAS. Sections pertaining to activities and plans were published in Section II of this report. Identified needs will be summarized and presented to the Diversity Plan subcommittee in FY 2009 to support discussions that will result in recommendations to the Diversity Council.

The FY 2008 – 2009 State of Iowa Affirmative Action/Diversity Plan and Report template contained the following categories:

Hiring Practices

- ❖ Updates since February 2008

Recruitment Plan

- ❖ Organizational Strategy
- ❖ Analysis of Factors Affecting Recruitment
- ❖ Sourcing Activities and Tools
- ❖ Other Recruitment Management Methods
- ❖ Milestones and Timetables

Retention Plan

- ❖ Analysis of Factors Affecting Retention
- ❖ Employee Engagement
- ❖ Plans to Improve in FY 2009

The completed agency responses to the template can be found on the DAS website:

http://das.hre.iowa.gov/hre_diversity_council.html

Lean Sigma - Recruitment Process Improvement

DAS also sponsored a process improvement project in May of 2008 in conjunction with the Department of Management Lean Coordinators, a team dedicated to identifying process and program improvement opportunities in the executive branch of state government. This project was designed to identify recruitment related opportunities for collaboration between DAS and the departments. Areas identified for further planning and development for FY 2009 include:

Ambassadorship Program

This program is being designed to train state employees of various departments to effectively represent the State at recruitment events. The concept is to provide “basic training” on issues such as benefits, pay, and other statewide employment information of interest to the applicants in addition to department specific information.

Enterprise Internship Program

This program will be designed to provide interns opportunities to learn about the state as a whole by coming together to learn about various job opportunities and meet multiple department representatives.

Mentoring Program

This program will provide opportunities for new employees to benefit from the experience of longer term employees.

Statewide Branding

DAS purchased a portable display unit for use at recruitment events. The display is designed to promote the state as a whole, using the statewide “Fields of Opportunities” logo. Individual agencies can bring their own promotional materials to these events, but it allows for recognition of the state as one employer.

Outreach to Employ Persons with Disabilities

At the end of FY 2008, the percent of individuals employed in state government that self reported as persons with disabilities was 6.01% compared to the 11.8% in the labor force.

To help correct this underutilization DAS has partnered with the Iowa Vocational Rehabilitation Services (IVRS), the Iowa Department for the Blind (IDB), and the Iowa Employment Solutions’ “Project Employment” to improve hiring opportunities for and retention of persons with disabilities. This is an opportunity to enhance relationships with departments that can benefit from consultation and resources available to them through IVRS, IDB, Project Employment, and many other organizations.

IVRS, IDB, and Project Employment counseling staff, along with DAS employment staff, have put into place the following steps:

- Qualified applicants are pre-screened to make sure they are able to function at an appropriate level in the workforce and meet the minimum qualifications of the

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- job. Financial assistance for trial employment periods may be available, and as requested, technology team assessments provide accommodation information to the potential employer as requested.
- New state job openings are forwarded to IVRS, IDB, and Project Employment staff on a daily basis. In addition, the process of “certifying” that a job applicant is an individual with a disability and meets the minimum qualifications for a vacancy with or without a reasonable accommodation has been simplified. DAS has identified staff to work with the hiring supervisors to advocate for both interviews and hires of these qualified applicants.
- An applicant with a disability is not referred to a state agency in the context of our partnership until the counselor feels that he or she is ready for employment. This will help DAS to identify appropriate job title matches which, in turn, will assist departments in addressing their underutilization of persons with disabilities.
- Counselors will provide departments with assistance prior, during, and after placement of persons with disabilities. They will continue to assess the worksite for needed accommodations and participate in employee evaluations and discussions, as needed. If it is determined that the employee is unable to perform the essential functions of the position, the counselor will assist with the termination, if requested.
- The partnership allows us to network with the National Vocational Rehabilitation Association for assistance with difficult-to-fill positions. We also are able to share research and best practices regarding both employment and retention strategies.

Other DAS Projects

Applicant Flow Study

Part of hiring practices review based on recommendations of CPS report, NAACP Report, and as provided by Chapter 19B of the Iowa Code. The initial applicant flow study will be completed the first half of FY 2009. Applicant flow studies will become routine information that will be provided to each agency as a tool to review their hiring practices.

Review affirmative action numerical standards and methodologies

DAS will explore possible alternatives to the current calculation of underutilization in state employment, within the confines of the current Iowa Code statutes. While few states have formalized affirmative action programs, Wisconsin was identified as one state that has a program for comparison and sharing of ideas. The results will be shared with the Diversity Council. An initial contact with Wisconsin was made in April 2008. However, this project will require the identification of additional resources and expertise to proceed.

HRIS Iowa Integrated Information (I3) Bid Process

DAS Initiatives and Projects (continued)

This project is part of the ongoing initiative of the state' overall replacement of its budget, finance, and human resource information systems (HRIS). Both the HRIS system and the applicant tracking system (Kenexa/BrassRing) are part of the current bid. In addition, DAS included a request for proposal for testing and assessment solutions for applicant screening purposes. The bid process has been completed, and DAS is currently in the process of making a final vendor selection and pursuing funding through the legislature.

DAS Exit Interviews

The CPS Report noted higher turnover rates for minorities, especially African Americans. Insufficient information is known about the specific reasons and factors affecting minority separations from state government. DAS will initiate an exit interview process to identify these factors and collect comparative data on this subject. This project will be implemented during the first half of FY 2009.

Appendix A. Executive Order Four



IN THE NAME AND BY THE AUTHORITY OF THE STATE OF IOWA
EXECUTIVE ORDER NUMBER FOUR

- WHEREAS,** it is a goal of this administration to achieve and maintain a diverse workforce in state government; and
- WHEREAS,** a "diverse workforce" includes employees with differences in age, race, creed, color, sex, sexual orientation, gender identity, national origin, religion, or disability; and
- WHEREAS,** it is a further goal of this administration to raise awareness of diversity issues among state employees; and
- WHEREAS,** the hiring practices of the executive branch and their effect on the state's workforce have been the subject of recent study and administrative review; and
- WHEREAS,** Iowa Code section 19B.2 provides that it is the policy of this state to provide equal opportunity in employment to all persons, and to apply affirmative action measures to correct deficiencies in the state employment system where those remedies are appropriate; and
- WHEREAS,** Iowa Code section 19B.3(1)(a) requires the Department of Administrative Services (DAS), in carrying out its responsibility to administer and promote equal opportunity and affirmative action efforts in the recruitment, appointment, assignment, and advancement of personnel by all state agencies (except the state board of regents and the institutions under its jurisdiction), to designate a position as the state affirmative action administrator.

NOW, THEREFORE, I, Chester J. Culver, Governor of the State of Iowa, by the power vested in me by the laws and the constitution of the State of Iowa, do hereby order as follows:

- I. All executive branch agencies shall implement such hiring and management practices that reflect the merit principles of Iowa Code sections 8A.411-412 and that will enhance the diversity of the State's workforce under Iowa Code chapter 19B. Each executive branch agency (not including Board of Regents) shall:
 - A. Assure uniform hiring practices are applied throughout the agency. A written summary of the agency's hiring practices shall be submitted to the director of DAS for approval by February 1, 2008. In evaluating the hiring practices, the Department of Administrative Services-Human Resources Enterprise (DAS-HRE) shall use best practices models. The agency shall work with DAS-HRE to make any necessary changes to the agency's hiring practices, and implement those changes.
 - B. Develop a recruitment and retention plan that includes a timetable and achievement milestones.
 - C. Work with Iowa Vocational Rehabilitation Services to determine ways to increase employment of persons with disabilities.
 - D. Submit a Diversity Plan to the Diversity Council created by this executive order annually no later than July 31, with the initial plan due on July 31, 2008. These plans shall be used by DAS to develop the State's Affirmative Action Plan and Report, as required by Iowa Code section 19B.5(2). The Diversity Plan shall:

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1. provide information on the agency's hiring and promotion practices, outlining any changes to those practices during the reporting period;
 2. outline the steps taken by the agency to increase diversity in the department by recruiting and retaining a diverse workforce;
 3. outline the steps taken by the agency to train employees on diversity-related issues;
 4. outline how the agency intends to increase diversity among its staff in the next year, based upon the number of anticipated hiring opportunities and current workforce composition; and
 5. describe any other efforts undertaken by the agency during the reporting period to encourage workplace diversity and celebrate diversity.
- II. DAS, in consultation with the Iowa Civil Rights Commission and the Department of Human Rights, shall annually monitor the application of the screening methods used by state agencies, assess their impact on employee groups in the selection process and counsel departments with regard to selection processes that pose barriers to any applicant group. Where systems and methods to gather such selection data are inadequate, efforts to improve them shall be made.
- III. Diversity training shall be required on an annual basis for all state employees making hiring and promotion decisions within their respective agency, including agency directors and deputy directors. The training shall be provided or approved by DAS-HRE.
- IV. A DIVERSITY COUNCIL shall be created.

A. Membership in the Council shall include:

1. The Governor, or the Governor's designee;
2. Director of the Department of Administrative Services (DAS), or the director's designee;
3. the DAS state affirmative action administrator;
4. the DAS recruitment coordinator;
5. the executive director of the Iowa Civil Rights Commission, or the executive director's designee;
6. the director of the Department of Human Rights, or the director's designee;
7. two additional representatives from the Executive Branch with experience in addressing diversity issues, appointed by the Governor;
8. one representative from a collective bargaining unit that represents state employees in law enforcement, appointed by the Governor;
9. one representative from a collective bargaining unit that represents state employees, appointed by the Governor;
10. three members from the private sector with experience in addressing diversity issues, appointed by the Governor; and
11. three members from non-profit organizations focusing on diversity issues, appointed by the Governor.

Members from the private sector and non-profit organizations shall be appointed to three-year staggered terms.

B. The Diversity Council shall:

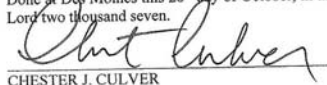
1. Engage with private businesses and other governmental entities to recommend and actively promote best practices for optimizing diversity throughout state government.

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2. Review the state's policies, procedures and practices related to the hiring of a diverse workforce and recommend methods to insure these are implemented and followed throughout state government. The Council shall include this information in the annual report required in paragraph (5), below.
3. Develop a plan, including suggestions and a timeline for implementation and estimated costs, for training all state employees with respect to diversity. The plan shall be submitted to the Governor no later than March 31, 2008.
4. Develop a state-government referral system, whereby candidates who interview with one agency and are not hired, but may be a good candidate for another agency are referred to that agency for consideration. The system should be in place no later than December 1, 2008.
5. Submit a written report outlining its activities and progress to the Governor's Office no later than June 30 of each year. The first report is due no later than June 30, 2008.



IN TESTIMONY WHEREOF, I have hereunto subscribed my name and caused the Great Seal of Iowa to be affixed. Done at Des Moines this 26th day of October, in the year of our Lord two thousand seven.


CHESTER J. CULVER
GOVERNOR

ATTEST:


MICHAEL A. MAURO
SECRETARY OF STATE

Appendix B.

Governor Appointed Diversity Council

Iowa Governor Culver issued Executive Order Four on October 26, 2007 and established the Diversity Council. The Council began meeting in February of 2008 to carry out the following directives under the Order:

1. Engage with private businesses and other governmental entities to recommend and actively promote best practices for optimizing diversity throughout state government.
2. Review the state's policies, procedures and practices related to the hiring of a diverse workforce and recommend methods to insure these are implemented and followed throughout state government.
3. Develop a plan, including suggestions a timeline for implementation and estimated costs, for training all state employees with respect to diversity.
4. Develop a state-governmental referral system, whereby candidates who interview with one agency and are not hired, but may be a good candidate for another agency are referred to that agency for consideration.
5. Submit a written report outlining its activities and progress to the Governor's Office.

The following individuals with expertise in and commitment to diversity were appointed by Governor Culver to serve on the Diversity Council:

Chair Preston Daniels, Program Director, Employee and Family Resources
Co-Chair Renee Hardman, Senior VP-Human Resources, Bankers Trust
Mollie Anderson, Director, Department of Administrative Services (DAS)
Nancy Berggren, Chief Operating Officer, DAS – Human Resources Enterprise
Shirley Hicks, Teacher, Iowa School for the Deaf, Retired
Reginald Jackson, Senior Counsel, Wells Fargo Bank, N.A.
Robin Jenkins, Recruitment Coordinator, DAS – Human Resources Enterprise
Jim Larew, General Counsel and Policy Director, Governor's Office
Miguel Moreno, Highway Technician, Department of Transportation
Alba Perez, Diversity Development Director, Greater Des Moines Partnership
Walter Reed, Jr., Director, Department of Human Rights
Ralph Rosenberg, Director, Civil Rights Commission
Jonathan Thorup, Fire Prevention Inspector, Department of Public Safety
Miriam Tyson, Entrepreneurial Liaison, Department of Economic Development
Dinh VanLo, Executive Director, Tai Village
Stephen Wooderson, Director, Iowa Vocational Rehabilitation Services

The Department of Administrative Services provided the Council an overview of the existing state government process for hiring and training employees, as well as other foundational information. All members have taken their responsibilities seriously and have been actively participating in the meetings and work of the Council.

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The following outlines of the work of the Council as of this report:

- A. Governor Culver appointed Preston Daniels, former mayor of Des Moines and Program Director of Employee and Family Resources, as the Chair of the Diversity Council.
- B. Preston Daniels nominated Renee Hardman, Senior Vice-President of Human Resources at Bankers Trust, as the Co-Chair of the Diversity Council; Council Members approved her nomination.
- C. The Diversity Council formed seven subcommittees to address the issues outlined in Executive Order Four.
 1. Best Practices – On-going process.
 - a. Renee Hardman
 - b. Alba Perez
 - c. Walter Reed
 - d. Miriam Tyson
 - e. DAS-HRE Staff Support
 2. State's Hiring Policies and Practices – Findings of this subcommittee must be included in the *Report to the Governor*, which is due on June 30, 2008.
 - a. Nancy Berggren
 - b. Reginald Jackson
 - c. Miguel Moreno
 - d. Walter Reed
 - e. Miriam Tyson
 - f. Dinh VanLo
 - g. DAS-HRE Staff Support
 3. Diversity Training for Entire State Workforce – On April 1, 2008, a preliminary report was submitted to Governor Culver, who granted a 60-day extension. The final report was submitted to Governor Culver on May 29, 2008.
 - a. Jonathan Thorup
 - b. Miriam Tyson
 - c. Dinh VanLo
 - d. Stephen Wooderson
 - e. DAS-HRE Staff Support
 4. Employee Referral System – To be in place by December 1, 2008.
 - a. Shirley Hicks
 - b. Robin Jenkins
 - c. Stephen Wooderson
 - d. DAS-HRE Staff Support

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5. Report to the Governor – Due by June 30 each year.
 - a. Walter Reed
 - b. Miriam Tyson
 - c. DAS-HRE Staff Support

6. Diversity Plans – Data due from agencies by July 31 of each year. *Diversity Plan* to be included with the *Affirmative Action Plan*, due to the Governor and Legislature by September 30 of each year.
 - a. Preston Daniels
 - b. Renee Hardman
 - c. Robin Jenkins
 - d. Alba Perez
 - e. Ralph Rosenberg
 - f. DAS-HRE Staff Support

7. Persons with disabilities sub-committee
 - a. Preston Daniels
 - b. Stephen Wooderson
 - c. Miguel Moreno
 - d. Nancy Berggren

D. The Diversity Council has met on the following dates:

1. February 26, 2008
2. March 14, 2008
3. March 28, 2008
4. April 11, 2008
5. April 25, 2008
6. May 8, 2008
7. May 22, 2008
8. June 26, 2008

D. The Diversity Council created a website for the public to view its meeting minutes, activities and progress:

http://das.hre.iowa.gov/hre_diversity_council.html

Activities and Progress to Date Outlined

Best Practices

The Best Practices Subcommittee surveyed private and governmental entities from financial, manufacturing, telecommunications, educational, public safety and natural resources sectors regarding their best practices. It was then determined that those entities with best practices applicable to state government would be asked to highlight their diversity initiatives to the Council focusing on hiring, training, successes, challenges, and measurements. To date, the Iowa Department of Natural Resources (DNR) presented its diversity initiatives. The Council has identified Iowa employers to speak at Council meetings about best practices, commencing in July 2008. Rene Hardman of Banker's Trust made a presentation on the experiences and strategies of Banker's Trust in making a major transformation to an award winning organization for its support and value of diversity throughout the organization.

State's Hiring Practices

The State's Hiring Policies and Practices Subcommittee reported that the Department of Administrative Services established a series of questions for each department to answer regarding its hiring practices. Those materials were submitted to DAS in February of 2008. DAS staff has been reviewing the materials, and as a result, has several questions to ask each department. DAS is now in the process of beginning to interview each department about its hiring practices. The anticipated completion date for these interviews is mid-fall. When completed, the results of this work will be discussed with the subcommittee of the Diversity Council that will determine next steps.

Statewide Diversity Training

The Training Subcommittee completed its initial work with DAS to select a vendor for diversity training for hiring managers. Diversity training for all employees is scheduled to start in early 2009. See section III on page 105.

Diversity Plans

Each state department submitted a Diversity Plan, as required by EO4. DAS has created a summary for the Diversity Plan Subcommittee. The subcommittee will formulate recommendations for the Diversity Council.

Appendix C. CPS, Rose Law Firm, and NAACP Observations and Recommendations

Introduction

The following are summaries of three studies that were conducted relating to diversity issues in state government. These studies have been presented to the Diversity Council. Final recommendations from the Diversity Council have not been issued.

In the fall of 2006, former Governor Vilsack sent out a call for interested parties to discuss issues concerning the hiring practices of state agencies. From that group was formed the Hiring Practices Work Group, chaired by Rev. Keith Ratliff, President of the Iowa Nebraska Chapter of the NAACP, David Neil, Interim Acting Director of Iowa Workforce Development, and Mollie Anderson, Director of the Iowa Department of Administrative Services. The group was charged with making recommendations to improve the State's hiring practices.

The work group hired two service providers to review the State's hiring practices:

- The Rose Law Firm from Washington, D.C. was selected to work in concert with the Iowa Civil Rights Commission to consider specific discrimination complaints lodged against Iowa Workforce Development.
- CPS Human Resource Services of Madison, Wisconsin, was chosen to review the State's hiring practices.

DAS has implemented or is implementing a number of recommendations relating to staffing and hiring practices reviews, which are referenced in these reports to varying degrees. The summaries are presented here for general information only, and are not intended to represent an endorsement or rejection of any particular item or issue, as presented. Due to the overlap of many of the recommendations found in these reports, this year's affirmative action report does not elaborate on each issue; however general progress on these issues was covered in Section III of this report.

As of this writing, the Governor's Office has indicated all recommendations will be considered. After all studies are completed, the Governor will issue the appropriate directives.

CPS Report and Recommendations

CPS identified and reviewed various data elements and state policies and procedures associated with hiring to gain a better understanding of the overall process. They also gathered data through questionnaires completed by state agencies, new hires, and applicants who were not hired for state jobs. CPS conducted focus group meetings with the human resources staff and hiring authorities of six of the larger state agencies

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(Corrections, Human Services, Natural Resources, Public Safety, Revenue and Transportation).

The significant findings of the report include:

- Minorities were not selected for interview at the same rate as non-minorities (13.6% versus 20.24%).
- More DAS involvement in the hiring process at the department level will yield better human resources for the State.
- The addition of a Recruitment Coordinator will assist the departments in developing recruitment plans that will ensure a diverse qualified applicant pool.
- Attention to employee attitudes while employed and when exiting state service will allow DAS to make revisions to its programs and assist the agencies in retaining a talented, engaged and diverse workforce.

Based on their findings, CPS recommended various action steps to address, improve or rectify the issues they identified. The resulting report and recommendations of CPS, titled *Review of State Hiring Practices*, was issued on April 30, 2007. This report is available electronically by sending an email request to dashre.info@iowa.gov. A full text of their recommendations can be found on pages 3 through 8 of that report.

Recommendation: Recruitment

1. Identify a Recruitment Coordinator (completed June 2007).
2. Require departments to complete a Recruitment Plan (initial plan completed July 31, 2008).
3. Focus on targeted recruitment (ongoing).
4. Seek collaborative recruiting relationships (ongoing).

Recommendation: Screening and Selection

1. Work with agencies to develop screening plans using job-related criteria to evaluate knowledge, skills and abilities prior to issuing certification lists (pending review of hiring practices began in September 2008).
2. Provide regular and systematic oversight to ensure compliance with DAS policies and procedures (began in February with the collection of department hiring practices).
3. Review current use of resumes and cover letters as screening devices (pending review of hiring practices began in September 2008).
4. Review screening devices to assure consideration is given to protected class applicants for interview selection (pending review of hiring practices began in September 2008).
5. Use regional utilization data in the hiring process (study to commence in FY 2009).
6. Increase DAS staff to support the application volume (completed in FY 2007).
7. Provide regular and mandatory training to agency staff involved in hiring (pending review of hiring practices began in September 2008).

Recommendation: Promotions

1. Ensure that staff involved in the hiring process receives training in the areas of interview questions and scoring criteria.
2. Job-related examples for each of the rating scales should be defined prior to the interview process.
3. Ensure that the recruitment processes are consistent with the DAS Screening Manual through annual audit of departmental records and processes.
4. Determine the best use of “all applicants” certifications for promotional opportunities. If used, develop targeted outreach to ensure that certification lists include a diverse applicant pool.
5. Refrain from using the “all applicants” lists for vacancies in which internal promotions are anticipated. This is a major source of frustration for all applicants.

These recommendations are pending the review of the State’s hiring practices that commenced on September 2008.

Recommendation: Employee Retention and Turnover

1. Gathering data from a larger base (all employees vs. former employees) would allow a more detailed demographic and organizational analysis.
2. Although Iowa’s overall turnover rate is low, consistently using exit interviews/surveys can provide useful information about why higher turnover rates exist in some classifications/occupations, geographic areas/facilities, and race/ethnic groups.
3. Increase awareness throughout state government of the benefits of having a diverse workforce.
4. The goal of achieving a more diverse workforce can be enhanced by retaining a greater percentage of minorities.

These recommendations are being reviewed in the context of the diversity plan and training (awareness), and surveying projects for FY 2009.

Recommendation: BrassRing Applicant Tracking System

1. Provide adequate staffing to improve quality and timeliness of hire lists.
2. Track applicants instead of tracking applications submitted for more meaningful applicant flow studies.

Additional staffing has been added. Applicant flow data for each department and statewide will be initiated in the first half of FY 2009.

Rose Law Firm Findings

The Rose Law Firm issued its findings in a letter to Ralph Rosenberg, Director of the Iowa Civil Rights Commission, dated July 20, 2007. The primary observation of the Rose Law Firm was that there is a perception by high-level managers at Iowa Workforce Development about African American job applicants' interview skills that appears to have contributed to lower hiring and promotion rates. The firm summarizes by stating, "Such reliance upon interview skills is not job-related and should be avoided in the future."

The observation of this report will be taken into consideration of the hiring practices reviews being conducted starting September 2008.

NAACP Recommendations

1. Issuance of an Executive Order by the Governor that embraces diversity and commits to development of a fine-tuned Affirmative Action Plan (AAP).
2. Hiring of an Affirmative Action Officer and an Affirmative Action Data Analyst and creation of Legal Counsel with sole responsibility of implementation of a State Government Affirmative Action Plan.
3. Implementation of an AAP that meets constitutional standards starts with determination that underutilization is based on accurate comparative data and is statistically significant.
4. For state jobs identified as underutilized, each qualified candidate from the underutilized group should be interviewed and department heads should be required to complete a Hiring Justification form before hiring a person who is not a member of the underutilized group.
5. The Disparate Impact on qualified Black candidates that has occurred at the "Getting to the Interview" stage of the state selection process requires not only an intensive effort to identify the problem(s) but a similar commitment to correct or reform the system, and may require an interim remedy during the period of study.
6. Department heads and supervisors' performance standards should include responsibility for progress in meeting affirmative action goals.
7. Targeted minority recruitment for all state jobs is essential for the State to ensure a nondiscriminatory employment process.
8. A closer look at the State's promotion process is warranted as the percentage of Blacks promoted declined significantly during the past three years, and the review should examine whether Blacks have been afforded equal training opportunities.
9. Diversity employment gains cannot be achieved if there is a revolving door, and a review of the three departments whose turnover rates for Black employees is double the overall state government turnover rate is warranted.

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10. Public reporting by DAS and by an Independent Monitor is necessary to ensure fulfillment of the State's commitment to diversity.

The recommendation for Executive Order Four (EO4) was implemented by the Governor. The other recommendations are being carried out in whole or in part in conjunction with the activities of EO4 and recommendations of the CPS report.

Appendix D. Affirmative Action Planning and Methodology

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 Iowa Department of Administrative Services (DAS). DAS 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 30 of each year to the Governor and the General Assembly.

Additionally, Iowa Code section 19B.7(1) authorizes the Iowa 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' workforce change, fiscal year numerical and qualitative goals' achievement, and the new fiscal year underutilization and goals. The report also summarizes 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 administrative rules at the following website: http://www.legis.state.ia.us/ACO/IAChtml/011.htm#chapter_11_68.

These requirements follow the general 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.

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 recognizes at least two permissible situations 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.

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 or numerical goals. 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 Affirmative Action. This refers to actions taken by an employer to prevent and eliminate discrimination by concerted proactive programs such as recruitment, training, and other activities that will create a more welcoming work place. Non-preferential methods result in system improvements that are more enduring than isolated affirmative action hires.

Quantitative Underutilization Analysis

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 and relevant labor market pool. The affirmative action planning process involves the following steps:

- 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. Relevant labor force data narrowly tailors the analysis of the workforce to census labor force data by occupational area, EEO-4 categories, and statewide or local labor force.

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

Each state job title is assigned to an Occupational Code that links to the census counts for that occupational area by race, sex and geographic area. The Occupational Codes are in turn assigned by the EEOC to the broader EEO-4 Categories that are seen in our reports.

- 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.
- c) Following this determination of general underutilization, a second calculation is undertaken to assess whether the amount of underutilization is significant enough to require numeric goals (manifest imbalance). Where the underutilization varies by more than one standard deviation from the norm, numerical goals to correct the underutilization are deemed legally appropriate. Numeric hiring goals will be required where manifest imbalance has been

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identified by this method. For underutilization that does not meet this standard, qualitative methods will be used to correct the imbalance.

- d) Hiring goals are determined by first projecting the number of hires that will occur during the plan period. The hiring goal should then 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 (50% of 10 hires). DAS provides departments with an average number of projected hires by EEO-4 Category.
- e) For persons with disabilities, the labor force availability rate is 11.8% and is calculated based on the 2000 statewide labor force Census, ages 16-64. Unlike racial and gender groups, persons with disabilities are not divided into EEO-4 categories and goals are set based on the total workforce of each department.

Quantitative Analysis by Geographic Area

Once remedial underutilization is identified, a strategy is required to narrowly apply this information to targeted underutilization throughout the State. Census tables divide the State into 34 County Sets. Each County Set represents a geographic cluster of counties for which U.S. labor force census data is available.

The State uses focused geographical census data to calculate underutilization for localized labor markets below pay grade 21. At pay grades below 21, it is more likely that the local labor force will be represented in the application pool.

Pay grade 21 and above is generally recognized in state employment as the entry point for professional level job classes. It is more likely that the applicant pool will come from beyond the available local labor force.

Qualitative Analysis and Goals

This program requires that departments conduct a qualitative analysis that identifies the policies, practices or procedures that contribute to the numerical imbalances. This analysis is designed to improve recruitment, selection, retention and training factors affecting equal employment opportunity and to set goals for how these actions will be implemented. DAS requires that the agencies review and report the results and adjustments to these measures each year in their individual reports.

Affirmative Action Calendar

The following calendar is generally followed for the State of Iowa:

- As the fiscal year ends a snapshot of the end-of-fiscal-year workforce is taken to summarize our annual progress and prepare this report.
- June – Diversity Plan request is sent to departments with a July 31st due date.
- July- End of previous fiscal year underutilization tracking reports are updated and goals are established.
- September - Annual Summary of Affirmative Action is published and distributed to the Governor and General Assembly.
- October - End of First Quarter DAS Affirmative Action Progress Report is issued to the agencies to help them monitor their progress throughout the year.
- January - End of Second Quarter DAS Affirmative Action Progress Report is issued.
- April - End of Third Quarter DAS Affirmative Action Progress Report is issued.

Appendix E. 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 protected class members in job groups underutilized for that class. 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

The 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. The Executive Order identified DAS (including the former Department of General Services) among state agencies to participate in the initiative to identify barriers to community-living 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), and 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 Groups (or Classes)

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 maintain 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.

Multiple Races: Two or more races; persons who identify with more than one of the above five races.

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 status. It should also show whether and where effects of prior illegal discrimination are left uncorrected. The analysis may include, but is 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 under representation in the agency's workforce, if any, by racial/ethnic minorities, gender and disability.

[Adapted from IAC 11—68.3(2) (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.

Appendix F. Links and Resources

DAS has identified the following list of links and resources to help interested parties to learn more about the State's diversity related programs, DAS resources, and the executive branch departments.

State of Iowa Home Page

<http://www.iowa.gov/state/main/index.html>

Diversity Council

http://das.hre.iowa.gov/hre_diversity_council.html

Affirmative Action and Recruitment:

http://das.hre.iowa.gov/documents/aaeeo/hr_program_standards.pdf

<http://das.hre.iowa.gov/documents/aaeeo/strategies.pdf>

http://das.hre.iowa.gov/documents/aaeeo/low_cost_recruitment_stratagies.pdf

Workforce Planning:

http://das.hre.iowa.gov/wp_home.html

Managers and Supervisors Manual:

http://das.hre.iowa.gov/ms_manual.html

State of Iowa Jobs Page:

http://das.hre.iowa.gov/state_jobs.html

Applicant Screening Manual:

http://das.hre.iowa.gov/documents/publications/applicant_screening_manual.pdf

Training Resources:

<http://das.hre.iowa.gov/LearnAtPDS/traininghome.htm>