

# **Affirmative Action in Iowa**

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

**September 28, 2007**



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September 28, 2007

**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:** Mollie K. Anderson  
Director

**RE: FY 2007 Affirmative Action Report**

In with accordance 19B.5 of the *Code of Iowa*, I am pleased to submit the fiscal year 2007 *Affirmative Action in Iowa* report. This report details the progress we have made to balance our workforce in FY 2007. Just as importantly, the plan describes steps to put into practice our continued commitment to increasing diversity in the State's workforce and details our response to the challenges we face as a result of increased talent competition. The State's renewed emphasis on recruitment, along with greater oversight of state agency hiring practices, are key strategies that we must aggressively employ in competing for talent and balancing our workforce.

FY 2008 is a critical transition year for this program. We have already begun to take steps to implement various recommendations of CPS Human Resource Services, the State's consultant on employment issues. However, this is clearly an ongoing effort, which will be reflected in subsequent annual reports.

Affirmative Action does not exist in a vacuum. It must be integrated into all aspects of state employment to assure that not only the hiring process is fair and effective, but that we can retain and promote a committed workforce. These efforts will require a continuing emphasis on training and development to assure that those making hiring decisions are fully qualified to do so. In addition, our workforce must understand why diversity is a priority and what is expected of them to ensure that the State's working environment is welcoming to all employees.

Hiring persons with disabilities remains a significant challenge. In FY 2007, the State experienced a net decrease of 69 persons with disabilities. Therefore, we will continue partnering with Iowa Vocational Rehabilitation Services and will increase our recruitment efforts to better utilize the talents of those with disabilities.

In FY 2007, we experienced an overall increase of 55 minorities. This is an increase from 5.22% to 5.43% of our workforce. Our general benchmark of 6.02% minorities in the Iowa labor force is based on year 2000 census data. While this is encouraging, we recognize that unless we become more aggressive, we will remain behind the curve of the changing demographics in Iowa. Our challenge for FY 2008 and beyond is to update the standards, methods, and goals we have in place to achieve the results that are expected.

Finally, I look forward to the leadership and support you will provide as we work to help state agencies in the critical mission of reflecting the diversity of the State of Iowa.

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## Executive Summary

This FY 2007 Affirmative Action Report describes the affirmative action efforts of the Iowa executive branch departments during the period of July 1, 2006 through June 30, 2007.

**Section I** summarizes the quantitative changes in the State's workforce overall and the progress that Iowa departments made to improve their representation of females, minorities and persons with disabilities.

### Highlights

From FY 2006 to FY 2007:

- Women increased from 50.28% to 50.71% in the state workforce. They remain above the available qualified labor pool in Iowa of 47.60%, although they remain underutilized in some job categories.
- Minorities increased from 5.22% to 5.43% in the state workforce. They remain below the available qualified labor pool in Iowa of 6.03%.
- Persons with disabilities decreased from 6.56% to 6.01% in the state workforce. They are well below the qualified labor pool in Iowa of 11.80%.

**Section II** summarizes the non-numerical efforts undertaken by departments to implement policies and practices that will have a long-term effect on creating a welcoming workplace and supporting diversity in the state workforce. These are the methods and activities that the Iowa Department of Administrative Services (DAS), and the executive branch departments employ to draw women, minorities, and persons with disabilities to state employment, along with the training needed to align our organization to this mission.

### Highlights

Many departments have developed comprehensive plans that include required training, internship/apprenticeship opportunities, targeted outreach to and partnerships with underutilized protected group organizations, and other innovative measures designed to correct underutilization and increase the diversity of their departments. Overall, it appears that an increasing number of the departments have given more thought to what they can do as an organization to increase the diversity of their departments. However, there are also a number of departments, possibly because of their smaller size or limited turnover, that have not set challenging goals. DAS must work more intensively with these departments to set more challenging goals and plans.

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During FY 2007, the State hired a recruitment coordinator to implement a coordinated, statewide recruitment strategy. The State participated in many recruitment and outreach events and increased activities through online recruitment. As a result, the number of minority applicants exceeded the percentage available in Iowa's labor force.

Diversity training – obtained by departments or sponsored by the Department of Administrative Services (DAS) – continued as an important aspect of efforts to balance the workforce. Attendance at diversity-related DAS Performance and Development Solutions (PDS) courses increased by 155 individuals (8.9%) to 1,363 over the FY 2006 attendance of 1,208.

DAS also made a renewed effort to hire more persons with disabilities by improving its partnerships with the Iowa Division of Vocational Rehabilitation and the Department for the Blind. A candidate pool has been created and three placements have been made in state government since January, 2007.

**Section III** details changes being made to the State's Affirmative Action Program. Rapidly changing demographics, increased competition for talent, and a need to better integrate diversity into the organizational culture have come together as agents for change. How we plan to recruit, hire, and retain employees in FY 2008 is detailed in this section.

### Highlights

The Hiring Practices Work Group, brought together by former Governor Vilsack to evaluate how we are addressing diversity, has provided a renewed impetus to this program. It took on two major tasks: 1). to advise the State in pursuing an investigation of discrimination at Iowa Workforce Development, and 2). to sanction a study by CPS Human Resource Services to audit the State's hiring processes. The CPS study stated that, while no obvious discrimination was found in the hiring process, minorities are selected for interview at lower rates than non-minorities. The study recommended that DAS provide more oversight of departments in the hiring process, and monitor critical factors affecting retention and turnover of the workforce. Specific recommendations included:

- Develop a statewide recruitment plan and hire a recruitment coordinator.
- Monitor state government departments' use of screening and selection devices to ensure minorities are given full consideration.
- Consider more carefully how promotions are posted and filled.
- Monitor the perceptions of our workforce and how that impacts retention and turnover of minorities.
- Add staff to make sure job applications are appropriately reviewed.
- Base applicant flow data on individual applicants instead of applications filed.

DAS has adopted these recommendations, although adjustments or additions may be necessary as additional information becomes available and other stakeholders provide additional input.

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It is likely that this program will undergo changes during FY 2008 that have not been identified in this report, as we will continue to seek additional input to make sure that our new direction is effective in achieving the balanced workforce we desire. This will involve continuous evaluation of the application of our numerical standards and the methods we will employ to achieve those standards.

FY 2008 marks a year of transition for this program.



## **Section I.**

### **FY 2007 Affirmative Action Program Quantitative Results**

#### **Changes in the State's Workforce - Quantitative Analysis and Results**

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 2006 to the end of FY 2007.

#### **Overall Results**

- Females in the State's workforce increased by 205 during FY 2007, 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 55 during FY 2007 and their representation in the workforce changed from 5.22% to 5.43%, 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. However, 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 96 during FY 2007 from 6.9% to 6.6% of the State's workforce. Persons with disabilities now represent 11.8% of the available labor force, based on the 2000 U.S. Census.

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**2007 Workforce Composition - Net Change From 2006**

<b>TOTAL FULL TIME WORKFORCE</b>						
	June '07	June '06	Net Change	State Government Workforce %		2000 Census Iowa Labor Force Availability
				June '07	June '06	
Male	9,840	9,807	33	49.29%	49.72%	52.60%
Female	10,124	9,919	205	50.71%	50.28%	47.40%
Non-Minority	18,880	18,389	491	94.57%	93.22%	94.00%
Minority	1,084	1,029	55	5.43%	5.22%	6.03%
W/Disability	1,199	1,295	-96	6.01%	6.56%	11.80%
W/O Disability	16,520	16,108	412	82.75%	81.66%	88.20%
Chose Not to Disclose	2,245	2,323	-78	11.25%	11.78%	Unknown
<b>TOTALS</b>	<b>19,964</b>	<b>19,726</b>	<b>238</b>			
<b>1. OFFICIAL/ADMINISTRATOR</b>						
	June '07	June '06	Net Change	State Government Workforce %		2000 Census Iowa Labor Force Availability
				June '07	June '06	
Male	942	956	-14	53.37%	54.23%	65.30%
Female	823	807	16	46.63%	45.77%	33.60%
Non-Minority	1,700	1,701	-1	96.32%	96.48%	97.30%
Minority	65	62	3	3.68%	3.52%	2.67%
<b>TOTALS</b>	<b>1,765</b>	<b>1,763</b>	<b>2</b>			
<b>2. PROFESSIONAL</b>						
	June '07	June '06	Net Change	State Government Workforce %		2000 Census Iowa Labor Force Availability
				June '07	June '06	
Male	2,848	2,886	-38	41.26%	42.23%	41.80%
Female	4,055	3,948	107	58.74%	57.77%	58.20%
Non-Minority	6,457	6,422	35	93.54%	93.97%	94.70%
Minority	446	412	34	6.46%	6.03%	5.27%
<b>TOTALS</b>	<b>6,903</b>	<b>6,834</b>	<b>69</b>			
<b>3. TECHNICIAN</b>						
	June '07	June '06	Net Change	State Government Workforce %		2000 Census Iowa Labor Force Availability
				June '07	June '06	
Male	942	965	-23	40.99%	42.08%	36.30%
Female	1,356	1,328	28	59.01%	57.92%	63.60%
Non-Minority	2,193	2,197	-4	95.43%	95.81%	95.40%
Minority	105	96	9	4.57%	4.19%	4.61%
<b>TOTALS</b>	<b>2,298</b>	<b>2,293</b>	<b>5</b>			

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<b>4. PROTECTIVE SERVICE</b>						
	June '07	June '06	Net Change	State Government Workforce %		2000 Census Iowa Labor Force Availability
				June '07	June '06	
Male	2,629	2,546	83	84.45%	85.21%	83.00%
Female	484	442	42	15.55%	14.79%	16.90%
Non-Minority	2,966	2,850	116	95.28%	95.38%	93.90%
Minority	147	138	9	4.72%	4.62%	6.12%
<b>TOTALS</b>	<b>3,113</b>	<b>2,988</b>	<b>125</b>			
<b>6. ADMINISTRATIVE SUPPORT</b>						
	June '07	June '06	Net Change	State Government Workforce %		1990 Census Data Only Available for this Category
				June '07	June '06	
Male	172	178	-6	7.64%	7.89%	30.10%
Female	2,078	2,078	0	92.36%	92.11%	69.90%
Non-Minority	2,084	2,086	-2	92.62%	92.46%	95.30%
Minority	166	170	-4	7.38%	7.54%	4.73%
<b>TOTALS</b>	<b>2,250</b>	<b>2,256</b>	<b>(6)</b>			
<b>7. SKILLED CRAFT</b>						
	June '07	June '06	Net Change	State Government Workforce %		1990 Census Data Only Available for this Category
				June '07	June '06	
Male	1,644	1,650	-6	96.82%	96.66%	92.50%
Female	54	57	-3	3.18%	3.34%	7.50%
Non-Minority	1,631	1,637	-6	96.05%	95.90%	95.90%
Minority	67	70	-3	3.95%	4.10%	4.11%
<b>TOTALS</b>	<b>1,698</b>	<b>1,707</b>	<b>(9)</b>			
<b>8. SERVICE MAINTENANCE</b>						
	June '07	June '06	Net Change	State Government Workforce %		1990 Census Data Only Available for this Category
				June '07	June '06	
Male	663	625	38	34.23%	33.16%	57.00%
Female	1,274	1,260	14	65.77%	66.84%	43.00%
Non-Minority	1,849	1,803	46	95.46%	95.65%	90.60%
Minority	88	82	6	4.54%	4.35%	9.40%
<b>TOTALS</b>	<b>1,937</b>	<b>1,885</b>	<b>52</b>			

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 underutilization both overall and by each job category. The chart below identifies the level of underutilization within each agency, based on the makeup of the workforce compared to the available labor force at the beginning of FY 2007. All EEO-4 categories have been combined. Next is shown the number of hires made during FY 2007 to meet this underutilization.

Only when total underutilization reaches 0 can the workforce be considered to be in balance. For this chart, blank cells indicate a balanced workforce. Total underutilization includes both remedial (numerical, for which numerical goals are set) and non-remedial (numerical goals are not set).

**FY 2007 Underutilization & Progress Toward a Balanced Workforce\***

Department/Division	Total Underutilization			Net Progress		
	Female	Minority	PWD	Female	Minority	PWD
Administrative Services	17	2		8	1	
Agriculture	25	5	15	0	0	-3
Auditor	7	1	8	-3	0	-1
Blind	2	1		-1		
Civil Rights						
College Student Aid	1		2	4		1
Commerce--Alcoholic Beverage	2		5	0		1
Commerce—Banking	10		6	0		0
Commerce—Insurance			4			0
Commerce—Utilities	6		1	0		-1
Corrections	308	64	121	47	20	-7
Cultural Affairs	5	2	5	2	0	0
Economic Development			5			0
Education	28	5	2	-3	2	-10
Elder Affairs			1			0
Finance Authority			3			-2
Human Rights						
Human Services	96	93	322	5	6	-14
Inspections and Appeals	1	1	12	0	0	-5
Iowa Communications Network	2	2	6	0	1	0
Iowa Law Enforcement Academy	5		1	0		0
Iowa Public Employees Retirement System	1		4	0		-1
Justice	1	2	19	0	1	-2
Lottery	6		7	0		0

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Department/Division	Total Underutilization			Net Progress		
	Female	Minority	PWD	Female	Minority	PWD
Management	5		1	0		0
Natural Resources	148	29	56	22	2	-2
Public Defense	19	6	17	-3	0	-3
Public Health	3	1	10	-1	-1	3
Public Safety	44	13	63	7	1	-2
Public Television	2	3	7	1	0	-3
Revenue	19	2		-2	0	
Secretary of State			4			0
Transportation	74	59	47	4	1	-17
Veterans Affairs	2	2	44	1	1	-1
Workforce Development	19	1		14		
<b>TOTALS</b>	<b>858</b>	<b>294</b>	<b>798</b>	<b>102</b>	<b>35</b>	<b>-69</b>

Table excludes departments with less than 25 employees where no underutilization is calculated.

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

Blank cells mean the department is balanced in that category.

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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. Qualitative methods, such as recruitment and training, must be applied to both types of underutilization. For a complete discussion of these concepts, refer to Appendix B.

**FY 2007 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	1	16	3	1	1	1		
Agriculture	4	21	3		5	3	15	5
Auditor	7				1	4	8	2
Blind	2			1				
Civil Rights								
College Student Aid	1						2	1
Commerce-Alcoholic Beverage	2						5	1
Commerce-Banking		10	2				6	1
Commerce-Insurance							4	1
Commerce-Utilities	6						1	1
Corrections	2	306	46	11	53	9	121	25
Cultural Affairs	5			2			5	1
Economic Development							5	1
Education	28			4	1	1	2	2
Elder Affairs							1	1
Finance Authority							3	1
Human Rights								
Human Services	96			18	75	13	322	68
Inspections and Appeals	1			1			12	2
Iowa Communications Network		2	2	2			6	1
Iowa Law Enforcement Academy	5						1	1
IPERS	1						4	1
Justice	1			2			19	4
Lottery	3	3	1				7	2
Management	5						1	1
Natural Resources		148	13	6	23	5	56	8
Public Defense	14	5	1	5	1	1	17	3
Public Health	3			1			10	2

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DEPARTMENT/DIVISION	Female			Minority			Disability	
	NRUU	RUU	RUU Goal	NRUU	RUU	RUU Goal	UU	Goal
Public Safety	6	38	8		13	3	63	10
Public Television	1	1	1	1	2	1	7	2
Revenue		19	4	2				
Secretary of State							4	2
Transportation	9	65	3	40	19	3	47	6
Veterans Affairs	2				2	1	44	8
Workforce Development	19			1				
<b>TOTAL</b>	<b>224</b>	<b>634</b>	<b>87</b>	<b>98</b>	<b>196</b>	<b>45</b>	<b>798</b>	<b>164</b>

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.

**Net Workforce Changes versus Affirmative Action Changes**

Hiring to meet affirmative action goals is only part of total protected class hiring. If we combine data from the previous two charts that deal with overall workforce composition gains and losses with underutilization gains and losses, we can see that females and minorities hired in job categories that are not underutilized represent a significant portion of the overall protected class hiring gains in FY 2007.

	Female	Minority	PWD
Beginning FY 2007 UU	858	294	798
Total FY 2007 UU Hires	102 (50%)	35	-69
Non-UU FY 2007 Protected Class Hires	103 (50%)	20	-27
<b>Total Protected Class Hires in FY 2007</b>	<b>205 (100%)</b>	<b>55 (100%)</b>	<b>-96 (100%)</b>

This illustrates an important dynamic of workplace diversity. Achieving overall diversity and correcting underutilization are both worthy goals. General gains help offset areas of underutilization that may be difficult to correct due to the scarcity of certain skills.

Improving overall protected class hiring will create the culture and promotional pool to solidify the State's longer range diversity efforts.

## **Section II.**

### **FY 2007 Affirmative Action Program Qualitative Activities and Results**

#### **General Concept**

Section I. focused on the quantitative aspects of Affirmative Action that are the bottom line numerical changes affected by the program.

The qualitative actions of Affirmative Action are as important as hiring goal-setting and are a key to overall goal achievement. Qualitative measures are those actions that ultimately help change the culture of the workplace, engage the workforce in overall diversity goals, and make long-term positive changes. Recruitment, outreach, training and the associated organizational activities are essential elements of a good qualitative program.

#### **State Coordinated Recruitment – FY 2008 Plan**

As the centralized human resource agency for executive branch departments, the Department of Administrative Services – Human Resources Enterprise (DAS-HRE) recognizes the increasing need for the recruitment of talent to perform the work of state government. Therefore, DAS has hired a Recruitment and Outreach Specialist to develop and manage the State's recruitment strategy. Diversity will be an essential element in our recruitment program.

In order to do that, the State is developing a Statewide Recruitment Plan to encourage a proactive, innovative, and unified approach to statewide talent acquisition. In addition, each agency will develop and adopt an agency recruitment plan based on their specific staffing situation. The goal is to help agencies plan effectively for attrition and workforce needs.

The strategy DAS has adopted, and the model it provides, focuses on targeted and collaborative recruitment. Targeted recruitment includes using technology, social networking, and traditional sourcing in an effort to create a pipeline of ready talent that is also inclusive of our diverse and disability communities. The collaborative approach will encourage awareness of potential talent by any individual agency. It will further establish stronger community, governmental, and academic partnerships, so that minorities and persons with disabilities will have equal access to state employment opportunities.

DAS will be aggressive in its efforts to reach all markets of lowans in publicizing state jobs. This will involve branding the State as an employer of choice in order to better communicate the benefits and advantages of State of Iowa employment. This also will present opportunities to take advantage of joint advertising and discounts in print media, air waves, or other venues.



## Statewide Coordinated Recruitment – FY 2007 Results

During the FY 2007 reporting period, DAS has:

- Participated in 33 recruitment events, which included outreach to colleges and communities, and local professional organizations.
- Provided recruitment materials, such as brochures and displays, to state agencies.
- Provided DAS online recruitment. In FY 2007, 2,158 merit-covered vacancies and 124 non-merit covered vacancies were posted on the DAS website.
- Drafted job descriptions, essential functions and job notices; prepared resume and interview scoring tools; and assisted in the recruitment and hiring process of some departments. Professional organizations, recruitment sources and advocacy groups were also contacted to provide recruitment assistance.
- Assisted agencies with job posting and advertising on request. This included identifying websites or direct contact with professional organizations, advocacy groups, and diversity publications to research the relative costs and benefits of these sources.
- Attended community and other organizational events promoting diversity, state employment opportunities, and general awareness of the State of Iowa as an employer. Some of these included: the monthly Workforce Development Job Clubs, Greater Des Moines Multi-Cultural Receptions, Polk County Enrichment Center Job Fair, Latino Resources Fairs, the Central Iowa Society for Human Resource Management Diversity Lunch and Learns, and its Diversity Resource Fair.
- A list of all departments' accomplishments may be found in Appendix A. Of particular note:
  - The Department of Natural Resources (DNR) provided educational opportunities through such programs as Outdoor Journey for Girls, Becoming an Outdoors Woman, and Mentored Outdoor Experience. A surveying mechanism is beginning to measure the impact of these programs on participant interest in the outdoors and employment opportunities with DNR.
  - DNR developed relationships with area colleges and universities by participating in their mock interviews, recruiting fairs, internship initiatives, and Service Learning programs.
  - DNR implemented their Front Line Recruiters program to facilitate its efforts to share vacancy announcements.
  - The Department of Public Health's Minority Health Consultant worked with groups to encourage them to apply for Public Health positions.
  - The Department of Public Safety (DPS) implemented a recruitment campaign to produce applicants for their FY 2007 basic academy.

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- Sworn employees of DPS attended mandatory diversity training.
- The Department of Transportation hired a bilingual, full-time recruiter to partner with colleges and universities to facilitate internships, job shadowing, and apprentice placements in the skilled crafts, with an emphasis on the growing Iowa Latino population.

### **Outreach to Employ Persons with Disabilities – FY 2008 Plan**

At the end of FY 2007, the percent of individuals employed in state government that self report as persons with disabilities was 6.01% compared to the 11.8% in the labor force.

To help correct the underutilization, DAS has partnered with Iowa Vocational Rehabilitation Services (IVRS) and the Iowa Department for the Blind (IDB) to improve hiring opportunities for and retention of persons with disabilities in state government, and to enhance relationships with departments that can benefit from their consultation and resources.

IVRS and IDB 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 job. Financial assistance for trial employment periods may be available, and technology team assessments provide accommodation information to the potential employer.
- An overview of new state job openings is forwarded to IVRS and IDB 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 interviews 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.
- 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.

### **Outreach to Employ Persons with Disabilities – FY 2007 Results**

From January 1, 2007, to June 30, 2007, we received 18 client referrals for 24 positions involving 15 departments. Thirteen clients/applicants were offered interviews; three were hired by state government, and two others accepted positions outside of state government. While only three program participants were hired since January, this represents a 16.67% hire rate from this pool, which exceeds the hire rate for the general state applicant pool of approximately 3%.

Due to the high level of underutilization for persons with disabilities, the State will seek additional partnerships and resources to reverse this trend.

### **Diversity Related Training/Development – FY 2008 Plan**

CPS has recommended that DAS provide regular and mandatory training of all staff involved in the hiring process. To do this, we will begin a complete review of all the basic requirements of the hiring process, including:

- Understanding basic legal requirements, including EEO/AA
- Embracing diversity
- Preparing for a vacancy
- Posting the vacancy
- Application screening for the interview process
- Competency and behavior based interviewing
- Making job offers
- Orientation of new employees

To carry out this recommendation, DAS is developing a statewide training plan on these topics for hiring authorities.

In addition, state government will work to develop and expand diversity training for department directors, as well as managers and supervisors. This is a critical step in balancing our workforce, creating promotional opportunities, and ensuring a welcoming environment for all employees.

### **FY 2007 Training Results**

For FY 2007, attendance at diversity related DAS Performance and Development Solutions (PDS) courses increased by 155 individuals (8.9%) to 1,363 over the FY 2006 attendance of 1,208. State agencies also reported staff attendance at EEO/AA-related training other than that offered by PDS. Those counts are recognized in Table 3. The number of employees enrolling in these courses must increase.

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**Table 1 PDS Diversity Related Training Participation for FY 2005-2007**

**By Agency**

<b>DEPARTMENTS</b>	<b>2007*</b>	<b>2006</b>	<b>2005</b>
Administrative Services	26	9	5
Agriculture	1	2	3
Blind	12	1	97
Commerce (Includes all Commerce Divisions)	4	34	136
Corrections	25	69	53
Economic Development	26	2	2
Education	4	4	6
Education-Vocational Rehabilitation	2	4	0
Elder Affairs	2	2	0
Health	32	33	7
Human Services	213	45	137
Finance Authority	79	1	1
Inspections and Appeals	3	9	3
Iowa Communications Network	182	2	0
Iowa Public Employees Retirement System	3	2	0
Iowa Public Television	0	0	2
Justice	0	0	2
Lottery	4	1	0
Natural Resources	141	93	134
Public Defense	110	1	0
Public Safety	10	0	0
Revenue	21	4	0
Secretary of State	0	1	2
Transportation	393	519	366
Veterans Home	34	14	25
Workforce Development	34	353	26
Non-State Attendees	2	3	3
<b>TOTAL</b>	<b>1363</b>	<b>1,208</b>	<b>1,010</b>

**Table 2 PDS Diversity Related Training Participation Levels for FY 2005-2007  
By PDS Class Selection**

<b>Class Selections</b>	<b>2007</b>	<b>2006</b>	<b>2005</b>
Americans with Disabilities Act	166	69	0
Building Inclusive Work Environment	17	0	0
Diversity Awareness	24	0	0
EEO/AA for Employees	73	342	0
EEO/AA for Supervisors	180	107	85
Preventing Sexual Harassment for Supervisors	175	117	180
Preventing Sexual Harassment for Employees	369	116	413
Sexual Harassment Awareness--Employee	23	0	0
Valuing Diversity in the Workplace	289	457	201
What is Sexual Harassment?	0	0	13
What is the ADA?	0	0	103
Workplace Diversity	0	0	15
Creating a Welcoming Environment/Diversity (CPM)*	47	0	0
<b>TOTAL</b>	<b>1,363</b>	<b>1,208</b>	<b>1,010</b>

**Table 3 Agency Training Events – Non DAS-HRE PDS**

<b>Courses</b>	<b>Department</b>	<b>Attendance</b>
Diversity Conference	Vocational Rehabilitation	7
Americans with Disabilities Academy	Vocational Rehabilitation	17
Preventing Sexual Harassment Update Session	Department of Transportation	167
Preventing Discriminatory Harassment/ Sexual Harassment	Iowa Veterans Home	131
Managing Diversity in the Workplace	Department of Natural Resources	87
Department of Natural Resource's Affirmative Action Plan	Department of Natural Resources	87
Conservation and Recreation Diversity Plan	Department of Natural Resources	87

**Certified Public Manager Program**

The State offers the Certified Public Manager (CPM) program to develop current and future state managers. In addition to the course titled *Creating a Welcoming Environment/Diversity*, this program also provides other employment and management related topics to develop critical skill sets in a number of employment areas, including diversity. Forty-seven individuals graduated from this program in FY 2007.

## **Section III. FY 2008 Recommendations**

### **Introduction**

The recommendations that appear at the end of this section are driven, in part, by the Hiring Practices Work Group, a group that Governor Vilsack convened as the result of specific allegations of discrimination within state government. Since the Hiring Practices Work Group has not finished their review of the CPS report, or the DAS recommendations submitted to them, the DAS Affirmative Action Plan for FY 2008 is primarily based on the recommendations of CPS Human Resource Services. However, this is not to be construed as a rejection of any additional recommendations received from the National Association for the Advancement of Colored People (NAACP), the Rose Law Firm, or other interested parties. DAS agrees in principle to a number of recommendations. Due to the legal and regulatory nature of Affirmative Action, further collaboration and legal review will be necessary.

### **Hiring Practices Work Group**

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.

## **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 (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](mailto:dashre.info@iowa.gov). A full text of their recommendations can be found on pages 3 through 8 of that report.

The CPS recommendations and DAS progress on each recommendation are presented below:

### **Recommendation: Recruitment**

1. Identify a Recruitment Coordinator.
2. Require departments to complete a Recruitment Plan.
3. Focus on targeted recruitment.
4. Seek collaborative recruiting relationships.

**Progress:** The State has hired a Recruitment Coordinator. A statewide recruitment plan has been drafted. The Recruitment Coordinator has had initial contact with agency recruitment personnel to coordinate efforts, and has started building a diverse candidate pool for referrals.

**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.
2. Provide regular and systematic oversight to ensure compliance with DAS policies and procedures.
3. Review current use of resumes and cover letters as screening devices.
4. Review screening devices to assure consideration is given to protected class applicants for interview selection.
5. Use regional utilization data in the hiring process.
6. Increase DAS staff to support the application volume.
7. Provide regular and mandatory training to agency staff involved in hiring.

**Progress:** DAS personnel have met with seven agencies to discuss their hiring practices and the oversight function to be established by DAS. DAS is reviewing internal policies, procedures and training that will be used to ensure that the agencies will consider protected class applicants using job related factors. Interviews for new DAS personnel to conduct the assessments have been completed. DAS will review all regional underutilization data and develop a method to maximize protected class recruitment potential.

**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.

**Progress:** DAS is reviewing internal policies, procedures and training that will be used to ensure that the agencies will consider protected class applicants using job related factors for promotional hiring.

**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.



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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.

**Progress:** DAS will continue to monitor turnover and workforce satisfaction through existing and new or expanded survey tools. This information will be used to target high turnover classifications/occupations, geographic areas/facilities, and race/ethnic groups.

### **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.

**Progress:** DAS has hired one Human Resource Technical Assistant to process applications. This has consistently brought the time to issue a hire list of qualified applicants to departments below the goal of two working days. DAS is finalizing new applicant flow queries and reports that will include applicants as well as applications.

**Section IV.  
Appendix A  
FY 2007 Affirmative Action Analysis and FY 2008 Goals and Plans by  
Department**

Appendix A summarizes the goals and achievements for FY 2007 and reports on the goals and initial plans for FY 2008.

***Notes on Department Tables:***

**FY 07 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 07 Goal & Achievements**

This table summarizes the progress departments made during FY 2007 in meeting the affirmative action goals they set. 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 set to correct the underutilization. It should be noted that numerical goals can only legally be set for areas of underutilization that are designated as PN or remedial. 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
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 '08 Affirmative Action Goals BOFY (Beginning of Fiscal Year)**

This table details each department's underutilization--both remedial (manifest imbalance) and non-remedial. It projects the hires anticipated in remedial underutilized categories and sets the numerical goals for the current fiscal year. While numerical goals are not set for non-remedial underutilization, departments must address this through other non-intrusive means.

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**Administrative Services**

**FY '07 Workforce Changes**

	Workforce					Workforce					Workforce Change			
	EOFY 07					EOFY 06					FY 2007			
	T	F	Mn	D		T	F	Mn	D		T	F	Mn	D
Official /Admin.	41	19	0		44	20	0		-3	-1	0			
Professional	185	80	11		179	76	10		6	4	1			
Technical	26	23	2		24	21	2		2	2	0			
Protective Service	0	0	0						0	0	0			
Paraprofessional	0	0	0						0	0	0			
Admin. Support	30	20	4		29	20	4		1	0	0			
Skilled Craft	31	0	5		29		4		2	0	1			
Service/Maint.	62	23	11		62	23	13		0	0	-2			
<b>TOTALS</b>	<b>375</b>	<b>165</b>	<b>33</b>	<b>43</b>	<b>367</b>	<b>160</b>	<b>33</b>	<b>44</b>	<b>8</b>	<b>5</b>	<b>0</b>	<b>-1</b>		

**FY '07 Goals & Achievements**

EEO Code	Threshold				Total UU				Hire Goal*				Net Change		
	Label				BOFY 07				FY 07				EOFY 07		
	F	Mn	D		F	Mn	D		F	Mn	D		F	Mn	D
Official /Admin.	BA	PN			1			1				0			
Professional	PN	NP		16	1		3			6	1				
Technical	BA	BA													
Protective Service	NA	NA													
Paraprofessional	NA	NA													
Admin. Support	BA	BA		1						2					
Skilled Craft	BA	BA													
Service/Maint.	BA	NP													
<b>TOTALS</b>				<b>17</b>	<b>2</b>	<b>0</b>	<b>3</b>	<b>1</b>	<b>0</b>	<b>8</b>	<b>1</b>	<b>0</b>			

**FY '08 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.	NU				PN	1	4	1				
Professional	PN	15	18	11	NP	1						
Technical	BA				BA							
Protective Service	NA				NA							
Paraprofessional	NA				NA							
Admin. Support	BA				BA							
Skilled Craft	BA				NP	1						
Service/Maint.	BA				BA	1						
<b>TOTALS</b>		<b>15</b>	<b>18</b>	<b>11</b>		<b>4</b>	<b>4</b>	<b>1</b>	<b>0</b>	<b>0</b>	<b>0</b>	

**Administrative Services (Continued)**

**FY '07 Qualitative Plan Results Reported by the Department**

- ❖ The Department of Administrative Services (DAS) provided EEO/AA diversity-related training to 23 staff members to support departments' efforts to attain a balanced workforce.
- ❖ Department of Administrative Services' Human Resources Technician facilitated the Department's online recruitment for targeted vacancies, particularly vacancies that are traditionally underutilized, to attract a more diverse pool of qualified job applicants.
- ❖ The Department of Administrative Services-Information Technology Enterprise (DAS-ITE) conducted targeted recruitment for specific vacancies.

**FY '08 Qualitative Plan for Areas of Underutilization Reported by the Department**

- ❖ DAS-ITE will recruit and post technical positions on *Monster.com*.
- ❖ All supervisors will be required to participate annually in diversity training.
- ❖ The Department will request extended recruitment on the DAS-HRE website in order to expand the pool of diverse groups of qualified job applicants.
- ❖ All hires made in underutilized classes will be approved by the Director or the Director's designee.
- ❖ DAS will attend diversity recruitment events with special emphasis on difficult to fill positions, such as Engineering or Information Technology.

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**Agriculture & Land Stewardship**

**FY '07 Workforce Changes**

	Workforce					Workforce					Workforce Change			
	EOFY 07					EOFY 06					FY 2007			
	T	F	Mn	D		T	F	Mn	D		T	F	Mn	D
Official /Admin.	27	7	0	3	29	6		2	-2	1	0	1		
Professional	107	39	5	5	101	38	3	6	6	1	2	-1		
Technical	129	22	0	5	133	23	1	7	-4	-1	-1	-2		
Protective Service	0	0	0	0					0	0	0	0		
Paraprofessional	0	0	0	0					0	0	0	0		
Admin. Support	115	114	2	10	119	117	2	11	-4	-3	0	-1		
Skilled Craft	0	0	0	0					0	0	0	0		
Service/Maint.	0	0	0	0					0	0	0	0		
<b>TOTALS</b>	<b>378</b>	<b>182</b>	<b>7</b>	<b>23</b>	<b>382</b>	<b>184</b>	<b>6</b>	<b>26</b>	<b>-4</b>	<b>-2</b>	<b>1</b>	<b>-3</b>		

**FY '07 Goals & Achievements**

EEO Code	Threshold				Total UU				Hire Goal*				Net Change		
	Label				BOFY 07				FY 07				EOFY 07		
	F	Mn	D		F	Mn	D		F	Mn	D		F	Mn	D
Official /Admin.	NP	BA		4							1				
Professional	PN	PN		8	2		2	1			1	0			
Technical	PN	PN		13	2		1	1			0	0			
Protective Service	NA	NA													
Paraprofessional	NA	NA													
Admin. Support	BA	PN			1			1				0			
Skilled Craft	NA	NA													
Service/Maint.	NA	NA													
<b>TOTALS</b>				<b>25</b>	<b>5</b>	<b>15</b>	<b>3</b>	<b>3</b>	<b>5</b>	<b>0</b>	<b>0</b>	<b>0</b>			

**FY '08 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.	NP	2			BA						
Professional	PN	10	14	5	PN	2	14	1			
Technical	PN	13	7	3	PN	2	7	1			
Protective Service	NA				NA						
Paraprofessional	NA				NA						
Admin. Support	BA				PN	1	7	1			
Skilled Craft	NA				NA						
Service/Maint.	NA				NA						
<b>TOTALS</b>		<b>25</b>	<b>21</b>	<b>8</b>		<b>5</b>	<b>28</b>	<b>3</b>	<b>18</b>	<b>34</b>	<b>4</b>

***Agriculture & Land Stewardship (Continued)***

**FY '07 Qualitative Plan Results Reported by the Department**

- ❖ Department-wide meetings were held to discuss the Affirmative Action Plan and supervisors had access to the Plan.
- ❖ Supervisors filled out Hiring Decision Justifications and all justifications were routed through the Deputy Secretary for approval.

**FY '08 Qualitative Plan for Areas of Underutilization Reported by the Department**

- ❖ When a vacancy does exist in underutilized EEO-4 categories, ads will be placed in publications, newspapers, the Department's website, as well as other intranet websites to reach a wider applicant response. The Department will try to publicize all vacancies.
- ❖ Department-wide meetings will be held with supervisors and managers to review agency goals.
- ❖ Supervisors will fill out a hiring justification, listing why persons with disabilities were not hired, and all justification forms will be routed through the Deputy Secretary of Agriculture for final approval.

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**Auditor**

**FY '07 Workforce Changes**

	Workforce					Workforce					Workforce Change			
	EOFY 07					EOFY 06					FY 2007			
	T	F	Mn	D		T	F	Mn	D		T	F	Mn	D
Official /Admin.	9	4	0		11	6			-2	-2	0			
Professional	93	43	1		92	47	1		1	-4	0			
Technical	1	1	0		1	1			0	0	0			
Protective Service	0	0	0						0	0	0			
Paraprofessional	0	0	0						0	0	0			
Admin. Support	3	3	0		3	3			0	0	0			
Skilled Craft	0	0	0						0	0	0			
Service/Maint.	0	0	0						0	0	0			
<b>TOTALS</b>	<b>106</b>	<b>51</b>	<b>1</b>	<b>3</b>	<b>107</b>	<b>57</b>	<b>1</b>	<b>5</b>	<b>-1</b>	<b>-6</b>	<b>0</b>	<b>-2</b>		

**FY '07 Goals & Achievements**

EEO Code	Threshold				Total UU				Hire Goal*				Net Change		
	Label				BOFY 07				FY 07				EOFY 07		
	F	Mn	D		F	Mn	D		F	Mn	D		F	Mn	D
Official /Admin.	BA	BA													
Professional	NP	PN		7	1			4			-3	0			
Technical	NA	NA													
Protective Service	NA	NA													
Paraprofessional	NA	NA													
Admin. Support	BA	BA													
Skilled Craft	NA	NA													
Service/Maint.	NA	NA													
<b>TOTALS</b>				<b>7</b>	<b>1</b>	<b>8</b>	<b>0</b>	<b>4</b>	<b>0</b>	<b>-3</b>	<b>0</b>	<b>0</b>			

**FY '08 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	10			PN	1	28	1			
Technical	BA				BA						
Protective Service	NA				NA						
Paraprofessional	NA				NA						
Admin. Support	NU				BA						
Skilled Craft	NA				NA						
Service/Maint.	NA				NA						
<b>TOTALS</b>		<b>10</b>	<b>0</b>	<b>0</b>		<b>1</b>	<b>28</b>	<b>1</b>	<b>9</b>	<b>29</b>	<b>3</b>



***Auditor (Continued)***

**FY '07 Qualitative Plan Results Reported by the Department**

- ❖ As a part of the Governor's and the State Auditor's goal to keep highly-educated young people in Iowa, the Department recruits from all Iowa colleges and universities that offer at least a Bachelor's Degree in Accounting.
- ❖ This is a professional office and it has recruited at 24 Iowa 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.
- ❖ The Department notes that, while it is underutilized for racial minorities, its recruitment efforts have increased the ethnic diversity of the Department.

**FY '08 Qualitative Plan for Areas of Underutilization Reported by the Department**

- ❖ The Auditor of State will recruit widely, within the framework of budget constraints, for professional staff. It hires applicants who meet the professional standards for an office with CPA firm status.

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**Blind**

**FY '07 Workforce Changes**

	Workforce				Workforce				Workforce Change			
	EOFY 07				EOFY 06				FY 2007			
	T	F	Mn	D	T	F	Mn	D	T	F	Mn	D
Official /Admin.	12	5	2		14	7	2		-2	-2	0	
Professional	46	31	2		47	31	2		-1	0	0	
Technical	2	2	1		2	2			0	0	1	
Protective Service	0	0	0						0	0	0	
Paraprofessional	0	0	0						0	0	0	
Admin. Support	24	20	1		25	20	1		-1	0	0	
Skilled Craft	8	0	0		9				-1	0	0	
Service/Maint.	0	0	0						0	0	0	
<b>TOTALS</b>	<b>92</b>	<b>58</b>	<b>6</b>	<b>26</b>	<b>97</b>	<b>60</b>	<b>5</b>	<b>27</b>	<b>-5</b>	<b>-2</b>	<b>1</b>	<b>-1</b>

**FY '07 Goals & Achievements**

EEO Code	Threshold			Total UU			Hire Goal*			Net Change		
	Label			BOFY 07			FY 07			EOFY 07		
	F	Mn	D	F	Mn	D	F	Mn	D	F	Mn	D
Official /Admin.	BA	BA										
Professional	BA	NP			1						0	
Technical	BA	BA										
Protective Service	NA	NA										
Paraprofessional	NA	NA										
Admin. Support	BA	BA		2							-1	
Skilled Craft	BA	BA										
Service/Maint.	NA	NA										
<b>TOTALS</b>				<b>2</b>	<b>1</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>-1</b>	<b>0</b>

**FY '08 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	BA				BA						
Technical	BA				BA						
Protective Service	NA				NA						
Paraprofessional	NA				NA						
Admin. Support	BA				BA						
Skilled Craft	BA				BA						
Service/Maint.	NA				NA						
<b>TOTALS</b>		<b>0</b>	<b>0</b>	<b>0</b>		<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

***Blind (Continued)***

**FY '07 Qualitative Plan Results Reported by the Department**

- ❖ The Department conducted EEO/AA training for all its supervisors on January 24, 2007.

**FY '08 Qualitative Plan for Areas of Underutilization Reported by the Department**

- ❖ The Department for the Blind successfully corrected areas of underutilization during FY 2007 and is not required to provide a Qualitative Plan for FY 2008.

FY 2007 Affirmative Action Report

**Civil Rights**

**FY '07 Workforce Changes**

	Workforce					Workforce					Workforce Change			
	EOFY 07					EOFY 06					FY 2007			
	T	F	Mn	D		T	F	Mn	D		T	F	Mn	D
Official /Admin.	4	2	0		4	2			0	0	0	0		
Professional	15	8	7		15	7	7		0	1	0	0		
Technical	1	1	0		1	1			0	0	0	0		
Protective Service	0	0	0						0	0	0	0		
Paraprofessional	0	0	0						0	0	0	0		
Admin. Support	3	3	0		3	3	1		0	0	-1	0		
Skilled Craft	0	0	0						0	0	0	0		
Service/Maint.	0	0	0						0	0	0	0		
<b>TOTALS</b>	<b>23</b>	<b>14</b>	<b>7</b>	<b>3</b>	<b>23</b>	<b>13</b>	<b>8</b>	<b>3</b>	<b>0</b>	<b>1</b>	<b>-1</b>	<b>0</b>		

**FY '07 Goals & Achievements**

EEO Code	Threshold				Total UU				Hire Goal*				Net Change		
	Label				BOFY 07				FY 07				EOFY 07		
	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													
Paraprofessional	NA	NA													
Admin. Support	BA	BA													
Skilled Craft	NA	NA													
Service/Maint.	NA	NA													
<b>TOTALS</b>				<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	

**FY '08 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	BA				BA						
Technical	BA				BA						
Protective Service	NA				NA						
Paraprofessional	NA				NA						
Admin. Support	BA				BA						
Skilled Craft	NA				NA						
Service/Maint.	NA				NA						
<b>TOTALS</b>		<b>0</b>	<b>0</b>	<b>0</b>		<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

***Civil Rights (Continued)***

**FY '07 Qualitative Plan Results Reported by the Department**

Although the Iowa Civil Rights Commission does not have underutilization in any of its EEO-4 categories, it has taken action to be visible to the protected-class communities through advertising and participation in diversity and civil rights events. Through these efforts, it has established a strong foundation for recruitment of protected-class members, when employment opportunities exist.

**FY '08 Qualitative Plan for Areas of Underutilization Reported by the Department**

- ❖ Although the Iowa Civil Rights Commission has no underutilization, the agency seeks to be visible in the protected class communities and continue its participation in diversity and civil rights events. The Department will maintain a strong foundation for its recruitment of protected-class members.
- ❖ The Department will continue to advertise in the Iowa Bystander in English and Spanish language media. It will participate at informational booths at cultural events and at the Iowa State Fair, funds permitting.
- ❖ The Commission will celebrate the 40<sup>th</sup> anniversary of important civil rights events and will continue to collaborate with the Des Moines Human Rights Commission on its annual symposium.
- ❖ The Department will actively participate in a number of cultural and diversity events.
- ❖ The Commission will work with local human and civil rights commissions; Friends of Iowa Civil Rights, inc.; the Iowa Department of Human Rights; and numerous organizations around the state to ensure that information regarding diversity/civil rights activities and events receive wide distribution.

FY 2007 Affirmative Action Report

**College Student Aid**

**FY '07 Workforce Changes**

	Workforce				Workforce				Workforce Change			
	EOFY 07				EOFY 06				FY 2007			
	T	F	Mn	D	T	F	Mn	D	T	F	Mn	D
Official /Admin.	7	6	0		5	5			2	1		
Professional	30	21	1		26	17			4	4		
Technical	3	3	0		3	3			0	0		
Protective Service	0	0	0						0	0		
Paraprofessional	0	0	0						0	0		
Admin. Support	6	4	2		7	6	1		-1	-2		
Skilled Craft	0	0	0						0	0		
Service/Maint.	0	0	0						0	0		
<b>TOTALS</b>	<b>46</b>	<b>34</b>	<b>3</b>	<b>3</b>	<b>41</b>	<b>31</b>	<b>1</b>	<b>2</b>	<b>5</b>	<b>3</b>	<b>2</b>	<b>1</b>

**FY '07 Goals & Achievements**

EEO Code	Threshold			Total UU			Hire Goal*			Net Change		
	Label			BOFY 07			FY 07			EOFY 07		
	F	Mn	D	F	Mn	D	F	Mn	D	F	Mn	D
Official /Admin.	BA	BA										
Professional	NP	BA		1						4		
Technical	BA	BA										
Protective Service	NA	NA										
Paraprofessional	NA	NA										
Admin. Support	BA	BA										
Skilled Craft	NA	NA										
Service/Maint.	NA	NA										
<b>TOTALS</b>				<b>1</b>	<b>0</b>	<b>2</b>	<b>0</b>	<b>0</b>	<b>1</b>	<b>4</b>	<b>0</b>	<b>0</b>

**FY '08 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	BA				BA						
Protective Service	NA				NA						
Paraprofessional	NA				NA						
Admin. Support	BA				BA						
Skilled Craft	NA				NA						
Service/Maint.	NA				NA						
<b>TOTALS</b>		<b>1</b>	<b>0</b>	<b>0</b>		<b>0</b>	<b>0</b>	<b>0</b>	<b>1</b>	<b>10</b>	<b>1</b>

***College Student Aid (Continued)***

**FY '07 Qualitative Plan Results Reported by the Department**

The Department provided training for its supervisors during FY 2007 and through the hiring process and screening techniques learned, it accomplished its goal of improving targeted recruitment.

**FY '08 Qualitative Plan for Areas of Underutilization Reported by the Department**

- ❖ When vacancies are filled, the Department will track recruitment efforts to identify areas to improve its successes in correcting underutilization.
- ❖ Managers and supervisors will be trained to have sufficient understanding of making hiring decisions.
- ❖ Exit interviews of terminating employees will be conducted.
- ❖ A review of screening and hiring processes within the Department will be done to ensure that persons with disabilities are adequately represented in the referred pool of applicants.
- ❖ The Department will work with Department of Administrative Services-Human Resources Enterprise (DAS-HRE) to ensure that it utilizes resources that are available to assist it in meeting its hiring goals.

FY 2007 Affirmative Action Report

**Commerce/Alcoholic Beverages**

**FY '07 Workforce Changes**

	Workforce				Workforce				Workforce Change			
	EOFY 07				EOFY 06				FY 2007			
	T	F	Mn	D	T	F	Mn	D	T	F	Mn	D
Official /Admin.	5	2	0		6	2			-1	0	0	
Professional	14	6	0		15	6			-1	0	0	
Technical	2	2	0		3	3			-1	-1	0	
Protective Service	0	0	0						0	0	0	
Paraprofessional	0	0	0						0	0	0	
Admin. Support	7	7	0		8	8			-1	-1	0	
Skilled Craft	0	0	0						0	0	0	
Service/Maint.	33	4	3		18	1	1		15	3	2	
<b>TOTALS</b>	<b>61</b>	<b>21</b>	<b>3</b>	<b>1</b>	<b>50</b>	<b>20</b>	<b>1</b>	<b>0</b>	<b>11</b>	<b>1</b>	<b>2</b>	<b>1</b>

**FY '07 Goals & Achievements**

EEO Code	Threshold			Total UU			Hire Goal*			Net Change		
	Label			BOFY 07			FY 07			EOFY 07		
	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										
Paraprofessional	NA	NA										
Admin. Support	BA	BA										
Skilled Craft	NA	NA										
Service/Maint.	BA	NP			1						0	
<b>TOTALS</b>				<b>2</b>	<b>1</b>	<b>5</b>	<b>0</b>	<b>0</b>	<b>1</b>	<b>0</b>	<b>0</b>	<b>0</b>

**FY '08 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	2			BA						
Technical	BA				BA						
Protective Service	NA				NA						
Paraprofessional	NA				NA						
Admin. Support	BA				BA						
Skilled Craft	NA				NA						
Service/Maint.	BA				NP	1					
<b>TOTALS</b>		<b>2</b>	<b>0</b>	<b>0</b>		<b>1</b>	<b>0</b>	<b>0</b>	<b>5</b>	<b>16</b>	<b>2</b>



***Commerce/Alcoholic Beverages (Continued)***

**FY '07 Qualitative Plan Results Reported by the Department**

Because of limited hiring opportunities, the AA-EEO Liaison has made pertinent information regarding AA-EEO activities available to all staff, particularly regarding employment of persons with disabilities.

The goal is to implement a hiring-decision justification process for vacancies in which underutilized applicants are by-passed in the developmental process.

**FY '08 Qualitative Plan for Areas of Underutilization Reported by the Department**

- ❖ The Department's EEO Liaison will communicate with managers and supervisors about opportunities to remedy areas of underutilization.
- ❖ The Department will make arrangements for guest speakers to address topics on the hiring process.
- ❖ The Department will require supervisors to provide hiring decision justifications for all hires, particularly when a qualified underutilized candidate is by-passed.
- ❖ The Department's EEO Liaison will forward pertinent information regarding EEO/AA issues and diversity events to all staff.

FY 2007 Affirmative Action Report

**Commerce/Banking**

**FY '07 Workforce Changes**

	Workforce				Workforce				Workforce Change			
	EOFY 07				EOFY 06				FY 2007			
	T	F	Mn	D	T	F	Mn	D	T	F	Mn	D
Official /Admin.	10	2	1	0	3	1			7	1	1	0
Professional	51	18	1	0	58	17	1		-7	1	0	0
Technical	1	1	0	0	1	1			0	0	0	0
Protective Service	0	0	0	0					0	0	0	0
Paraprofessional	0	0	0	0					0	0	0	0
Admin. Support	2	2	0	0	2	2			0	0	0	0
Skilled Craft	0	0	0	0					0	0	0	0
Service/Maint.	0	0	0	0					0	0	0	0
<b>TOTALS</b>	<b>64</b>	<b>23</b>	<b>2</b>	<b>0</b>	<b>64</b>	<b>21</b>	<b>1</b>	<b>0</b>	<b>0</b>	<b>2</b>	<b>1</b>	<b>0</b>

**FY '07 Goals & Achievements**

EEO Code	Threshold			Total UU			Hire Goal*			Net Change		
	Label			BOFY 07			FY 07			EOFY 07		
	F	Mn	D	F	Mn	D	F	Mn	D	F	Mn	D
Official /Admin.	NP	BA										
Professional	PN	NP		10			2			0		
Technical	BA	BA										
Protective Service	NA	NA										
Paraprofessional	NA	NA										
Admin. Support	BA	BA										
Skilled Craft	NA	NA										
Service/Maint.	NA	NA										
<b>TOTALS</b>				<b>10</b>	<b>0</b>	<b>6</b>	<b>2</b>	<b>0</b>	<b>1</b>	<b>0</b>	<b>0</b>	<b>0</b>

**FY '08 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.	NP	2			BA						
Professional	PN	6	5	3	NP	1					
Technical	BA				BA						
Protective Service	NA				NA						
Paraprofessional	NA				NA						
Admin. Support	BA				BA						
Skilled Craft	NA				NA						
Service/Maint.	NA				NA						
<b>TOTALS</b>		<b>8</b>	<b>5</b>	<b>3</b>		<b>1</b>	<b>0</b>	<b>0</b>	<b>6</b>	<b>6</b>	<b>1</b>

***Commerce/Banking (Continued)***

**FY '07 Qualitative Plan Results Reported by the Department**

- ❖ Recruited for underutilized females in the following areas: the division website, college fairs, college placement offices, and universities. In addition, the Bank Bureau Chief of the Iowa Department of Banking (IDOB), speaks at universities.
- ❖ Advertised in the IDOB website, which includes a presentation about the Division, the Bank Examiner position, and necessary qualifications.
- ❖ Encouraged employee referrals of people they believe are good future employees.
- ❖ Conducted exit interviews to determine reasons for leaving.
- ❖ Monitored the amount of in-state travel and its impact on attracting female examiners.

**FY '08 Qualitative Plan for Areas of Underutilization Reported by the Department**

- ❖ IDOB's recruitment efforts will continue to seek underutilized female applicants.
- ❖ IDOB will continue to advertise through its website, which includes a presentation about the Division, information regarding career opportunities as a Bank Examiner, and the responsibilities and qualifications for this job class.
- ❖ IDOB will seek to balance the four regions within the state as to female and male labor force availability.
- ❖ The responsibility for monitoring these goals is assigned to Kay Anderson, Comptroller and Personnel Management Liaison. Periodic reports will be shared with the Senior Management Team and Regional Managers.

FY 2007 Affirmative Action Report

**Commerce/Credit Union**

**FY '07 Workforce Changes**

	Workforce					Workforce					Workforce Change			
	EOFY 07					EOFY 06					FY 2007			
	T	F	Mn	D		T	F	Mn	D		T	F	Mn	D
Official /Admin.	3	2	0		3	2			0	0	0			
Professional	9	3	0		11	4			-2	-1	0			
Technical	0	0	0						0	0	0			
Protective Service	0	0	0						0	0	0			
Paraprofessional	0	0	0						0	0	0			
Admin. Support	1	1	0		1	1			0	0	0			
Skilled Craft	0	0	0						0	0	0			
Service/Maint.	0	0	0						0	0	0			
<b>TOTALS</b>	<b>13</b>	<b>6</b>	<b>0</b>	<b>1</b>	<b>15</b>	<b>7</b>	<b>0</b>	<b>1</b>	<b>-2</b>	<b>-1</b>	<b>0</b>	<b>0</b>		

***Commerce/Credit Union (Continued)***

**FY '07 Qualitative Plan Results Reported by the Department**

- ❖ Departments with 25 or less employees are not required to submit an affirmative action plan. The Credit Union submitted an EEO/AA Policy in lieu of an affirmative action plan. The Policy also ties equal opportunity results to managerial and supervisory performance standards.

FY 2007 Affirmative Action Report

**Commerce/Insurance**

**FY '07 Workforce Changes**

	Workforce					Workforce					Workforce Change			
	EOFY 07					EOFY 06					FY 2007			
	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	7		53	30	6		2	2	1			
Technical	0	0	0						0	0	0			
Protective Service	0	0	0						0	0	0			
Paraprofessional	0	0	0						0	0	0			
Admin. Support	14	13	2		15	14	2		-1	-1	0			
Skilled Craft	0	0	0						0	0	0			
Service/Maint.	0	0	0						0	0	0			
<b>TOTALS</b>	<b>88</b>	<b>54</b>	<b>10</b>	<b>5</b>	<b>87</b>	<b>53</b>	<b>9</b>	<b>5</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>0</b>		

**FY '07 Goals & Achievements**

EEO Code	Threshold				Total UU				Hire Goal*				Net Change		
	Label				BOFY 07				FY 07				EOFY 07		
	F	Mn	D		F	Mn	D		F	Mn	D		F	Mn	D
Official /Admin.	BA	BA													
Professional	NP	BA													
Technical	NA	NA													
Protective Service	NA	NA													
Paraprofessional	NA	NA													
Admin. Support	BA	BA													
Skilled Craft	NA	NA													
Service/Maint.	NA	NA													
<b>TOTALS</b>				<b>0</b>	<b>0</b>	<b>4</b>	<b>0</b>	<b>0</b>	<b>1</b>	<b>0</b>	<b>0</b>	<b>0</b>			

**FY '08 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						
Paraprofessional	NA				NA						
Admin. Support	BA				BA						
Skilled Craft	NA				NA						
Service/Maint.	NA				NA						
<b>TOTALS</b>		<b>1</b>	<b>0</b>	<b>0</b>		<b>0</b>	<b>0</b>	<b>0</b>	<b>4</b>	<b>8</b>	<b>1</b>

***Commerce/Insurance (Continued)***

**FY '07 Qualitative Plan Results Reported by the Department**

- ❖ Affirmative Action staff visited with hiring supervisors about diversity and hiring opportunities for underutilized, protected groups when underutilized positions were being filled.
- ❖ Training for senior and hiring staff was to be held during the fiscal year but has not yet been scheduled.

**FY '08 Qualitative Plan for Areas of Underutilization Reported by the Department**

- ❖ The Division will provide affirmative action and equal employment opportunity training to its senior staff and other hiring managers.
- ❖ The Division will continue to have its Personnel Assistant notify senior staff and hiring managers of underutilized vacancies when hiring opportunities occur.
- ❖ Senior staff and hiring managers will be encouraged to attend AA/EEO events, particularly those focusing on persons with disabilities.

FY 2007 Affirmative Action Report

**Commerce/Professional Licensing**

**FY '07 Workforce Changes**

	Workforce					Workforce					Workforce Change			
	EOFY 07					EOFY 06					FY 2007			
	T	F	Mn	D		T	F	Mn	D		T	F	Mn	D
Official /Admin.	7	6	0	0	5	3			2	3	0	0		
Professional	5	3	0	0	5	3			0	0	0	0		
Technical	0	0	0	0					0	0	0	0		
Protective Service	0	0	0	0					0	0	0	0		
Paraprofessional	0	0	0	0					0	0	0	0		
Admin. Support	2	2	0	0	2		1		0	2	-1	0		
Skilled Craft	0	0	0	0		2			0	-2	0	0		
Service/Maint.	0	0	0	0					0	0	0	0		
<b>TOTALS</b>	<b>14</b>	<b>11</b>	<b>0</b>	<b>0</b>	<b>12</b>	<b>8</b>	<b>1</b>	<b>0</b>	<b>2</b>	<b>3</b>	<b>-1</b>	<b>0</b>		



***Commerce/Professional Licensing (Continued)***

**FY '07 Qualitative Plan Results Reported by the Department**

- ❖ Departments with 25 or less employees are not required to submit an affirmative action plan. During the fiscal year, Professional Licensing merged with Banking and its EEO/AA activities will now be reported by the parent agency.

FY 2007 Affirmative Action Report

**Commerce/Utilities**

**FY '07 Workforce Changes**

	Workforce					Workforce					Workforce Change			
	EOFY 07					EOFY 06					FY 2007			
	T	F	Mn	D		T	F	Mn	D		T	F	Mn	D
Official /Admin.	20	7	0		13	5			7	2	0			
Professional	58	18	7		45	17	4		13	1	3			
Technical	1	1	0		1	1			0	0	0			
Protective Service	0	0	0						0	0	0			
Paraprofessional	0	0	0						0	0	0			
Admin. Support	10	10	2		8	8	2		2	2	0			
Skilled Craft	0	0	0						0	0	0			
Service/Maint.	0	0	0						0	0	0			
<b>TOTALS</b>	<b>89</b>	<b>36</b>	<b>9</b>	<b>4</b>	<b>67</b>	<b>31</b>	<b>6</b>	<b>5</b>	<b>22</b>	<b>5</b>	<b>3</b>	<b>-1</b>		

**FY '07 Goals & Achievements**

EEO Code	Threshold				Total UU				Hire Goal*				Net Change		
	Label				BOFY 07				FY 07				EOFY 07		
	F	Mn	D		F	Mn	D		F	Mn	D		F	Mn	D
Official /Admin.	BA	BA													
Professional	PN	BA		6							0				
Technical	BA	BA													
Protective Service	NA	BA													
Paraprofessional	NA	NA													
Admin. Support	BA	BA													
Skilled Craft	NA	NA													
Service/Maint.	NA	NA													
<b>TOTALS</b>				<b>6</b>	<b>0</b>	<b>1</b>	<b>0</b>	<b>0</b>	<b>1</b>	<b>0</b>	<b>0</b>	<b>0</b>			

**FY '08 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	Hires	Goals
Official /Admin.	BA				BA						
Professional	PN	6	2	1	BA						
Technical	BA				BA						
Protective Service	NA				NA						
Paraprofessional	NA				NA						
Admin. Support	BA				BA						
Skilled Craft	NA				NA						
Service/Maint.	NA				NA						
<b>TOTALS</b>		<b>6</b>	<b>2</b>	<b>1</b>		<b>0</b>	<b>0</b>	<b>0</b>	<b>2</b>	<b>6</b>	<b>1</b>

***Commerce/Utilities (Continued)***

**FY '07 Qualitative Plan Results Reported by the Department**

- ❖ During the 2007 fiscal year, information was forwarded to interviewing managers regarding recruitment fairs, seminars, conferences, quarterly reports, and so on, to remind them of the Iowa Utilities Board's (IUB) underutilization of females and persons with disabilities for deficient EEO categories.
- ❖ Job vacancies were posted on Department of Administrative Services-Human Resources Enterprise (DAS-HRE) and IUB's websites. Flyers were distributed at job fairs for recruitment of Utility Regulator Inspector.
- ❖ IUB's job vacancies often require skills of specialized fields such as Utility Regulator Inspector. Every application that IUB received was carefully reviewed to determine if the applicant met the requirements of the position and if whether those candidates were underutilized female and/or people with disabilities.

**FY '08 Qualitative Plan for Areas of Underutilization Reported by the Department**

- ❖ IUB will continue to seek assistance from the State Recruitment Coordinator at DAS-HRE to assist it with the recruitment of diverse applicant pools.
- ❖ All interviewing supervisors will be notified of underutilized vacancies prior to their beginning the interviewing process.
- ❖ Supervisors will provide hiring decision justifications when underutilized applicants are by-passed.
- ❖ The AA-EEO Liaison will forward information received to interviewing supervisors concerning recruitment fairs, seminars, diversity events, AA Quarterly Tracking reports, and so on, to remind them of IUB's underutilization and to make awareness opportunities available.

FY 2007 Affirmative Action Report

**Corrections**

**FY '07 Workforce Changes**

	Workforce					Workforce					Workforce Change			
	EOFY 07					EOFY 06					FY 2007			
	T	F	Mn	D		T	F	Mn	D		T	F	Mn	D
Official /Admin.	254	108	12		260	105	13		-6	3	-1			
Professional	486	281	33		483	268	28		3	13	5			
Technical	60	47	5		36	26	2		24	21	3			
Protective Service	1864	338	101		1745	307	94		119	31	7			
Paraprofessional	0	0	0						0	0	0			
Admin. Support	199	171	11		174	152	7		25	19	4			
Skilled Craft	174	7	4		181	1	4		-7	6	0			
Service/Maint.	42	17	0		41	15			1	2	0			
<b>TOTALS</b>	<b>3079</b>	<b>969</b>	<b>166</b>	<b>152</b>	<b>2920</b>	<b>874</b>	<b>148</b>	<b>163</b>	<b>159</b>	<b>95</b>	<b>18</b>	<b>-11</b>		

**FY '07 Goals & Achievements**

EEO Code	Threshold				Total UU				Hire Goal*				Net Change		
	Label				BOFY 07				FY 07				EOFY 07		
	F	Mn	D		F	Mn	D		F	Mn	D		F	Mn	D
Official /Admin.	PN	NP		18	2		3			5	0				
Professional	PN	NP		78	5		10			6	4				
Technical	PN	BA		1	1		1	1		0	3				
Protective Service	PN	PN		202	45		30	5		36	8				
Paraprofessional	NA	NA													
Admin. Support	NP	NP		2	4					0	5				
Skilled Craft	PN	PN		7	4		2	2		0	0				
Service/Maint.	BA	PN			3			1			0				
<b>TOTALS</b>				<b>308</b>	<b>64</b>	<b>121</b>	<b>46</b>	<b>9</b>	<b>25</b>	<b>47</b>	<b>20</b>	<b>0</b>			

**FY '08 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	14	19	8	NP	2					
Professional	PN	70	63	37	NP	3					
Technical	PN	2	3	2	BA						
Protective Service	PN	197	189	32	PN	45	189	12			
Paraprofessional	NA				NA						
Admin. Support	NP	2			NP	3					
Skilled Craft	PN	6	8	1	PN	4	8	1			
Service/Maint.	BA				PN	3	3	1			
<b>TOTALS</b>		<b>291</b>	<b>282</b>	<b>80</b>		<b>60</b>	<b>200</b>	<b>14</b>	<b>151</b>	<b>298</b>	<b>35</b>

***Corrections (Continued)***

**FY '07 Goals & Achievements**

- ❖ The Department of Corrections (DOC) established a partnership with Vocational Rehabilitation Services and the Department of Human Rights, Division of Persons with Disabilities.
- ❖ The Department established additional partnerships with the Department of Human Rights: Status of African-Americans, Deaf Services, Latino Affairs, Status of Women and Asian & Pacific Islander Heritage.

**FY '08 Qualitative Plan for Areas of Underutilization Reported by the Department**

- ❖ The Department of Corrections will seek guidance from the organizations partnered with during FY 2007 to receive assistance on recruiting, hiring, and assessing targeted applicants for underutilized job openings.
- ❖ The DOC will utilize the three subcommittees recently formed from its institutional EEO/AA Committees to focus on recruitment, hiring practices and retention of employees in underutilized jobs.

FY 2007 Affirmative Action Report

**Cultural Affairs**

**FY '07 Workforce Changes**

	Workforce				Workforce				Workforce Change			
	EOFY 07				EOFY 06				FY 2007			
	T	F	Mn	D	T	F	Mn	D	T	F	Mn	D
Official /Admin.	6	3	0		6	3			0	0	0	
Professional	47	30	1		45	28	1		2	2	0	
Technical	4	2	0		4	2			0	0	0	
Protective Service	0	0	0						0	0	0	
Paraprofessional	0	0	0						0	0	0	
Admin. Support	7	6	1		10	7	1		-3	-1	0	
Skilled Craft	0	0	0						0	0	0	
Service/Maint.	7	2	0		5	2			2	0	0	
<b>TOTALS</b>	<b>71</b>	<b>43</b>	<b>2</b>	<b>2</b>	<b>70</b>	<b>42</b>	<b>2</b>	<b>3</b>	<b>1</b>	<b>1</b>	<b>0</b>	<b>-1</b>

**FY '07 Goals & Achievements**

EEO Code	Threshold			Total UU			Hire Goal*			Net Change		
	Label			BOFY 07			FY 07			EOFY 07		
	F	Mn	D	F	Mn	D	F	Mn	D	F	Mn	D
Official /Admin.	BA	BA										
Professional	NP	NP		5	2					2	0	
Technical	BA	NP										
Protective Service	NA	NA										
Paraprofessional	NA	NA										
Admin. Support	BA	BA										
Skilled Craft	NA	NA										
Service/Maint.	BA	BA										
<b>TOTALS</b>				<b>5</b>	<b>2</b>	<b>5</b>	<b>0</b>	<b>0</b>	<b>1</b>	<b>2</b>	<b>0</b>	<b>0</b>

**FY '08 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	5			NP	3					
Technical	BA				BA						
Protective Service	NA				NA						
Paraprofessional	NA				NA						
Admin. Support	BA				BA						
Skilled Craft	NA				NA						
Service/Maint.	BA				BA						
<b>TOTALS</b>		<b>5</b>	<b>0</b>	<b>0</b>		<b>3</b>	<b>0</b>	<b>0</b>	<b>5</b>	<b>7</b>	<b>1</b>

***Cultural Affairs (Continued)***

**FY '07 Qualitative Plan Results Reported by the Department**

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

**FY '08 Qualitative Plan for Areas of Underutilization Reported by the Department**

- ❖ Cultural Affairs will continue to monitor for candidates with disabilities and for females. The Department will consider these applicants for positions in those job classes that are underutilized for the Department.
- ❖ The Department will watch for referred applicants that are identified as persons with disabilities on underutilized job requisition lists and encourage supervisors to review these applicants for qualifications and consideration for the position being filled.
- ❖ Supervisors will be kept up to date on the requirements of the Americans with Disabilities Act (ADA).

FY 2007 Affirmative Action Report

Economic Development

**FY '07 Workforce Changes**

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

**FY '07 Goals & Achievements**

EEO Code	Threshold			Total UU			Hire Goal*			Net Change		
	Label			BOFY 07			FY 07			EOFY 07		
	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										
Paraprofessional	NA	NA										
Admin. Support	BA	BA										
Skilled Craft	NA	NA										
Service/Maint.	BA	BA										
<b>TOTALS</b>				<b>0</b>	<b>0</b>	<b>5</b>	<b>0</b>	<b>0</b>	<b>1</b>	<b>0</b>	<b>0</b>	<b>0</b>

**FY '08 Affirmative Action Goals – Beginning of Fiscal Year (BOFY)**

EEO Code	Female			Minority			Persons w/Disabilities			
	Label	Total	Proj.	Label	Total	Proj.	Label	Total	Proj.	Hire
		UU	Hires		Goal	UU		Hires	Goal	UU
Official /Admin.	BA			BA						
Professional	BA			BA						
Technical	BA			BA						
Protective Service	NA			NA						
Paraprofessional	NA			NA						
Admin. Support	BA			BA						
Skilled Craft	NA			NA						
Service/Maint.	BA			BA						
<b>TOTALS</b>		<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>6</b>	<b>15</b>	<b>2</b>



***Economic Development (Continued)***

**FY '07 Qualitative Plan Results Reported by the Department**

- ❖ The Iowa Department of Economic Development (IDED) initiated supervisor and team leader training on targeted recruitment for persons with disabilities.
- ❖ IDED worked with Department of Administrative Services-Human Resources Enterprise (DAS-HRE) on a proposal to conduct a confidential, voluntary survey of existing staff. This project will continue into FY 2008.
- ❖ IDED communicated targeted-recruitment resources to hiring authorities.

**FY '08 Qualitative Plan for Areas of Underutilization Reported by the Department**

- ❖ IDED will continue training efforts for all supervisors and team leaders, which began during FY 2007. During the previous fiscal year, the IDED, via Performance & Development Solutions (PDS) conducted mandatory training in a number of areas, including FMLA and ADA. IDED will continue this effort in 2008.
- ❖ IDED will continue efforts to provide the Department's Personnel Assistant with the training and tools needed to assist supervisors and managers in targeting their recruitment efforts. This includes fully utilizing DAS-HRE informational websites.
- ❖ IDED will continue to work with DAS-HRE to conduct a confidential, voluntary survey encouraging existing staff to voluntarily self-disclose their disability status for affirmative action reporting.

FY 2007 Affirmative Action Report

**Education**

**FY '07 Workforce Changes**

	Workforce					Workforce					Workforce Change			
	EOFY 07					EOFY 06					FY 2007			
	T	F	Mn	D		T	F	Mn	D		T	F	Mn	D
Official /Admin.	35	18	0		34	18			1	0	0			
Professional	313	194	20		333	200	20		-20	-6	0			
Technical	100	75	4		98	73	4		2	2	0			
Protective Service	0	0	0						0	0	0			
Paraprofessional	0	0	0						0	0	0			
Admin. Support	120	113	7		124	116	9		-4	-3	-2			
Skilled Craft	3	0	0		4				-1	0	0			
Service/Maint.	2	0	1		3		1		-1	0	0			
<b>TOTALS</b>	<b>573</b>	<b>400</b>	<b>32</b>	<b>52</b>	<b>596</b>	<b>407</b>	<b>34</b>	<b>63</b>	<b>-23</b>	<b>-7</b>	<b>-2</b>	<b>-11</b>		

**FY '07 Goals & Achievements**

EEO Code	Threshold				Total UU				Hire Goal*				Net Change		
	Label				BOFY 07				FY 07				EOFY 07		
	F	Mn	D		F	Mn	D		F	Mn	D		F	Mn	D
Official /Admin.	BA	PN			1			1				0			
Professional	NP	NP		26	4						-2	2			
Technical	NP	BA		2							-1				
Protective Service	NA	NA													
Paraprofessional	NA	NA													
Admin. Support	BA	BA													
Skilled Craft	BA	BA													
Service/Maint.	BA	BA													
<b>TOTALS</b>				<b>28</b>	<b>5</b>	<b>2</b>	<b>0</b>	<b>1</b>	<b>2</b>	<b>-3</b>	<b>2</b>	<b>0</b>			

**FY '08 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				PN						
Professional	NP	18			NP	1	3	1			
Technical	NP	2			BA	3					
Protective Service	NA				NA						
Paraprofessional	NA				NA						
Admin. Support	BA				BA						
Skilled Craft	BA				BA						
Service/Maint.	BA				BA						
<b>TOTALS</b>		<b>20</b>	<b>0</b>	<b>0</b>		<b>4</b>	<b>3</b>	<b>1</b>	<b>11</b>	<b>48</b>	<b>6</b>

***Education (Continued)***

**FY '07 Qualitative Plan Results Reported by the Department**

- ❖ Category 1: The Department of Education (DOE) sent job opening listings to minority groups as vacancies occurred.
- ❖ Category 2: DOE continued and expanded its efforts to include minority websites when recruiting and it has attended diversity and job fairs to support its recruitment efforts.

**FY '08 Qualitative Plan for Areas of Underutilization Reported by the Department**

- ❖ DOE will request assistance that the new recruiter in the Department of Administrative Services-Human Resources Enterprise (DAS-HRE) speak to the Department's Management Council regarding opportunities for recruiting qualified minority applicants.
- ❖ DOE will continue to attend diversity events and job fairs.
- ❖ DOE will send job-opening announcements to minority contacts and work with other agencies to try to expand its scope of applicants from diverse backgrounds.
- ❖ DOE will encourage its consultants to share job opening lists, as they attend conferences.
- ❖ DOE will continue to sponsor minority interns (high school and college students) to pursue a career in vocational rehabilitation.
- ❖ DOE will consider including the amount of overnight travel on its job announcements to encourage applicants who may have the perception that a specific position would require too much travel.
- ❖ DOE will continue using the internet and its department website for recruitment. (The Vocational Rehabilitation division website is available in Spanish.)

FY 2007 Affirmative Action Report

**Elder Affairs**

**FY '07 Workforce Changes**

	Workforce					Workforce					Workforce Change			
	EOFY 07					EOFY 06					FY 2007			
	T	F	Mn	D		T	F	Mn	D		T	F	Mn	D
Official /Admin.	10	7	0	1	10	7		1	0	0	0	0		
Professional	16	14	1	1	16	14	1	1	0	0	0	0		
Technical	3	3	0	0	3	2			0	1	0	0		
Protective Service	0	0	0	0					0	0	0	0		
Paraprofessional	0	0	0	0					0	0	0	0		
Admin. Support	3	3	0	0	3	3			0	0	0	0		
Skilled Craft	0	0	0	0					0	0	0	0		
Service/Maint.	0	0	0	0					0	0	0	0		
<b>TOTALS</b>	<b>32</b>	<b>27</b>	<b>1</b>	<b>2</b>	<b>32</b>	<b>26</b>	<b>1</b>	<b>2</b>	<b>0</b>	<b>1</b>	<b>0</b>	<b>0</b>		

**FY '07 Goals & Achievements**

EEO Code	Threshold				Total UU				Hire Goal*				Net Change		
	Label				BOFY 07				FY 07				EOFY 07		
	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													
Paraprofessional	NA	NA													
Admin. Support	BA	BA													
Skilled Craft	NA	NA													
Service/Maint.	NA	NA													
<b>TOTALS</b>				<b>0</b>	<b>0</b>	<b>1</b>	<b>0</b>	<b>0</b>	<b>1</b>	<b>0</b>	<b>0</b>	<b>0</b>			

**FY '08 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	BA				BA						
Technical	BA				BA						
Protective Service	NA				NA						
Paraprofessional	NA				NA						
Admin. Support	BA				BA						
Skilled Craft	NA				NA						
Service/Maint.	NA				NA						
<b>TOTALS</b>		<b>0</b>	<b>0</b>	<b>0</b>		<b>0</b>	<b>0</b>	<b>0</b>	<b>2</b>	<b>5</b>	<b>2</b>

***Elder Affairs (Continued)***

**FY '07 Qualitative Plan Results Reported by the Department**

- ❖ Elder Affairs informed its Human Resources (HR) and management staff that the Department was underutilized for persons with disabilities.
- ❖ The following documents were shared with HR and the management staff: the Affirmative Action Plan, the Affirmative Action Quarterly Tracking Reports, and the Monthly Diversity Change Reports.
- ❖ Elder Affairs contacted the trainer for the Iowa Civil Rights Commission, who provided a presentation for the staff about affirmative action on January 8, 2007.

**FY '08 Qualitative Plan for Areas of Underutilization Reported by the Department**

- ❖ Elder Affairs will seek to hire more persons with disabilities as it has job openings.

FY 2007 Affirmative Action Report

**Ethics & Campaign Disclosure Board**

**FY '07 Workforce Changes**

	Workforce					Workforce					Workforce Change			
	EOFY 07					EOFY 06					FY 2007			
	T	F	Mn	D	T	F	Mn	D	T	F	Mn	D		
Official /Admin.	1	0	0	0	1				0	0	0	0		
Professional	2	2	0	0	3	3			-1	-1	0	0		
Technical	0	0	0	0					0	0	0	0		
Protective Service	0	0	0	0					0	0	0	0		
Paraprofessional	0	0	0	0					0	0	0	0		
Admin. Support	2	2	0	0	2	2			0	0	0	0		
Skilled Craft	0	0	0	0					0	0	0	0		
Service/Maint.	0	0	0	0					0	0	0	0		
<b>TOTALS</b>	<b>5</b>	<b>4</b>	<b>0</b>	<b>0</b>	<b>6</b>	<b>5</b>	<b>0</b>	<b>0</b>	<b>-1</b>	<b>-1</b>	<b>0</b>	<b>0</b>		

***Ethics and Campaign Disclosure Board (Continued)***

**FY '07 Qualitative Plan Results Reported by the Department**

- ❖ Departments with 25 or less employees are not required to submit an affirmative action plan. Ethics & Campaign Disclosure submitted an EEO/AA Policy in lieu of the affirmative action plan requirement.

FY 2007 Affirmative Action Report

**Finance Authority**

**FY '07 Workforce Changes**

	Workforce					Workforce					Workforce Change			
	EOFY 07					EOFY 06					FY 2007			
	T	F	Mn	D		T	F	Mn	D		T	F	Mn	D
Official /Admin.	26	11	2		27	11	1		-1	0	1			
Professional	57	40	2		53	35	2		4	5	0			
Technical	0	0	0		1	1			-1	-1	0			
Protective Service	0	0	0						0	0	0			
Paraprofessional	0	0	0						0	0	0			
Admin. Support	0	0	0		5	4			-5	-4	0			
Skilled Craft	0	0	0						0	0	0			
Service/Maint.	0	0	0						0	0	0			
<b>TOTALS</b>	<b>83</b>	<b>51</b>	<b>4</b>	<b>4</b>	<b>86</b>	<b>51</b>	<b>3</b>	<b>6</b>	<b>-3</b>	<b>0</b>	<b>1</b>	<b>-2</b>		

**FY '07 Goals & Achievements**

EEO Code	Threshold				Total UU				Hire Goal*				Net Change		
	Label				BOFY 07				FY 07				EOFY 07		
	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													
Paraprofessional	NA	NA													
Admin. Support	BA	BA													
Skilled Craft	NA	NA													
Service/Maint.	NA	NA													
<b>TOTALS</b>				<b>0</b>	<b>0</b>	<b>3</b>	<b>0</b>	<b>0</b>	<b>1</b>	<b>0</b>	<b>0</b>	<b>0</b>			

**FY '08 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	BA				BA						
Technical	NA				NA						
Protective Service	NA				NA						
Paraprofessional	NA				NA						
Admin. Support	NA				NA						
Skilled Craft	NA				NA						
Service/Maint.	NA				NA						
<b>TOTALS</b>		<b>0</b>	<b>0</b>	<b>0</b>		<b>0</b>	<b>0</b>	<b>0</b>	<b>5</b>	<b>7</b>	<b>1</b>



***Finance Authority (Continued)***

**FY '07 Qualitative Plan Results Reported by the Department**

- ❖ To create a more diverse and welcoming work environment and attract persons with disabilities, Iowa Finance Authority (IFA) started a new relationship with a transitional employment service, called the Rainbow Center. The Rainbow Center helps persons with various mental and health issues transition slowly into the workforce. The Department created four temporary, part-time positions that are filled with Rainbow Center members. The Department believes that these efforts have made their agency more diverse, especially due to this new relationship with the Rainbow Center.
- ❖ Staff are also informed of diversity-related events and sent to staff training. During FY 2007, staff attended 79 EEO/AA/diversity-related training events.

**FY '08 Qualitative Plan for Areas of Underutilization Reported by the Department**

- ❖ IFA will provide career development, counseling, and training for employees. Specific affirmative action and equal employment opportunity training will be provided for new managers.
- ❖ IFA will post diversity-related events and encourage its employees to attend.
- ❖ IFA will continue the partnership with the Rainbow Center, having their members provide mail clerk services.
- ❖ The Executive Director and HR Manager will see that IFA supervisors carry out these goals.

FY 2007 Affirmative Action Report

**Human Rights**

**FY '07 Workforce Changes**

	Workforce					Workforce					Workforce Change			
	EOFY 07					EOFY 06					FY 2007			
	T	F	Mn	D		T	F	Mn	D		T	F	Mn	D
Official /Admin.	12	4	4		12	4	3		0	0	1			
Professional	35	21	2		38	23	2		-3	-2	0			
Technical	1	1	0		1	1			0	0	0			
Protective Service	0	0	0						0	0	0			
Paraprofessional	0	0	0						0	0	0			
Admin. Support	4	4	1		4	4	1		0	0	0			
Skilled Craft	0	0	0						0	0	0			
Service/Maint.	0	0	0						0	0	0			
<b>TOTALS</b>	<b>52</b>	<b>30</b>	<b>7</b>	<b>7</b>	<b>55</b>	<b>32</b>	<b>6</b>	<b>8</b>	<b>-3</b>	<b>-2</b>	<b>1</b>	<b>-1</b>		

**FY '07 Goals & Achievements**

EEO Code	Threshold				Total UU				Hire Goal*				Net Change		
	Label				BOFY 07				FY 07				EOFY 07		
	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													
Paraprofessional	NA	NA													
Admin. Support	BA	BA													
Skilled Craft	NA	NA													
Service/Maint.	NA	NA													
<b>TOTALS</b>				<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	

**FY '08 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	BA				BA						
Technical	BA				BA						
Protective Service	NA				NA						
Paraprofessional	NA				NA						
Admin. Support	BA				BA						
Skilled Craft	NA				NA						
Service/Maint.	NA				NA						
<b>TOTALS</b>		<b>0</b>	<b>0</b>	<b>0</b>		<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

***Human Rights (Continued)***

**FY '07 Qualitative Plan Results Reported by the Department**

- ❖ Human Rights was not underutilized in any category.

**FY '08 Qualitative Plan for Areas of Underutilization Reported by the Department**

- ❖ Human Right has no areas of underutilization for FY 2008 and is not required to provide a Qualitative Plan.

FY 2007 Affirmative Action Report

**Human Services**

**FY '07 Workforce Changes**

	Workforce					Workforce					Workforce Change			
	EOFY 07					EOFY 06					FY 2007			
	T	F	Mn	D		T	F	Mn	D		T	F	Mn	D
Official /Admin.	442	279	13		427	263	13		15	16	0			
Professional	1866	1441	115		1825	1394	108		41	47	7			
Technical	1004	871	55		998	865	51		6	6	4			
Protective Service	231	68	6		229	98	6		2	-30	0			
Paraprofessional	0	0	0						0	0	0			
Admin. Support	648	622	40		631	577	40		17	45	0			
Skilled Craft	121	5	0		118	101	1		3	-96	-1			
Service/Maint.	1313	848	45		1292	750	41		21	98	4			
<b>TOTALS</b>	<b>5625</b>	<b>4134</b>	<b>274</b>	<b>248</b>	<b>5520</b>	<b>4048</b>	<b>260</b>	<b>265</b>	<b>105</b>	<b>86</b>	<b>14</b>	<b>-17</b>		

**FY '07 Goals & Achievements**

EEO Code	Threshold			Total UU			Hire Goal*			Net Change		
	Label			BOFY 07			FY 07			EOFY 07		
	F	Mn	D	F	Mn	D	F	Mn	D	F	Mn	D
Official /Admin.	NP	PN		9	7			2		7	-2	
Professional	NP	NP		28	13					4	6	
Technical	NP	NP		1	4					-4	-1	
Protective Service	BA	PN			9			2			0	
Paraprofessional	NA	NA										
Admin. Support	BA	NP			1						1	
Skilled Craft	NP	PN		1	3			1		0	0	
Service/Maint.	NP	PN		57	54			8		-2	2	
<b>TOTALS</b>				<b>96</b>	<b>93</b>	<b>322</b>	<b>0</b>	<b>13</b>	<b>68</b>	<b>5</b>	<b>6</b>	<b>0</b>

**FY '08 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.	NP	7			PN	8	55	1			
Professional	NP	32			NP	11					
Technical	NP	2			NP	5					
Protective Service	BA				PN	10	22	1			
Paraprofessional	NA				NA						
Admin. Support	BA				NP	1					
Skilled Craft	NP	2			PN	4	10	1			
Service/Maint.	NP	77			PN	51	136	10			
<b>TOTALS</b>		<b>120</b>	<b>0</b>	<b>0</b>		<b>90</b>	<b>223</b>	<b>13</b>	<b>349</b>	<b>770</b>	<b>30</b>

***Human Services (Continued)***

**FY '07 Qualitative Plan Results Reported by the Department**

- ❖ The Department of Human Services (DHS) continued training and awareness programs.
- ❖ The Department expanded national recruitment efforts and sourced minority associations and organizations; however, it received limited response from minority candidates. The Department was also limited in its use of minority professional organization website postings because of their cost.
- ❖ Hiring minority nurse campaigns were elevated throughout the state and positions were identified on the department website. The Department found limited interest or response from qualified minority candidates.
- ❖ The Department continues to seek applicants with disabilities and has received limited interest or response from qualified candidates with disabilities.

**FY '08 Qualitative Plan for Areas of Underutilization Reported by the Department**

- ❖ DHS will assist hiring authorities in understanding and utilizing the AA Plan as a tool for their respective locations and to engage AA committees to assist with and expand recruitment activities within targeted populations.
- ❖ The DHS Recruiter and other staff will set up a pilot program; then monitor and track activities by EEO categories. The intent is to provide pertinent data and streamline the process in order to source females, minorities, and persons with disabilities. Plans include sourcing community alliances or organizations to increase awareness.
- ❖ National recruitment campaigns will create a database of minority professional organizations and associations.
- ❖ The DHS Recruiter will continue to volunteer hours to assist with Iowa Workforce Development's "Project Employment" (employment development program for persons with disabilities) conducting mock interviews.
- ❖ The DHS Recruiter plans to attend 10 job fairs and to coordinate marketing efforts in coordination with the State's recruitment campaigns.
- ❖ Conduct focused-training sessions with hiring authorities for tracking and gaining knowledge of underutilized categories within respective units.
- ❖ DHS will continue to actively source minority professional organizations and associations. It will initiate conversations with university partners to highlight minority shortages within specified fields and to determine activities to address.

FY 2007 Affirmative Action Report

**Inspections & Appeals**

**FY '07 Workforce Changes**

	Workforce					Workforce					Workforce Change			
	EOFY 07					EOFY 06					FY 2007			
	T	F	Mn	D		T	F	Mn	D		T	F	Mn	D
Official /Admin.	35	22	1		35	19	1		0	3	0			
Professional	397	213	21		385	210	20		12	3	1			
Technical	4	2	1		4	2	1		0	0	0			
Protective Service	0	0	0						0	0	0			
Paraprofessional	0	0	0						0	0	0			
Admin. Support	78	76	9		81	79	8		-3	-3	1			
Skilled Craft	0	0	0						0	0	0			
Service/Maint.	0	0	0						0	0	0	0		
<b>TOTALS</b>	<b>514</b>	<b>313</b>	<b>32</b>	<b>38</b>	<b>505</b>	<b>310</b>	<b>30</b>	<b>43</b>	<b>9</b>	<b>3</b>	<b>2</b>	<b>-5</b>		

**FY '07 Goals & Achievements**

EEO Code	Threshold				Total UU				Hire Goal*				Net Change		
	Label				BOFY 07				FY 07				EOFY 07		
	F	Mn	D		F	Mn	D		F	Mn	D		F	Mn	D
Official /Admin.	BA	NP			1								0		
Professional	NP	BA		1								0			
Technical	BA	BA													
Protective Service	NA	NA													
Paraprofessional	NA	NA													
Admin. Support	BA	BA													
Skilled Craft	NA	NA													
Service/Maint.	BA	BA													
<b>TOTALS</b>				<b>1</b>	<b>1</b>	<b>12</b>	<b>0</b>	<b>0</b>	<b>2</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	

**FY '08 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				NP	1					
Professional	NP	2			BA						
Technical	BA				BA						
Protective Service	NA				NA						
Paraprofessional	NA				NA						
Admin. Support	BA				BA						
Skilled Craft	NA				NA						
Service/Maint.	NA				NA						
<b>TOTALS</b>		<b>2</b>	<b>0</b>	<b>0</b>		<b>1</b>	<b>0</b>	<b>0</b>	<b>19</b>	<b>50</b>	<b>6</b>

***Inspections & Appeals (Continued)***

**FY '07 Qualitative Plan Results Reported by the Department**

- ❖ Supervisors were reminded of the Department's commitment to affirmative action.
- ❖ Exit interviews were used and evaluated.

**FY '08 Qualitative Plan for Areas of Underutilization Reported by the Department**

- ❖ The Department of Inspections and Appeals (DIA) will develop an e-mail distribution list, so that each job vacancy is automatically forwarded to diverse organizations that can assist with targeted recruitment.
- ❖ The DIA HR Specialist will attend diversity conferences, seminars, and appropriate job fairs. The Department of Administrative Services-Human Resources Enterprise (DAS-HRE) Recruitment Coordinator will be asked to provide advice and assistance.
- ❖ For FY 2008, DIA will focus on recruitment and retention.

FY 2007 Affirmative Action Report

**Iowa Communications Network**

**FY '07 Workforce Changes**

	Workforce					Workforce					Workforce Change			
	EOFY 07					EOFY 06					FY 2007			
	T	F	Mn	D		T	F	Mn	D		T	F	Mn	D
Official /Admin.	20	6	3		20	5	2		0	1	1			
Professional	53	18	3		48	15	1		5	3	2			
Technical	7	5	0		7	5	1		0	0	-1			
Protective Service	0	0	0						0	0	0			
Paraprofessional	0	0	0						0	0	0			
Admin. Support	2	2	1		3	3	1		-1	-1	0			
Skilled Craft	2	0	0		2				0	0	0			
Service/Maint.	0	0	0						0	0	0			
<b>TOTALS</b>	<b>84</b>	<b>31</b>	<b>7</b>	<b>2</b>	<b>80</b>	<b>28</b>	<b>5</b>	<b>2</b>	<b>4</b>	<b>3</b>	<b>2</b>	<b>0</b>		

**FY '07 Goals & Achievements**

EEO Code	Threshold				Total UU				Hire Goal*				Net Change		
	Label				BOFY 07				FY 07				EOFY 07		
	F	Mn	D		F	Mn	D		F	Mn	D		F	Mn	D
Official /Admin.	BA	BA		1	1		1			1					
Professional	PN	NP		1	2		1			-1	1				
Technical	BA	BA													
Protective Service	NA	NA													
Paraprofessional	NA	NA													
Admin. Support	BA	BA													
Skilled Craft	BA	BA													
Service/Maint.	NA	NA													
<b>TOTALS</b>				<b>2</b>	<b>2</b>	<b>6</b>	<b>2</b>	<b>0</b>	<b>1</b>	<b>0</b>	<b>1</b>	<b>0</b>			

**FY '08 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	PN	5	4	1	NP	1					
Technical	BA				BA						
Protective Service	NA				NA						
Paraprofessional	NA				NA						
Admin. Support	BA				BA						
Skilled Craft	BA				BA						
Service/Maint.	NA				NA						
<b>TOTALS</b>		<b>5</b>	<b>4</b>	<b>1</b>		<b>1</b>	<b>0</b>	<b>0</b>	<b>6</b>	<b>9</b>	<b>1</b>



***Iowa Communications Network (Continued)***

**FY '07 Qualitative Plan Results Reported by the Department**

- ❖ Continued to extend the length of job postings on the Department of Administrative Services-Human Resources Enterprise (DAS-HRE) website to 21 days to allow for greater pools of protected-group applicants.
- ❖ Attended career and diversity events to appeal to diverse groups.
- ❖ Used multi-cultural distribution lists, as well as used external recruitment organizations and publications, such as the Iowa Bystander and JobDig, to reach diverse and underutilized groups.
- ❖ Attended ADA seminar, which provided an overview of the ADA and tools to ensure that the workplace is accessible.
- ❖ Met with staff from Iowa Vocational Rehabilitation Services to learn how to work together to move persons with disabilities into the workforce.

**FY '08 Qualitative Plan for Areas of Underutilization Reported by the Department**

- ❖ The Iowa Communications Network (ICN) will continue to extend its vacancies to 21 days to allow time to reach targeted populations. It will actively seek new resources and organizations to expand the multi-cultural distribution lists it uses to provide notice of vacancy announcements and application processes.
- ❖ ICN will attend diversity/job fairs and career events to appeal to diverse groups.
- ❖ ICN will provide managers with external resources for outreach to multi-cultural groups.

FY 2007 Affirmative Action Report

**Iowa Public Employees Retirement System**

**FY '07 Workforce Changes**

	Workforce					Workforce					Workforce Change			
	EOFY 07					EOFY 06					FY 2007			
	T	F	Mn	D		T	F	Mn	D		T	F	Mn	D
Official /Admin.	14	5	0		14	6			0	-1	0			
Professional	53	35	6		61	38	6		-8	-3	0			
Technical	2	2	0		2	2			0	0	0			
Protective Service	0	0	0						0	0	0			
Paraprofessional	0	0	0						0	0	0			
Admin. Support	13	11	2		9	7	1		4	4	1			
Skilled Craft	0	0	0						0	0	0			
Service/Maint.	0	0	0						0	0	0			
<b>TOTALS</b>	<b>82</b>	<b>53</b>	<b>8</b>	<b>4</b>	<b>86</b>	<b>53</b>	<b>7</b>	<b>5</b>	<b>-4</b>	<b>0</b>	<b>1</b>	<b>-1</b>		

**FY '07 Goals & Achievements**

EEO Code	Threshold				Total UU				Hire Goal*				Net Change		
	Label				BOFY 07				FY 07				EOFY 07		
	F	Mn	D		F	Mn	D		F	Mn	D		F	Mn	D
Official /Admin.	BA	BA													
Professional	BA	BA		1							0				
Technical	BA	BA													
Protective Service	NA	NA													
Paraprofessional	NA	NA													
Admin. Support	BA	BA													
Skilled Craft	NA	NA													
Service/Maint.	NA	NA													
<b>TOTALS</b>				<b>1</b>	<b>0</b>	<b>4</b>	<b>0</b>	<b>0</b>	<b>1</b>	<b>0</b>	<b>0</b>	<b>0</b>			

**FY '08 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	5			BA						
Technical	NA				NA						
Protective Service	BA				BA						
Paraprofessional	NA				NA						
Admin. Support	BA				BA						
Skilled Craft	BA				BA						
Service/Maint.	NA				NA						
<b>TOTALS</b>		<b>5</b>	<b>0</b>	<b>0</b>		<b>0</b>	<b>0</b>	<b>0</b>	<b>1</b>	<b>1</b>	<b>1</b>

***Iowa Public Employees Retirement System (Continued)***

**FY '07 Qualitative Plan Results Reported by the Department**

- ❖ Managers were reminded as positions became available about the underutilization of persons with disabilities. They were also encouraged to promote more diversity in the workforce.
- ❖ In FY '07, there were three EEO/AA-related training events attended by the Iowa Public Employees Retirement System (IPERS) staff.

**FY '08 Qualitative Plan for Areas of Underutilization Reported by the Department**

- ❖ IPERS is requiring that supervisors take classes such as the “Americans With Disabilities Act,” and “EEO/AA: Making the Most of Your Workforce.” This will increase awareness of the importance of a diversified workforce.

FY 2007 Affirmative Action Report

**Justice**

**FY '07 Workforce Changes**

	Workforce					Workforce					Workforce Change			
	EOFY 07					EOFY 06					FY 2007			
	T	F	Mn	D		T	F	Mn	D		T	F	Mn	D
Official /Admin.	22	9	0		29	10			-7	-1	0			
Professional	167	88	5		163	79	5		4	9	0			
Technical	0	0	0						0	0	0			
Protective Service	0	0	2						0	0	2			
Paraprofessional	0	0	0						0	0	0			
Admin. Support	30	30	0		34	33	2		-4	-3	-2			
Skilled Craft	0	0	0						0	0	0			
Service/Maint.	0	0	0						0	0	0			
<b>TOTALS</b>	<b>219</b>	<b>127</b>	<b>7</b>	<b>3</b>	<b>226</b>	<b>122</b>	<b>7</b>	<b>5</b>	<b>-7</b>	<b>5</b>	<b>0</b>	<b>-2</b>		

**FY '07 Goals & Achievements**

EEO Code	Threshold				Total UU				Hire Goal*				Net Change		
	Label				BOFY 07				FY 07				EOFY 07		
	F	Mn	D		F	Mn	D		F	Mn	D		F	Mn	D
Official /Admin.	BA	BA													
Professional	NP	NP		1	2							0	1		
Technical	NA	NA													
Protective Service	NA	NA													
Paraprofessional	NA	NA													
Admin. Support	BA	BA													
Skilled Craft	NA	NA													
Service/Maint.	NA	NA													
<b>TOTALS</b>				<b>1</b>	<b>2</b>	<b>19</b>	<b>0</b>	<b>0</b>	<b>4</b>	<b>0</b>	<b>1</b>	<b>0</b>			

**FY '08 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			NP	2					
Technical	NA				NA						
Protective Service	NA				NA						
Paraprofessional	NA				NA						
Admin. Support	BA				BA						
Skilled Craft	NA				NA						
Service/Maint.	NA				NA						
<b>TOTALS</b>		<b>1</b>	<b>0</b>	<b>0</b>		<b>2</b>	<b>0</b>	<b>0</b>	<b>22</b>	<b>29</b>	<b>4</b>

***Justice (Continued)***

**FY '07 Qualitative Plan Results Reported by the Department**

- ❖ With respect to recruitment of minorities, specific efforts were made to hire minority attorneys.
- ❖ With respect to retention efforts, it is difficult to determine the number of females or minorities who considered leaving the Department, but were persuaded by the flexibility and work conditions to stay. Female and minority professionals leaving the Department, for the most part, left to pursue different types of careers or for higher salaries.
- ❖ Recruitment efforts for persons with disabilities included developing relationships with qualified disabled applicants who could be recruited in the future when vacancies existed. When hires occurred, specific steps for recruitment included (a) adding a statement in all job announcements to encourage application for those with disabilities and (b) listing the Iowa Relay phone number in job announcements.
- ❖ Retention efforts for persons with disabilities were pursued on an informal, case-by-case basis. Again, it is difficult to determine the number of persons with disabilities who considered leaving the Department, but were persuaded by the flexibility and work conditions to stay.

**FY '08 Qualitative Plan for Areas of Underutilization Reported by the Department**

- ❖ Justice will make efforts to improve recruitment of women and minority lawyers and other professionals.
- ❖ Justice will development relationships with qualified women and minorities who could be recruited in the future when vacancies arise.
- ❖ Justice will take the following recruitment steps: increase advertisement in law school recruitment offices and publications of women and minority law students; encourage and support current female and minority attorneys to network in their professional organizations to promote recruitment; attend minority law student job fairs; and include a statement in all job postings, encouraging minorities and women to apply.
- ❖ Justice will retain the diversity within its Department through the following efforts: flexibility with part-time hours and flexible schedules; improving the Department's career development and training programs; and conducting exit interviews in order to determine whether conditions are conducive to a diverse workforce.
- ❖ Justice will require that all managers attend training on diversity in the workplace.

FY 2007 Affirmative Action Report

**Law Enforcement Academy**

**FY '07 Workforce Changes**

	Workforce					Workforce					Workforce Change			
	EOFY 07					EOFY 06					FY 2007			
	T	F	Mn	D		T	F	Mn	D		T	F	Mn	D
Official /Admin.	2	1	0		2	1			0	0	0			
Professional	15	4	0		15	4			0	0	0			
Technical	0	0	0						0	0	0			
Protective Service	1	1	0		1	1			0	0	0			
Paraprofessional	0	0	0						0	0	0			
Admin. Support	7	7	0		7	7			0	0	0			
Skilled Craft	2	0	0		2				0	0	0			
Service/Maint.	0	0	0						0	0	0			
<b>TOTALS</b>	<b>27</b>	<b>13</b>	<b>0</b>	<b>1</b>	<b>27</b>	<b>13</b>	<b>0</b>	<b>1</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>		

**FY '07 Goals & Achievements**

EEO Code	Threshold				Total UU				Hire Goal*				Net Change		
	Label				BOFY 07				FY 07				EOFY 07		
	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													
Paraprofessional	NA	NA													
Admin. Support	BA	BA													
Skilled Craft	BA	BA													
Service/Maint.	NA	NA													
<b>TOTALS</b>				<b>5</b>	<b>0</b>	<b>1</b>	<b>0</b>	<b>0</b>	<b>1</b>	<b>0</b>	<b>0</b>	<b>0</b>			

**FY '08 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	5			BA						
Technical	NA				NA						
Protective Service	BA				BA						
Paraprofessional	NA				NA						
Admin. Support	BA				BA						
Skilled Craft	BA				BA						
Service/Maint.	NA				NA						
<b>TOTALS</b>		<b>5</b>	<b>0</b>	<b>0</b>		<b>0</b>	<b>0</b>	<b>0</b>	<b>1</b>	<b>1</b>	<b>1</b>

***Law Enforcement Academy (Continued)***

**FY '07 Qualitative Plan Results Reported by the Department**

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

**FY '08 Qualitative Plan for Areas of Underutilization Reported by the Department**

- ❖ The Academy will interview qualified female candidates for any available vacancy in this category when such candidates are available and are included on the lists of eligible applicants provided by Department of Administrative Services-Human Resources Enterprise (DAS-HRE).

FY 2007 Affirmative Action Report

**Lottery**

**FY '07 Workforce Changes**

	Workforce				Workforce				Workforce Change			
	EOFY 07				EOFY 06				FY 2007			
	T	F	Mn	D	T	F	Mn	D	T	F	Mn	D
Official /Admin.	21	8	0		21	8	1		0	0	-1	
Professional	61	16	1		62	17	1		-1	-1	0	
Technical	9	7	0		9	7			0	0	0	
Protective Service	0	0	0						0	0	0	
Paraprofessional	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	0	1		2		1		0	0	0	
<b>TOTALS</b>	<b>111</b>	<b>44</b>	<b>5</b>	<b>5</b>	<b>112</b>	<b>45</b>	<b>6</b>	<b>5</b>	<b>-1</b>	<b>-1</b>	<b>-1</b>	<b>0</b>

**FY '07 Goals & Achievements**

EEO Code	Threshold			Total UU			Hire Goal*			Net Change		
	Label			BOFY 07			FY 07			EOFY 07		
	F	Mn	D	F	Mn	D	F	Mn	D	F	Mn	D
Official /Admin.	NP	BA		3						0		
Professional	PN	BA		3			1			0		
Technical	BA	BA										
Protective Service	NA	NA										
Paraprofessional	NA	NA										
Admin. Support	BA	BA										
Skilled Craft	NA	NA										
Service/Maint.	BA	BA										
<b>TOTALS</b>				<b>6</b>	<b>0</b>	<b>7</b>	<b>1</b>	<b>0</b>	<b>2</b>	<b>0</b>	<b>0</b>	<b>0</b>

**FY '08 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.	NP				BA						
Professional	PN	3	2	1	BA						
Technical	BA				BA						
Protective Service	NA				NA						
Paraprofessional	NA				NA						
Admin. Support	BA				BA						
Skilled Craft	NA				NA						
Service/Maint.	BA				BA						
<b>TOTALS</b>		<b>3</b>	<b>2</b>	<b>1</b>		<b>0</b>	<b>0</b>	<b>0</b>	<b>7</b>	<b>5</b>	<b>1</b>



**Lottery (Continued)**

**FY '07 Qualitative Plan Results Reported by the Department**

- ❖ The Iowa Lottery notified supervisors of the underutilized status its job vacancies and carefully considered all underutilized applicants. However, an internal transfer and an applicant pool that did not include females that met the hiring criteria limited the Department's goal achievement.

**FY '08 Qualitative Plan for Areas of Underutilization Reported by the Department**

- ❖ Lottery's strategy to correct its underutilization will be management training. It will review the *Applicant Screening Manual* as a primary tool for preparing Position Description Questionnaires (PDQ's) for determining the essential functions of positions and for sharpening interviewing techniques.

FY 2007 Affirmative Action Report

**Management**

**FY '07 Workforce Changes**

	Workforce					Workforce					Workforce Change			
	EOFY 07					EOFY 06					FY 2007			
	T	F	Mn	D		T	F	Mn	D		T	F	Mn	D
Official /Admin.	6	4	0		8	5			-2	-1	0			
Professional	22	6	2		18	5	2		4	1	0			
Technical	0	0	0						0	0	0			
Protective Service	0	0	0						0	0	0			
Paraprofessional	0	0	0						0	0	0			
Admin. Support	2	2	0		2	2			0	0	0			
Skilled Craft	0	0	0						0	0	0			
Service/Maint.	0	0	0						0	0	0			
<b>TOTALS</b>	<b>30</b>	<b>12</b>	<b>2</b>	<b>1</b>	<b>28</b>	<b>12</b>	<b>2</b>	<b>1</b>	<b>2</b>	<b>0</b>	<b>0</b>	<b>0</b>		

**FY '07 Goals & Achievements**

EEO Code	Threshold				Total UU				Hire Goal*				Net Change		
	Label				BOFY 07				FY 07				EOFY 07		
	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													
Paraprofessional	NA	NA													
Admin. Support	BA	BA													
Skilled Craft	NA	NA													
Service/Maint.	NA	NA													
<b>TOTALS</b>				<b>5</b>	<b>0</b>	<b>1</b>	<b>0</b>	<b>0</b>	<b>1</b>	<b>0</b>	<b>0</b>	<b>0</b>			

**FY '08 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	5			BA						
Technical	NA				NA						
Protective Service	NA				NA						
Paraprofessional	NA				NA						
Admin. Support	BA				BA						
Skilled Craft	NA				NA						
Service/Maint.	NA				NA						
<b>TOTALS</b>		<b>5</b>	<b>0</b>	<b>0</b>		<b>0</b>	<b>0</b>	<b>0</b>	<b>1</b>	<b>4</b>	<b>1</b>

***Management (Continued)***

**FY '07 Qualitative Plan Results Reported by the Department**

The Department of Management established two new professional staff positions in FY 2007. The Department achieved a 50% hiring rate for females in this category.

**FY '08 Qualitative Plan for Areas of Underutilization Reported by the Department**

- ❖ When a position vacancy occurs, Management will call Department of Administrative Services-Human Resources Enterprise (DAS-HRE) for assistance with recruitment.
- ❖ Hiring supervisors will attend the “EEO/AA: Making the Most of your Workforce” course class offered to state employees through DAS-HRE.
- ❖ Management will have a goal to hire from within the underutilized groups (women and persons with disabilities) at least 50% of the time, should vacancies arise.

FY 2007 Affirmative Action Report

**Natural Resources**

**FY '07 Workforce Changes**

	Workforce					Workforce					Workforce Change			
	EOFY 07					EOFY 06					FY 2007			
	T	F	Mn	D		T	F	Mn	D		T	F	Mn	D
Official /Admin.	125	36	2		125	33	2		0	3	0			
Professional	497	155	32		491	145	31		6	10	1			
Technical	146	19	3		142	16	2		4	3	1			
Protective Service	124	10	8		116	9	8		8	1	0			
Paraprofessional	0	0	0						0	0	0			
Admin. Support	47	44	6		51	48	7		-4	-4	-1			
Skilled Craft	4	0	0		1				3	0	0			
Service/Maint.	2	2	0		2	2			0	0	0			
<b>TOTALS</b>	945	266	51	42	928	253	50	45	17	13	1	-3		

**FY '07 Goals & Achievements**

EEO Code	Threshold				Total UU				Hire Goal*				Net Change		
	Label				BOFY 07				FY 07				EOFY 07		
	F	Mn	D		F	Mn	D		F	Mn	D		F	Mn	D
Official /Admin.	PN	PN		12	3		2	1		5	1				
Professional	PN	NP		41	6		8			13	0				
Technical	PN	PN		57	8		1	2		3	1				
Protective Service	PN	PN		38	12		2	2		1	0				
Paraprofessional	NA	NA													
Admin. Support	BA	BA													
Skilled Craft	BA	BA													
Service/Maint.	BA	BA													
<b>TOTALS</b>				148	29	56	13	5	8	22	2	0			

**FY '08 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	8	10	5	PN	2	10	5			
Professional	PN	34	40	20	NP	6					
Technical	PN	59	12	6	PN	8	12	6			
Protective Service	PN	41	12	6	PN	13	12	6			
Paraprofessional	NA				NA						
Admin. Support	BA				BA						
Skilled Craft	BA				BA						
Service/Maint.	BA				BA						
<b>TOTALS</b>		142	74	37		29	34	17	61	86	10

**Natural Resources (Continued)**

**FY '07 Qualitative Plan Results Reported by the Department**

- ❖ Utilized a list of contacts and other websites to ensure that the Department of Natural Resources (DNR) vacancy announcements reached a greater number of qualified applicants.
- ❖ Utilized DNR's Hiring Team to ensure that hiring practices are consistent and follow the *Guidelines for Conducting Successful Interviews*, developed by the agency.
- ❖ Utilized diversity information provided by Department of Administrative Services-Human Resources Enterprise (DAS-HRE) to inform DNR personnel of available statewide diversity programs.
- ❖ Developed relationships with area colleges and universities by participating in their mock interviews, recruiting fairs, internship initiatives, and Service Learning programs.
- ❖ Implemented the Front Line Recruiters program to facilitate its efforts to pass along vacancy announcements.
- ❖ Developed a department H-1B policy.
- ❖ Provided educational opportunities through such programs as Outdoor Journey for Girls, Becoming an Outdoors Woman, and Mentored Outdoor Experience. A surveying mechanism is being used to measure the impact of this program on participant interest in the outdoors and employment opportunities with DNR.

**FY '08 Qualitative Plan for Areas of Underutilization Reported by the Department**

- ❖ DNR will continue to have gender balanced hiring teams.
- ❖ DNR will provide sponsorship to Iowa Women in Natural Resources organization and encourage the participation of women in the many classes and educational opportunities made available.
- ❖ Diversity awareness training will be provided to all employees, including those employees responsible for making decisions regarding hires and promotions.
- ❖ DNR agrees to make reasonable accommodations as required by the ADA when an employee makes such a request. In determining the extent of hardship that may result from the accommodation request, DNR will consider the following factors: business necessity and financial costs.

FY 2007 Affirmative Action Report

**Parole**

**FY '07 Workforce Changes**

	Workforce					Workforce					Workforce Change			
	EOFY 07					EOFY 06					FY 2007			
	T	F	Mn	D		T	F	Mn	D		T	F	Mn	D
Official /Admin.	3	2	2	1	4	2	2	1	-1	0	0	0		
Professional	5	3	0	0	5	4	1		0	-1	-1	0		
Technical	0	0	0	0					0	0	0	0		
Protective Service	0	0	0	0					0	0	0	0		
Paraprofessional	0	0	0	0		1			0	-1	0	0		
Admin. Support	3	3	1	0	1				2	3	1	0		
Skilled Craft	0	0	0	0					0	0	0	0		
Service/Maint.	0	0	0	0					0	0	0	0		
<b>TOTALS</b>	<b>11</b>	<b>8</b>	<b>3</b>	<b>1</b>	<b>10</b>	<b>7</b>	<b>3</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>0</b>	<b>0</b>		

***Parole (Continued)***

**FY '07 Qualitative Plan Results Reported by the Department**

- ❖ Departments with 25 or less employees are not required to submit an affirmative action plan. Parole submitted an EEO/AA Policy in lieu of the affirmative action plan requirement as well as a workforce breakdown of its 18 employees.

FY 2007 Affirmative Action Report

**Public Defense**

**FY '07 Workforce Changes**

	Workforce					Workforce					Workforce Change			
	EOFY 07					EOFY 06					FY 2007			
	T	F	Mn	D		T	F	Mn	D		T	F	Mn	D
Official /Admin.	36	5	0		38	7			-2	-2	0			
Professional	97	43	3		99	44	5		-2	-1	-2			
Technical	9	3	0		10	4			-1	-1	0			
Protective Service	106	6	10		110	8	8		-4	-2	2			
Paraprofessional	0	0	0						0	0	0			
Admin. Support	11	10	0		11	10			0	0	0			
Skilled Craft	74	2	3		73	2	3		1	0	0			
Service/Maint.	21	10	1		20	9	1		1	1	0			
<b>TOTALS</b>	<b>354</b>	<b>79</b>	<b>17</b>	<b>17</b>	<b>361</b>	<b>84</b>	<b>17</b>	<b>20</b>	<b>-7</b>	<b>-5</b>	<b>0</b>	<b>-3</b>		

**FY '07 Goals & Achievements**

EEO Code	Threshold				Total UU				Hire Goal*				Net Change		
	Label				BOFY 07				FY 07				EOFY 07		
	F	Mn	D		F	Mn	D		F	Mn	D		F	Mn	D
Official /Admin.	PN	PN		5			1	1		-2	0				
Professional	NP	NP		8						0	0				
Technical	BA	BA													
Protective Service	NP	BA		5						-1					
Paraprofessional	BA	BA													
Admin. Support	BA	BA													
Skilled Craft	NP	NP		1	2					0	0				
Service/Maint.	BA	NP			2						0				
<b>TOTALS</b>				<b>19</b>	<b>4</b>	<b>17</b>	<b>1</b>	<b>1</b>	<b>0</b>	<b>-3</b>	<b>0</b>	<b>0</b>			

**FY '08 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	6	2	1	PN	1	2	1			
Professional	NP	5			NP	1					
Technical	BA				BA						
Protective Service	NP	5			BA						
Paraprofessional	NA				NA						
Admin. Support	BA				BA						
Skilled Craft	NP	1			NP	1					
Service/Maint.	BA				NP	2					
<b>TOTALS</b>		<b>17</b>	<b>2</b>	<b>1</b>		<b>5</b>	<b>2</b>	<b>1</b>	<b>20</b>	<b>33</b>	<b>4</b>



***Public Defense (Continued)***

**FY '07 Qualitative Plan Results Reported by the Department**

- ❖ Public Defense informed hiring supervisors of the Department's underutilized job titles, when it prepared hiring packets.
- ❖ Supervisors were requested to produce a memo for the record, when underutilized applicants did not get an interview or were not hired.

**FY '08 Qualitative Plan for Areas of Underutilization Reported by the Department**

- ❖ Public Defense will encourage qualified protected-group applicants be interviewed in underutilized EEO-4 categories and department-wide for persons with disabilities.

FY 2007 Affirmative Action Report

**Public Employment Relations**

**FY '07 Workforce Changes**

	Workforce					Workforce					Workforce Change			
	EOFY 07					EOFY 06					FY 2007			
	T	F	Mn	D	T	F	Mn	D	T	F	Mn	D		
Official /Admin.	3	1	0	0	3	1			0	0	0	0		
Professional	4	1	0	0	4	1			0	0	0	0		
Technical	1	1	0	0	1	1			0	0	0	0		
Protective Service	0	0	0	0					0	0	0	0		
Paraprofessional	0	0	0	0					0	0	0	0		
Admin. Support	1	1	0	0	1	1			0	0	0	0		
Skilled Craft	0	0	0	0					0	0	0	0		
Service/Maint.	0	0	0	0					0	0	0	0		
<b>TOTALS</b>	<b>9</b>	<b>4</b>	<b>0</b>	<b>0</b>	<b>9</b>	<b>4</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>		

***Public Employment Relations (Continued)***

**FY '07 Qualitative Plan Results Reported by the Department**

- ❖ Departments with 25 or less employees are not required to submit an affirmative action plan. The Department submitted an EEO/AA Policy Statement in lieu of the Affirmative Action Plan. The Policy also described the Department's desire to create a welcoming work environment for all its employees.

FY 2007 Affirmative Action Report

**Public Health**

**FY '07 Workforce Changes**

	Workforce					Workforce					Workforce Change			
	EOFY 07					EOFY 06					FY 2007			
	T	F	Mn	D		T	F	Mn	D		T	F	Mn	D
Official /Admin.	69	51	2		68	49	3		1	2	-1			
Professional	264	183	17		265	181	18		-1	2	-1			
Technical	9	8	1		11	9	1		-2	-1	0			
Protective Service	1	0	0		1				0	0	0			
Paraprofessional	0	0	0						0	0	0			
Admin. Support	64	60	6		65	61	7		-1	-1	-1			
Skilled Craft	0	0	0						0	0	0			
Service/Maint.	0	0	0						0	0	0			
<b>TOTALS</b>	<b>407</b>	<b>302</b>	<b>26</b>	<b>38</b>	<b>410</b>	<b>300</b>	<b>29</b>	<b>36</b>	<b>-3</b>	<b>2</b>	<b>-3</b>	<b>2</b>		

**FY '07 Goals & Achievements**

EEO Code	Threshold				Total UU				Hire Goal*				Net Change		
	Label				BOFY 07				FY 07				EOFY 07		
	F	Mn	D		F	Mn	D		F	Mn	D		F	Mn	D
Official /Admin.	BA	NP													
Professional	NP	NP		3	1							-1	-1		
Technical	BA	BA													
Protective Service	BA	BA													
Paraprofessional	NA	NA													
Admin. Support	BA	BA													
Skilled Craft	NA	NA													
Service/Maint.	NA	NA													
<b>TOTALS</b>				<b>3</b>	<b>1</b>	<b>10</b>		<b>0</b>	<b>0</b>	<b>2</b>		<b>-1</b>	<b>-1</b>		<b>0</b>

**FY '08 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				NP	1						
Professional	NP	4			NP	2						
Technical	BA				BA							
Protective Service	NA				BA							
Paraprofessional	NA				NA							
Admin. Support	BA				BA							
Skilled Craft	NA				NA							
Service/Maint.	NA				NA							
<b>TOTALS</b>		<b>4</b>	<b>0</b>	<b>0</b>		<b>3</b>	<b>0</b>	<b>0</b>		<b>7</b>	<b>59</b>	<b>5</b>

***Public Health (Continued)***

**FY '07 Qualitative Plan Results Reported by the Department**

- ❖ Qualified minorities, females and persons with disabilities were offered interviews after meeting screening criteria.
- ❖ Supervisors were requested to take the EEO/AA Valuing Diversity in the Workplace and ADA courses offered by Department of Administrative Services-Human Resources Enterprise (DAS-HRE) Performance & Development Solutions (PDS). There were 33 EEO/AA-related training events attended by the Iowa Department of Public Health (IDPH) staff.
- ❖ The Minority Health Consultant worked with groups she met with to encourage them to apply for IDPH positions.
- ❖ Program managers were encouraged to employ bilingual employees, when feasible.
- ❖ Flexible hours continued to be offered to staff as an incentive, particularly for females with families and persons with disabilities.
- ❖ IDPH will also promote its vacancies with booths at various public venues.
- ❖ IDPH worked with Department of Human Rights, Vocational Rehabilitation and Department of Administrative Services to improve working conditions.

**FY '08 Qualitative Plan for Areas of Underutilization Reported by the Department**

- ❖ As Public Health's vacancies are posted, qualified minority applicants will be interviewed. These positions will be posted on various professional websites that are intended to reach diverse populations.
- ❖ IDPH will continue to implement strategies used in previous years, concerning flextime as an incentive.
- ❖ Training for select courses offered by DAS-HRE addressing diversity will now become mandatory for supervisors. Concurrent with this, IDPH will hire a new education coordinator to ensure that all necessary courses are taken.
- ❖ IDPH will be more proactive in recruiting strategies for minority and female employees.
- ❖ IDPH identified specific personnel to be responsible for completing these goals.

FY 2007 Affirmative Action Report

**Public Safety**

**FY '07 Workforce Changes**

	Workforce					Workforce					Workforce Change			
	EOFY 07					EOFY 06					FY 2007			
	T	F	Mn	D		T	F	Mn	D		T	F	Mn	D
Official /Admin.	46	6	1		41	6	1		5	0	0			
Professional	60	35	6		61	35	3		-1	0	3			
Technical	58	30	5		59	30	6		-1	0	-1			
Protective Service	664	53	17		658	46	16		6	7	1			
Paraprofessional	0	0	0						0	0	0			
Admin. Support	117	91	2		118	91	3		-1	0	-1			
Skilled Craft	8	0	1		11		1		-3	0	0			
Service/Maint.	0	0	0						0	0	0			
<b>TOTALS</b>	<b>953</b>	<b>215</b>	<b>32</b>	<b>34</b>	<b>948</b>	<b>208</b>	<b>30</b>	<b>36</b>	<b>5</b>	<b>7</b>	<b>2</b>	<b>-2</b>		

**FY '07 Goals & Achievements**

EEO Code	Threshold				Total UU				Hire Goal*				Net Change		
	Label				BOFY 07				FY 07				EOFY 07		
	F	Mn	D		F	Mn	D		F	Mn	D		F	Mn	D
Official /Admin.	PN	BA		7			1			0					
Professional	NP	BA		5			1			-1					
Technical	PN	BA		2			6	2		1					
Protective Service	PN	PN		29	11					7	1				
Paraprofessional	NA	NA						1							
Admin. Support	BA	PN		1	2					0	0				
Skilled Craft	BA	BA													
Service/Maint.	NA	NA													
<b>TOTALS</b>				<b>44</b>	<b>13</b>	<b>63</b>	<b>8</b>	<b>3</b>	<b>10</b>	<b>7</b>	<b>1</b>	<b>0</b>			

**FY '08 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	8	7	3	BA						
Professional	NP	5			BA						
Technical	PN	1	5	1	BA						
Protective Service	PN	27	154	26	PN	12	154	9			
Paraprofessional	NA				NA						
Admin. Support	BA				PN	3	14	1			
Skilled Craft	BA				BA						
Service/Maint.	NA				NA						
<b>TOTALS</b>		<b>41</b>	<b>166</b>	<b>30</b>		<b>15</b>	<b>168</b>	<b>10</b>	<b>68</b>	<b>187</b>	<b>22</b>

**Public Safety (Continued)**

**FY '07 Qualitative Plan Results Reported by the Department**

- ❖ The Iowa Department of Public Safety attended career fairs to promote its employment opportunities. For each job vacancy it filled, hiring authorities were made aware of the protected class applicants referred. Particularly, a recruiting campaign was conducted to produce applicants for the FY 2007 basic academy.
- ❖ When hires occurred, vacancies were advertised on the Department of Administrative Services-Human Resources Enterprise (DAS-HRE) BrassRing application tracking system and posted on the department website. Department oversight of the hiring process was carried out by the Executive Assistant to the Commissioner and the Personnel Management Officer.
- ❖ Sworn employees attended mandatory diversity training. Among the offerings were Survival Spanish for Law Enforcement, Basic Spanish for Law Enforcement, Refresher Training for Racial Profiling and AA Training for Recruiters.

**FY '08 Qualitative Plan for Areas of Underutilization Reported by the Department**

- ❖ The Commissioner's Office and the Department's personnel manager will maintain oversight of the Department's personnel and practices, relative to affirmative action principles and goals.
- ❖ All sworn members of the Department will attend diversity training and Public Safety will review the feasibility of including diversity training in the Department's in-service programs.
- ❖ Public Safety will improve education on use of underutilization lists and identification of applicants' protected status.
- ❖ Department personnel will work with DAS-HRE, as appropriate, in the filling of its positions.
- ❖ Recruitment activities will be planned, coordinated and managed by the Recruiting Coordinator to direct Protective Services recruiting efforts.
- ❖ Attendance at diversity career fairs, as well as job postings in minority and women Internet sites, will be ongoing. Also, cultural and diversity awareness displays are being developed.
- ❖ A primary focus in the college recruiting program will be the community college level, as research reveals this as the primary market for women and minorities.

FY 2007 Affirmative Action Report

**Iowa Public Television**

**FY '07 Workforce Changes**

	Workforce					Workforce					Workforce Change			
	EOFY 07					EOFY 06					FY 2007			
	T	F	Mn	D		T	F	Mn	D		T	F	Mn	D
Official /Admin.	17	12	0		19	13			-2	-1	0			
Professional	57	25	0		57	25	1		0	0	-1			
Technical	37	7	0		35	7			2	0	0			
Protective Service	0	0	0						0	0	0			
Paraprofessional	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			
<b>TOTALS</b>	<b>116</b>	<b>48</b>	<b>1</b>	<b>1</b>	<b>116</b>	<b>49</b>	<b>2</b>	<b>4</b>	<b>0</b>	<b>-1</b>	<b>-1</b>	<b>-3</b>		

**FY '07 Goals & Achievements**

EEO Code	Threshold				Total UU				Hire Goal*				Net Change		
	Label				BOFY 07				FY 07				EOFY 07		
	F	Mn	D		F	Mn	D		F	Mn	D		F	Mn	D
Official /Admin.	BA	BA													
Professional	NP	NP		1	1						1	0			
Technical	PN	PN		1	2		1	1			0	0			
Protective Service	NA	NA													
Paraprofessional	NA	NA													
Admin. Support	BA	BA													
Skilled Craft	NA	NA													
Service/Maint.	NA	NA													
<b>TOTALS</b>				<b>2</b>	<b>3</b>	<b>7</b>	<b>1</b>	<b>1</b>	<b>2</b>	<b>1</b>	<b>0</b>	<b>0</b>			

**FY '08 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				NP	1					
Technical	PN				PN	2	3	1			
Protective Service	NA				NA						
Paraprofessional	NA				NA						
Admin. Support	BA				BA						
Skilled Craft	NA				NA						
Service/Maint.	NA				NA						
<b>TOTALS</b>		<b>0</b>	<b>0</b>	<b>0</b>		<b>3</b>	<b>3</b>	<b>1</b>	<b>10</b>	<b>9</b>	<b>1</b>



***Iowa Public Television (Continued)***

**FY '07 Qualitative Plan Results Reported by the Department**

- ❖ Iowa Public Television (IPTV) has grown its list of places to advertise employment opportunities, which has resulted in a larger applicant pools.
- ❖ The Department's Management Liaison continued to review all interview questions and participated in most interviews.
- ❖ The Department updated its anti-discriminatory policies and the IPTV Board affirmed these updates.
- ❖ The Department attempted to create a minority internship program; however, it did not materialize as planned.
- ❖ The Department continued to communicate with Iowa Vocational Rehabilitation Services to create job shadowing opportunities for clients.

**FY '08 Qualitative Plan for Areas of Underutilization Reported by the Department**

- ❖ Building on the progress made in hiring females, IPT will be working very hard to recruit minorities for a producer/director and a production assistant this year.
- ❖ IPTV will work closely with colleges in Iowa to help mentor their students. In return, the students video tape prominent speakers visiting their schools and their work is shown on one of the Department's digital channels. These students are getting experience and IPTV is working with students that may be hired in the future. This has already resulted is a couple of hires.
- ❖ IPTV currently has an intermittent employee with a disability that edits promotional materials and it will continue to work with vocational Rehabilitation to have some of their clients job shadow in specific areas of IPTV.

FY 2007 Affirmative Action Report

**Revenue**

**FY '07 Workforce Changes**

	Workforce					Workforce					Workforce Change			
	EOFY 07					EOFY 06					FY 2007			
	T	F	Mn	D		T	F	Mn	D		T	F	Mn	D
Official /Admin.	49	17	2		48	16	2		1	1	0			
Professional	241	126	18		245	126	17		-4	0	1			
Technical	3	3	0		4	4			-1	-1	0			
Protective Service	0	0	0						0	0	0			
Paraprofessional	0	0	0						0	0	0			
Admin. Support	69	64	4		76	69	5		-7	-5	-1			
Skilled Craft	0	0	0						0	0	0			
Service/Maint.	0	0	0						0	0	0			
<b>TOTALS</b>	<b>362</b>	<b>210</b>	<b>24</b>	<b>36</b>	<b>373</b>	<b>215</b>	<b>24</b>	<b>41</b>	<b>-11</b>	<b>-5</b>	<b>0</b>	<b>-5</b>		

**FY '07 Goals & Achievements**

EEO Code	Threshold				Total UU				Hire Goal*				Net Change		
	Label				BOFY 07				FY 07				EOFY 07		
	F	Mn	D		F	Mn	D		F	Mn	D		F	Mn	D
Official /Admin.	BA	BA													
Professional	PN	BA		19			4				-	2			
Technical	BA	BA													
Protective Service	NA	NA													
Paraprofessional	NA	NA													
Admin. Support	BA	NP			2								0		
Skilled Craft	NA	NA													
Service/Maint.	NA	NA													
<b>TOTALS</b>				<b>19</b>	<b>2</b>	<b>0</b>	<b>4</b>	<b>0</b>	<b>0</b>	<b>-</b>	<b>2</b>	<b>0</b>	<b>0</b>		

**FY '08 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	PN	13	25	9	BA							
Technical	BA				BA							
Protective Service	NA				NA							
Paraprofessional	NA				NA							
Admin. Support	BA				NP	2						
Skilled Craft	NA				NA							
Service/Maint.	NA				NA							
<b>TOTALS</b>		<b>13</b>	<b>25</b>	<b>9</b>		<b>2</b>	<b>0</b>	<b>0</b>	<b>2</b>	<b>45</b>	<b>2</b>	

***Revenue (Continued)***

**FY '07 Qualitative Plan Results Reported by the Department**

- ❖ Supervisors were informed of hiring goals and received approval for new hires. However, the large number of retirements versus the limited number of new hires limited the number of opportunities to compensate for the losses.
- ❖ Employee survey was conducted and addressed most-frequently identified areas of concern.
- ❖ Participated in recruitment fairs and advertised positions.
- ❖ Twenty-five percent of supervisors attended some type of Diversity or EEO class.

**FY '08 Qualitative Plan for Areas of Underutilization Reported by the Department**

- ❖ Revenue will inform its supervisors of FY 2008 underutilization and require affirmative action hiring justification approval by the Internal Services Administrator, prior to job offer.
- ❖ Revenue will continue its succession planning and recruitment activities, giving consideration to its affirmative action goals.
- ❖ Revenue will arrange to have 50% of supervisory staff attend diversity training through Department of Administrative Services-Human Resources Enterprise (DAS-HRE) or other training vendor.
- ❖ When vacancies occur, the Department will ensure that the hiring supervisor is aware of underutilization and it will discuss appropriate recruitment, prior to posting positions.
- ❖ The Revenue Employee Resource Team will monitor lists to ensure that persons with disabilities on requisition lists of applicants are interviewed for positions.

FY 2007 Affirmative Action Report

Secretary of State

**FY '07 Workforce Changes**

	Workforce					Workforce					Workforce Change			
	EOFY 07					EOFY 06					FY 2007			
	T	F	Mn	D		T	F	Mn	D		T	F	Mn	D
Official /Admin.	7	4	0		10	5	2		-3	-1	-2			
Professional	16	11	0		18	13	2		-2	-2	-2			
Technical	0	0	0						0	0	0			
Protective Service	0	0	0						0	0	0			
Paraprofessional	0	0	0						0	0	0			
Admin. Support	13	13	2		12	12			1	1	2			
Skilled Craft	0	0	0						0	0	0			
Service/Maint.	0	0	0						0	0	0			
<b>TOTALS</b>	<b>36</b>	<b>28</b>	<b>2</b>	<b>0</b>	<b>40</b>	<b>30</b>	<b>4</b>	<b>0</b>	<b>-4</b>	<b>-2</b>	<b>-2</b>	<b>0</b>		

**FY '07 Goals & Achievements**

EEO Code	Threshold				Total UU				Hire Goal*				Net Change		
	Label				BOFY 07				FY 07				EOFY 07		
	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													
Paraprofessional	NA	NA													
Admin. Support	BA	BA													
Skilled Craft	NA	NA													
Service/Maint.	NA	NA													
<b>TOTALS</b>				<b>0</b>	<b>0</b>	<b>4</b>	<b>0</b>	<b>0</b>	<b>2</b>	<b>0</b>	<b>0</b>	<b>0</b>			

**FY '08 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	BA				BA						
Technical	NA				NA						
Protective Service	NA				NA						
Paraprofessional	NA				NA						
Admin. Support	BA				BA						
Skilled Craft	NA				NA						
Service/Maint.	NA				NA						
<b>TOTALS</b>		<b>0</b>	<b>0</b>	<b>0</b>		<b>0</b>	<b>0</b>	<b>0</b>	<b>3</b>	<b>3</b>	<b>1</b>

***Secretary of State (Continued)***

**FY '07 Qualitative Plan Results Reported by the Department**

- ❖ Employees are aware and respectful of special accommodations that may be needed by persons with disabilities, who wish to transact business with the Department.

**FY '08 Qualitative Plan for Areas of Underutilization Reported by the Department**

- ❖ The Secretary of State's Office will work with Department of Administrative Services-Human Resources Enterprise (DAS-HRE) to recruit qualified persons with disabilities, encourage persons with disabilities to apply for job vacancies, review all applications closely, and interview all qualified applicants.

## FY 2007 Affirmative Action Report

### Transportation

#### FY '07 Workforce Changes

	Workforce					Workforce					Workforce Change			
	EOFY 07					EOFY 06					FY 2007			
	T	F	Mn	D		T	F	Mn	D		T	F	Mn	D
Official /Admin.	190	53	6		198	55	5		-8	-2	1			
Professional	539	196	29		553	202	28		-14	-6	1			
Technical	568	124	23		594	127	22		-26	-3	1			
Protective Service	116	8	5		122	8	5		-6	0	0			
Paraprofessional	0	0	0						0	0	0			
Admin. Support	344	320	16		350	321	19		-6	-1	-3			
Skilled Craft	1247	40	54		1253	43	57		-6	-3	-3			
Service/Maint.	41	17	2		42	17	2		-1	0	0			
<b>TOTALS</b>	<b>3045</b>	<b>758</b>	<b>135</b>	<b>235</b>	<b>3112</b>	<b>773</b>	<b>138</b>	<b>253</b>	<b>-67</b>	<b>-15</b>	<b>-3</b>	<b>-18</b>		

#### FY '07 Goals & Achievements

EEO Code	Threshold				Total UU				Hire Goal*				Net Change		
	Label				BOFY 07				FY 07				EOFY 07		
	F	Mn	D		F	Mn	D		F	Mn	D		F	Mn	D
Official /Admin.	BA	NP			3							1			
Professional	PN	NP		3	7		1			2	1				
Technical	PN	PN		31	7		1	1		2	2				
Protective Service	PN	PN		31	12		1	2		0	0				
Paraprofessional	NA	NA													
Admin. Support	NP	NP		2	1					0	0				
Skilled Craft	PN	NP		6	27					0	-3				
Service/Maint.	NP	NP		1	2					0	0				
<b>TOTALS</b>				<b>74</b>	<b>59</b>	<b>47</b>	<b>3</b>	<b>3</b>	<b>6</b>	<b>4</b>	<b>1</b>	<b>0</b>			

#### FY '08 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				NP	1					
Professional	PN	3	22	3	NP	6					
Technical	PN	28	9	6	PN	5	11	1			
Protective Service	PN	32	7	2	PN	12	7	1			
Paraprofessional	NA				NA						
Admin. Support	NP	2			NP	2					
Skilled Craft	PN	5	51	4	NP	31					
Service/Maint.	NP	1			NP	2					
<b>TOTALS</b>		<b>71</b>	<b>89</b>	<b>15</b>		<b>59</b>	<b>18</b>	<b>2</b>	<b>57</b>	<b>124</b>	<b>15</b>

**Transportation (Continued)**

**FY '07 Qualitative Plan Results Reported by the Department**

- ❖ Extended opportunities for more external candidates.
- ❖ Recruitment in professional organizations, where Department of Transportation (DOT) career opportunities were posted. Also posted jobs on websites for Safety Engineers and Human Resources.
- ❖ IT Division advertised in statewide newspapers, *Careerbuilder.com*, and colleges.
- ❖ Developed a pilot program to encourage women and minorities to apply for DOT law enforcement vacancies.
- ❖ DOT hired a bilingual, full-time recruiter to partner with universities and to facilitate internships and apprentice placements in the skilled crafts.

**FY '08 Qualitative Plan for Areas of Underutilization Reported by the Department**

- ❖ DOT is in the fifth year of the Manager/Supervisor two-day conference, focused on diversity, communication, and human-resource skill building for all leaders.
- ❖ Employee Services management and staff visit each district for a workday, every six months, to update policies and procedures and to provide continuing education in the areas of Title VII, human resources, and new supervisor orientation.
- ❖ Website job boards have been utilized. Vacancies are also posted on websites of professional organizations and minority recruitment sources.
- ❖ As a result of the statewide hiring practices review by CPS Human Resource Services of Madison, WI, the DOT will search for women/minority engineers and technical professionals.
- ❖ Iowa DOT is also a 2007 participating sponsor of the 9<sup>th</sup> Annual Strengthening and Valuing Latino/a Communities in Iowa, where it will meet and discuss DOT employment opportunities and work with Latino/a community leaders from all over the state.
- ❖ The DOT Affirmative Action Officer attends an annual employment law seminar for EEO/AA legal updates.
- ❖ The DOT will be expanding its use of the DMACC Administrative/Accounting internship program, which placed a female administrative intern with DOT.
- ❖ Due to the creation of a new highway classification series, recruitment efforts will focus on entry-level positions to increase access to female and minority applicants.
- ❖ "Drive along" tours are extended in the Protective Service category to encourage diverse applicants to learn more and apply for job opportunities in motor vehicle enforcement.
- ❖ The DOT, together with community colleges and Iowa youth aging out of foster care, is developing a pilot program to introduce minorities and persons with disabilities to DOT positions in administrative support and service/maintenance areas.
- ❖ Changes in the highway division classification series have created promotional opportunities. DOT will focus its recruiting efforts on females and minorities in the skilled crafts.
- ❖ DOT will partner with Veterans Affairs and Vocational Rehabilitation to source qualified applicants for employment with DOT.

FY 2007 Affirmative Action Report

**Treasurer**

**FY '07 Workforce Changes**

	Workforce					Workforce					Workforce Change			
	EOFY 07					EOFY 06					FY 2007			
	T	F	Mn	D		T	F	Mn	D		T	F	Mn	D
<b>Official /Admin.</b>	7	4	7		6	3			1	1	7			
<b>Professional</b>	16	14	16		15	13			1	1	16			
<b>Technical</b>	3	2	3		3	2			0	0	3			
<b>Protective Service</b>	0	0	0						0	0	0			
<b>Paraprofessional</b>	0	0	0						0	0	0			
<b>Admin. Support</b>	2	2	2		2	2			0	0	2			
<b>Skilled Craft</b>	0	0	0						0	0	0			
<b>Service/Maint.</b>	0	0	0						0	0	0			
<b>TOTALS</b>	28	22	28	0	26	20	0	0	2	2	28	0		



***Treasurer (Continued)***

**FY '07 Qualitative Plan Results Reported by the Department**

- ❖ Departments with 25 or less employees are not required to submit an affirmative action plan. (The Treasurer's Office provides office support to Agricultural Development staff that is not a part of its office. This accounts for the additional personnel and appears to bring the department's total to more than 25 employees).
- ❖ The Treasurer's Office submitted an EEO/AA Policy in lieu of an affirmative action plan. The Policy also ties equal opportunity results to managerial and supervisory performance standards.

FY 2007 Affirmative Action Report

**Veterans Affairs**

**FY '07 Workforce Changes**

	Workforce					Workforce					Workforce Change			
	EOFY 07					EOFY 06					FY 2007			
	T	F	Mn	D		T	F	Mn	D		T	F	Mn	D
Official /Admin.	31	12	0		32	13			-1	-1	0			
Professional	192	156	5		194	161	4		-2	-5	1			
Technical	84	79	4		81	76	3		3	3	1			
Protective Service	6	0	0		6				0	0	0			
Paraprofessional	0	0	0						0	0	0			
Admin. Support	74	68	1		72	66	2		2	2	-1			
Skilled Craft	24	0	0		24				0	0	0			
Service/Maint.	402	344	22		390	336	20		12	8	2			
<b>TOTALS</b>	<b>813</b>	<b>659</b>	<b>32</b>	<b>42</b>	<b>799</b>	<b>652</b>	<b>29</b>	<b>44</b>	<b>14</b>	<b>7</b>	<b>3</b>	<b>-2</b>		

**FY '07 Goals & Achievements**

EEO Code	Threshold				Total UU				Hire Goal*				Net Change		
	Label				BOFY 07				FY 07				EOFY 07		
	F	Mn	D		F	Mn	D		F	Mn	D		F	Mn	D
Official /Admin.	BA	BA													
Professional	NP	PN		2	2			1			1	1			
Technical	BA	BA													
Protective Service	BA	BA													
Paraprofessional	NA	NA													
Admin. Support	BA	BA													
Skilled Craft	BA	BA													
Service/Maint.	BA	BA													
<b>TOTALS</b>				<b>2</b>	<b>2</b>	<b>44</b>	<b>0</b>	<b>1</b>	<b>8</b>	<b>1</b>	<b>1</b>	<b>0</b>			

**FY '08 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			PN	1	4	1			
Technical	BA				BA						
Protective Service	BA				BA						
Paraprofessional	NA				NA						
Admin. Support	BA				BA						
Skilled Craft	BA				BA						
Service/Maint.	BA				BA						
<b>TOTALS</b>		<b>1</b>	<b>0</b>	<b>0</b>		<b>1</b>	<b>4</b>	<b>1</b>	<b>47</b>	<b>117</b>	<b>5</b>

**Veterans Affairs (Continued)**

**FY '07 Qualitative Plan Results Reported by the Department**

- ❖ Veterans Affairs continued to advertise in available minority publications. It ran continuous postings for Registered Nurses on *NationJobs.com*. It continued to work with Iowa Valley Community College and met monthly with ESL (English as a Second Language) students regarding employment opportunities and the importance of learning English to broaden job availability.
- ❖ The Department continued to review essential functions of its positions and assisted supervisors when they had qualified applicants with a disability. The Department is challenged in its efforts to hire individuals with disabilities because its hires are in the nursing classifications, which have physical requirements in order to provide care to Iowa Veterans Home residents.

**FY '08 Qualitative Plan for Areas of Underutilization Reported by the Department**

- ❖ Veterans Affairs will continue to advertise in available minority publications. It will run continuous postings for Registered Nurses on *NationJobs.com*, and continue to attend career fairs at schools with a nursing program.
- ❖ Veterans Affairs will continue to assist supervisors when they have qualified applicants with a disability. It will work with Department of Administrative Services-Human Resources Enterprise (DAS-HRE) to develop realistic goals for future years.

FY 2007 Affirmative Action Report

**Workforce Development**

**FY '07 Workforce Changes**

	Workforce					Workforce					Workforce Change			
	EOFY 07					EOFY 06					FY 2007			
	T	F	Mn	D		T	F	Mn	D		T	F	Mn	D
Official /Admin.	70	45	9		68	45	7		2	0	2			
Professional	555	339	76		533	313	66		22	26	10			
Technical	16	5	1		15	5			1	0	1			
Protective Service	0	0	0						0	0	0			
Paraprofessional	0	0	0						0	0	0			
Admin. Support	136	124	34		148	138	34		-12	-14	0			
Skilled Craft	0	0	0						0	0	0			
Service/Maint.	2	1	0		2	1			0	0	0			
<b>TOTALS</b>	<b>779</b>	<b>514</b>	<b>120</b>	<b>110</b>	<b>766</b>	<b>502</b>	<b>107</b>	<b>114</b>	<b>13</b>	<b>12</b>	<b>13</b>	<b>-4</b>		

**FY '07 Goals & Achievements**

EEO Code	Threshold				Total UU				Hire Goal*				Net Change		
	Label				BOFY 07				FY 07				EOFY 07		
	F	Mn	D		F	Mn	D		F	Mn	D		F	Mn	D
Official /Admin.	BA	BA													
Professional	NP	NP		19							14				
Technical	BA	BA													
Protective Service	NA	NA													
Paraprofessional	NA	NA													
Admin. Support	BA	BA			1							0			
Skilled Craft	NA	NA													
Service/Maint.	BA	BA													
<b>TOTALS</b>				<b>19</b>	<b>1</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>14</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

**FY '08 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	Goals
Official /Admin.	BA				BA						
Professional	NP	14			NP	1					
Technical	BA				BA						
Protective Service	NA				NA						
Paraprofessional	NA				NA						
Admin. Support	BA				BA						
Skilled Craft	NA				NA						
Service/Maint.	BA				BA						
<b>TOTALS</b>		<b>14</b>	<b>0</b>	<b>0</b>		<b>1</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

***Workforce Development (Continued)***

**FY '07 Qualitative Plan Results Reported by the Department**

- ❖ The Iowa Workforce Development (IWD) AA Officer continued to work with managers to enhance their recruitment efforts to fill underutilized classifications through the use of key non-traditional resources to attract and retain qualified underutilized candidates.
- ❖ The AA Officer continued to monitor and evaluate turnover and exit reports and made corrective recommendations where necessary; worked with managers to provide adequate time for nontraditional recruitment efforts; monitored turnover; identified trade organizations and associated groups representing qualified candidates from underutilized categories; and participated in the screening and interview processes.
- ❖ IWD required new supervisors to take the AA/EEO, Diversity training offered by Department of Administrative Services-Human Resources Enterprise (DAS-HRE). Current supervisors who have not attended these classes were required to attend. Additionally, the AA Officer provided diversity awareness training and programs to IWD Field EEO Liaisons for train-the-trainer courses.
- ❖ The AA Officer continued to publish EEO and nondiscrimination policies emphasizing IWD's commitment and its employees' responsibility to a workforce free of discrimination and bias.

**FY '08 Qualitative Plan for Areas of Underutilization Reported by the Department**

- ❖ IWD will contact the DAS-HRE Recruitment Coordinator for assistance in addressing its targeted recruitment efforts.
- ❖ IWD will continue to address its underutilization proactively through outreach, advertising, and developing relationships that support its affirmative action and diversity efforts.
- ❖ IWD will specifically contact professional organizations to support its recruitment in targeted, underutilized job classes.
- ❖ Statistical information will continue to be analyzed and utilized to predict, monitor and evaluate underutilization through turnover and exit reports, so that proactive intervention may be employed when necessary.
- ❖ Quarterly and special reports provided by DAS-HRE will continue to serve to assist the Department in addressing its underutilization.
- ❖ Managers involved in the selection and interview process will continue to receive training in areas of diversity, hiring and selection, AA/EEO, as well as other related topics that will enhance their awareness and focus on addressing underutilization.
- ❖ EEO and anti-discrimination policies and training guides will be reissued to all management and employees.
- ❖ Efforts will continue to ensure that job postings and the creation of an awareness of IWD promotions and transfer opportunities are available to all its employees.
- ❖ All human rights commissions in Iowa will have exposure to IWD hiring needs through contact established by the IWD AA Officer.
- ❖ New employees will receive training in equal opportunity and non-discrimination, together with an understanding of the Department's affirmative action program.

## **Appendix B**

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

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- 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.
- July-Fourth Quarter (end-of-fiscal-year) Tracking reports are distributed to departments.
- August - Affirmative action planning materials for new fiscal year are distributed to the departments.



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- 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 C**

### **Rose Law Firm/NAACP Comments**

The Rose Law Firm and the NAACP have provided additional information and recommendations about the State's hiring practices. These are presented here for general information. 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.

#### **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."

#### **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

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

## **Appendix D**

### **Glossary**

#### **Accessibility**

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

#### **Affirmative Action**

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

#### **Availability**

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

#### **Balanced Workforce**

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

#### **Disability**

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

#### **Diversity**

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

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

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

### **Equal Employment Opportunity**

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

### **Goal**

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

### **Manifest Imbalance**

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

### **Olmstead Plan**

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 maintains cultural identification through tribal affiliation or community recognition.

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

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

### **Reasonable Accommodation**

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

### **Relevant Labor Force or Market**

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

### **Remedial and Non-remedial Underutilization**

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

### **Qualitative Utilization Analysis**

A qualitative utilization analysis shows whether and where an agency's employment policies and practices do or tend to exclude, disadvantage, restrict or adversely affect employees based on their age, sex, disability, and racial/ethnic minorities status. It should also show whether and where effects of prior illegal discrimination are left uncorrected. The analysis may include, but 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 relocations.
- 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 E**

### **Manuals and Resources**

DAS has developed the following resources to provide guidance and tools that will help the agencies in their efforts to increase diversity and address the related topics they are likely to encounter.

#### **Affirmative Action and Recruitment:**

[http://das.hre.iowa.gov/documents/aaeeo/hr\\_program\\_standards.pdf](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\\_strategies.pdf](http://das.hre.iowa.gov/documents/aaeeo/low_cost_recruitment_strategies.pdf)

#### **Workforce Planning:**

[http://das.hre.iowa.gov/wp\\_home.html](http://das.hre.iowa.gov/wp_home.html)

#### **Managers and Supervisors Manual:**

[http://das.hre.iowa.gov/ms\\_manual.html](http://das.hre.iowa.gov/ms_manual.html)

#### **State of Iowa Jobs Page:**

[http://das.hre.iowa.gov/state\\_jobs.html](http://das.hre.iowa.gov/state_jobs.html)

#### **Applicant Screening Manual:**

[http://das.hre.iowa.gov/documents/publications/applicant\\_screening\\_manual.pdf](http://das.hre.iowa.gov/documents/publications/applicant_screening_manual.pdf)

#### **Training Resources:**

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