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A FORMS MANUAL  
FOR  
AFFIRMATIVE ACTION PLANNING AND PROGRAMMING

August, 1977

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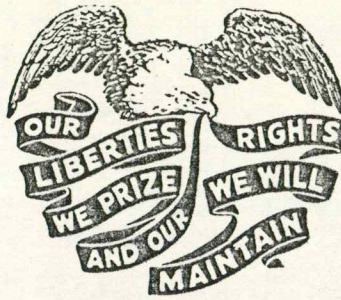
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July, 1977

This Affirmative Action Forms Manual has been prepared for the purpose of facilitating the development and implementation of employers' affirmative action plans and programs.

Copies of the manual and/or individual forms may be obtained from the Affirmative Action Division of the Commission, upon request.

These forms should be used in conjunction with the booklet entitled Guideline for Affirmative Action Plan Development and the revised edition of the red booklet entitled Affirmative Action.

Technical Assistance will also be provided in the use of these forms and manuals, particularly as they relate to planning and programming. Simply call the Affirmative Action Division at the above number and schedule an appointment for this assistance.

A handwritten signature in cursive script that reads "Thomas Mann, Jr." The signature is written in dark ink and is positioned above the printed name and title.

Thomas Mann, Jr.  
Executive Director

## DEFINITIONS, TERMS, & REPORTING GUIDELINES

The attached definitions and EEOC reporting guidelines should greatly assist in compiling and reporting information pertaining to staffing patterns.

Occupational Data - Employment data should be reported by annual salary within job category. Report each employee in only one job/salary category. In order to simplify and standardize the method of reporting, all jobs are considered as belonging in one of the broad occupations shown on the data forms. To assist you in determining how to place your jobs within the occupational groups, the description of job categories includes examples. The list of examples, however, is in no way exhaustive.

Other than Full-time Employees - Employment data should cover all employees not included in the full-time matrix except for elected and appointed officials and/or advisors. This exception does not apply to employees subject to the civil service laws of a state government, governmental agency or political jurisdiction.

New Hires - New hire data should reflect all permanent full-time employees during a calendar and/or fiscal year.

## 1. DEFINITIONS APPLICABLE TO ALL EMPLOYERS

- a. "Commission" refers to the Iowa State Civil Rights Commission.
- b. "Employee" means an individual employed by a political jurisdiction, except that the term 'employee' shall not include any person elected to public office in any State or political subdivision of any State by the qualified voters thereof, or any person chosen by such officer to be on such officer's personal staff, or an appointee on the policymaking level or an immediate adviser with respect to the exercise of the constitutional or legal powers of the office. The exemption set forth in the preceding sentence shall not include employees subject to the civil service laws of a State government, governmental agency or political subdivision.
- c. "Full-Time Employee" - Persons employed during this pay period to work the number of hours per week that represent regular full-time employment (excluding temporaries and intermittents).
- d. "Other than Full-Time Employees" - Persons employed during this pay period on a part-time basis. Include those daily or hourly employees usually engaged for less than the regular full-time work week, temporaries working on a seasonal basis (whether part-time or full-time) or hired for the duration of a particular job or operation, and intermittents.
- e. "New Hires During Fiscal Year" - Persons both with and without previous experience and transfers who were hired for the first time in this jurisdiction or rehired after a break in service for permanent full-time employment.

## 1. RACE/ETHNIC IDENTIFICATION

An employer may acquire the race/ethnic information necessary for this section either by visual surveys of the work force, or from post-employment records as to the identity of employees. An employee may be included in the minority group to which he or she appears to belong, or is regarded in the community as belonging.

Since visual surveys are permitted, the fact that race/ethnic identifications are not present on agency records is not an excuse for failure to provide the data called for.

Moreover, the fact that employees may be located at different addresses does not provide an acceptable reason for failure to comply with the reporting requirements. In such cases, it is recommended that visual surveys be conducted for the employer by persons such as supervisors who are responsible for the work of the employees or to whom the employees report for instructions or otherwise.

Please note that conducting a visual survey and keeping post-employment records of the race or ethnic origin of employees is legal in all jurisdictions and under all Federal and State laws. State laws prohibiting inquiries and record-keeping as to race, etc., relate only to applicants for jobs, not to employees.

The concept of race as used by the Equal Employment Opportunity Commission does not denote clearcut scientific definitions of anthropological origins. For the purposes of this report, an employee may be included in the group to which he or she appears to belong, identifies with, or is regarded in the community as belonging. However, no person should be counted in more than one race/ethnic category.

The Five race/ethnic categories are defined as follows:

- (a) White (not of Hispanic origin): All persons having origins in any of original peoples of Europe, North Africa, the Middle East, or the Indian subcontinent.
- (b) Black (not Hispanic origin): All persons having origins in any of the black racial groups.
- (c) Hispanic: All persons of Mexican, Puerto Rican, Cuban, Central or South American, or other Spanish culture or origin, regardless of race.
- (d) Asian or Pacific Islanders: All persons having origins in any of the original peoples of the Far East, Southeast Asia, or the Pacific Islands. This area includes, for example, China, Japan, Korea, the Philippine Islands, and Samoa.
- (e) American Indian or Alaskan Native: All persons having origins in any of the original peoples of North American.

### 3. DESCRIPTION OF JOB CATEGORIES

a. Officials and Administrators: Occupations in which employees set broad policies, exercise overall responsibility for execution of these policies, or direct individual departments or special phases of the agency's operations, or provide specialized consultation on a regional, district or area basis. Includes: department heads, bureau chiefs, division chiefs, directors, deputy directors, controllers, examiners, wardens, superintendents, unit supervisors, sheriffs, police and fire chiefs and inspectors and kindred workers.

b. Professionals: Occupations which require specialized and theoretical knowledge which is usually acquired through college training or through work experience and other training which provides comparable knowledge. Includes: Personnel and labor relations workers, social workers, doctors, psychologists, registered nurses, exonomists, dieticians, lawyers, system analysts, accountants, engineers, employment and vocational rehabilitation counselors, teachers or instructors, police and fire captains and lieutenants and kindred workers.

c. Technicians: Occupations which require a combination of basic scientific or technical knowledge and manual skill which can be obtained through specialized post-secondary school education or through equivalent on-the-job training. Includes: computer programmers and operators, draftsmen, surveyors, licensed practical nurses, photographers, radio operators, technical illustrators, technicians (medical, dental, electronic, physical sciences), assessors, inspectors, police and fire sergeants and kindred workers.

d. Protective Service Workers: Occupations in which workers are entrusted with public safety, security and protection from destructive forces. Includes: police patrol officers, fire fighters, guards, deputy sheriffs, bailiffs, correctional officers, detectives, marshals, harbor patrol officers and kindred workers.

e. Paraprofessionals: Occupations in which workers perform some of the duties of a professional or technician in a supportive role, which usually require less formal training and/or experience normally required for professional or technical status. Such positions may fall within an identified pattern of staff development and promotion under a "New Careers" concept. Includes: library assistants, research assistants, medical aides, child support workers, police auxiliary, welfare service aides, recreation assistants, homemakers aides, home health aides, and kindred workers.

f. Office and Clerical: Occupations in which workers are responsible for internal and external communication, recording and retrieval of data and/or information and other paper work required in an office. Includes: bookkeepers, messengers, office machine operators, clerk-typist, stenographers, court transcribers, hearing reporters, statistical clerks, dispatchers, license distributors, payroll clerks and kindred workers.

g. Skilled Craft Workers: Occupations in which workers perform jobs which require special manual skill and a thorough and comprehensive knowledge of the processes involved in the work which is acquired through on-the-job training and mechanics and repairment, electricians, heavy equipment operators, stationary engineers, skilled machining occupations, carpenters, compositors and type-setters and kindred workers.

h. Service/Maintenance: Occupations in which workers perform duties which result in or contribute to the comfort, convenience, hygiene or safety of the general public or which contribute to the upkeep and care of buildings, facilities or grounds of public property. Workers in this group may operate machinery. Includes: chauffeurs, laundry and dry cleaning operatives, truck drivers, bus drivers, garage laborers, custodial personnel, gardeners and groundkeepers, refuse collectors, construction laborers.

i. Operatives: Workers who operate machines or processing equipment, or perform other operative-type duties of intermediate skill level which can be mastered in a few weeks and require only limited training.

## Title 29—Labor

CHAPTER XIV—EQUAL EMPLOYMENT  
OPPORTUNITY COMMISSION

## PART 1602—RECORDS AND REPORTS

Reporting and Recordkeeping by State and  
Local Governments

By virtue of the authority vested in it by section 713(a) of title VII of the Civil Rights Act of 1964, as amended, 42 U.S.C. section 2000e-12(a), 78 Stat. 265, the Equal Employment Opportunity Commission (hereinafter referred to as the Commission) hereby amends title 29, chapter XIV, part 1602 of the Code of Federal Regulations.

On March 2, 1973, the Equal Employment Opportunity Commission published in the FEDERAL REGISTER (38 FR 5659) a notice of public hearing on proposed regulations regarding reporting and recording requirements for State and local governments embodied in the proposed regulations and report form EEO-4. The form and instructions were published as an appendix thereto.

Under the proposed regulations all political jurisdictions employing 15 or more employees were to be required to maintain for a 3-year period records which would be necessary for the proper completion of report form EEO-4, whether or not the political jurisdiction was required to file the report; and all political jurisdictions employing 100 or more employees and others with 15 or more employees where requested by the Commission were to be required to submit report EEO-4 annually. All political jurisdictions employing 15 or more employees also were to be required to maintain, for 2 years, all personnel and employment records, such as application forms and promotion, demotion, transfer, layoff, and termination records.

The public hearing was held on March 21, 1973. At the hearing the proposed requirements were explained and all persons who had requested to be heard testified. Thereafter, the record remained open for 5 days and written comments by 16 organizations were received. As a result of the comments, several changes were effected. The EEO-4 form was amended to include narrower salary ranges and more refined job category definitions. In addition, the first sentence of § 1602.30 of the proposed regulations was clarified. A new sentence was added prior to the last sentence of the section requiring copies of records to be maintained onsite which requirement conforms with the instructions to the report form. No other substantive changes were made.

In response to requests by several political jurisdictions for more time in which to comply with the requirements on reporting, the date by which the first EEO-4 report is required to be filed shall be October 31, 1973, instead of July 30,

1973. The payroll reporting period for employment data shall include August 31, 1973 or June 30, 1973, at the option of the political jurisdiction. The filing and report period dates of July 30 and June 30, respectively, shall apply in 1974 and thereafter.

Part 1602 is amended by adding new subparts I, J, and K, and by adding new §§ 1602.30, 1602.31, 1602.32, 1602.33, 1602.34, 1602.35, 1602.36, 1602.37, and 1602.38 thereto to read as follows below. These amendments shall become effective June 13, 1973.

Subpart I—State and Local Governments  
Recordkeeping

## Sec.

1602.30 Records to be made or kept.

1602.31 Preservation of records made or kept.

AUTHORITY.—Sec. 709(c), 78 Stat. 265, 42 U.S.C. 2000e-8(c); 29 CFR 1602.3.

Subpart I—State and Local Governments  
Recordkeeping

1602.30 Records to be made or kept.

On or before July 30, 1973, and annually thereafter, every political jurisdiction with 15 or more employees is required to make or keep records and the information therefrom which are or would be necessary for the completion of report EEO-4 under the circumstances set forth in the instructions thereto, whether or not the political jurisdiction is required to file such report under § 1602.32 of the regulations in this part. The instructions are specifically incorporated herein by reference and have the same force and effect as other sections of this part. Such records and the information therefrom shall be retained at all times for a period of 3 years at the central office of the political jurisdiction and shall be made available if requested by an officer, agent, or employee of the Commission under section 710 of title VII, as amended. Although agency data are aggregated by functions for purposes of reporting, separate data for each agency must be maintained either by the agency itself or by the office of the political jurisdiction responsible for preparing the EEO-4 form. It is the responsibility of every political jurisdiction to obtain from the Commission or its delegate necessary instructions in order to comply with the requirements of this section.

1602.31 Preservation of records made or kept.

(a) Any personnel or employment record made or kept by a political jurisdiction (including but not necessarily limited to application forms submitted by applicants and other records having to do with hiring, promotion, demotion,

\* Note.—Instructions were published as an appendix to the proposed regulations on Mar. 2, 1973 (38 FR 5662).



transfer, layoff or termination, rates of pay or other terms of compensation, and selection for training or apprenticeship) shall be preserved by the political jurisdiction for a period of 2 years from the date of the making of the record or the personnel action involved, whichever occurs later. In the case of involuntary termination of an employee, the personnel records of the individual terminated shall be kept for a period of 2 years from the date of termination. Where a charge of discrimination has been filed, or an action brought by the Attorney General against a political jurisdiction under title VII, the respondent political jurisdiction shall preserve all personnel records relevant to the charge or action until final disposition of the charge or the action. The term "personnel record relevant to the charge," for example, would include personnel or employment records relating to the person claiming to be aggrieved and to all other employees holding positions similar to that held or sought by the person claiming to be aggrieved; and application forms or test papers completed by an unsuccessful applicant and by all other candidates for the same position as that for which the person claiming to be aggrieved applied and was rejected. The date of final disposition of the charge or the action means the date of expiration of the statutory period within which a person claiming to be aggrieved may bring an action in a U.S. district court or, where an action is brought against a political jurisdiction either by a person claiming to be aggrieved or by the Attorney General, the date on which such litigation is terminated.

(b) The requirements of this section shall not apply to application forms and other preemployment records of applicants for positions known to applicants to be of a temporary or seasonal nature.

*Note.*—The reporting and/or recordkeeping requirements contained herein have been approved by the Office of Management and Budget in accordance with the Federal Reports Act of 1942.

**Subpart J—State and Local Government Information Report**

- Sec.
- 1602.32 Requirement for filing and preserving copy of report.
- 1602.33 Penalty for making of willfully false statements on report.
- 1602.34 Commission's remedy for political jurisdiction's failure to file report.
- 1602.35 Political jurisdiction's exemption from reporting requirements.
- 1602.36 Schools exemption.
- 1602.37 Additional reporting requirements.

*Authority.*—Sec. 709(c), 78 Stat. 265, 42 U.S.C. 2000e-8(c); 29 CFR 1602.3.

**Subpart J—State and Local Government Information Report**

- 1602.32 Requirement for filing and preserving copy of report.

(a) On or before July 30, 1974 and annually thereafter, certain political jurisdictions subject to title VII of the Civil Rights Act of 1964, as amended, shall file with the Commission or its delegate

executed copies of "State and Local Government Information Report EEO-4" in conformity with the directions set forth in the form and accompanying instructions. The political jurisdictions covered by this regulation are (1) those which have 100 or more employees, and (2) those other political jurisdictions which have 15 or more employees from whom the Commission requests the filing of reports. Every such political jurisdiction shall retain at all times a copy of the most recently filed EEO-4 at the central office of the political jurisdiction for a period of 3 years and shall make the same available if requested by an officer, agent, or employee of the Commission under the authority of section 710 of title VII, as amended.

(b) For calendar year 1973, the requirements of paragraph (a) of this section shall be carried out on or before October 31, 1973.

- 1602.33 Penalty for making of willfully false statements on report.

The making of willfully false statements on report EEO-4, is a violation of the United States Code, title 18, section 1001, and is punishable by fine or imprisonment as set forth therein.

- 1602.34 Commission's remedy for political jurisdiction's failure to file report.

Any political jurisdiction failing or refusing to file report EEO-4 when required to do so may be compelled to file by order of a U.S. district court, upon application of the Attorney General.

- 1602.35 Political jurisdiction's exemption from reporting requirements.

If it is claimed the preparation or filing of the report would create undue hardship, the political jurisdiction may apply to the Commission for an exemption from the requirements set forth in this part by submitting to the Commission or its delegate a specific proposal for an alternative reporting system prior to the date on which the report is due.

- 1602.36 Schools exemption.

The recordkeeping and report-filing requirements of subparts I and J shall not apply to State or local educational institutions or to school districts or school systems or any other educational functions. The previous sentence of this section shall not act to bar jurisdiction which otherwise would attach under § 1602.30.

- 1602.37 Additional reporting requirements.

The Commission reserves the right to require reports, other than that designated as the "State and Local Government Information Report EEO-4," about the employment practices of individual political jurisdictions or group of political jurisdictions whenever, in its judgment, special or supplemental reports are necessary to accomplish the purposes of title VII. Any system for the requirement of such reports will be established in accordance with the pro-

cedures referred to in section 709(c) of title VII and as otherwise prescribed by law.

- Subpart K—Records and Inquiries as to Race, Color, National Origin, or Sex.
- Sec.
- 1602.38 Applicability of State or local law.

*Authority.*—Sec. 709(c), 78 Stat. 265, 42 U.S.C. 2000e-8(c); 29 CFR 1602.3.

- Subpart K—Records and Inquiries as to Race, Color, National Origin, or Sex
- 1602.38 Applicability of State or local law.

The requirements imposed by the Equal Employment Opportunity Commission in these regulations, subparts I and J, supersede any provisions of State or local law which may conflict with them.

Signed at Washington, D.C., this 7th day of May 1973.

WILLIAM H. BROWN III,  
Chairman.

[FR Doc.73-9520 Filed 5-11-73; 8:45 am]

FORMAT

MANAGEMENT-by-OBJECTIVES

FORMAT

AFFIRMATIVE ACTION PLANNING COMPONENT

(MANAGEMENT-by-OBJECTIVES)

AGENCY or ORGANIZATION: \_\_\_\_\_

SITUATION ASSESSMENT: \_\_\_\_\_

OBJECTIVE: \_\_\_\_\_

DEPARTMENT: \_\_\_\_\_ SUPERVISOR: \_\_\_\_\_

GOALS: Short-Range \_\_\_\_\_ Long-Range \_\_\_\_\_ Programmatic \_\_\_\_\_ (Indicate by Check-mark)

WHAT	WHERE	WHO	WHEN		HOW		FUTURE	REPORTING
Action Items	Depts;div; Fac; Job Category,	Person(s) Responsible	Beginning Date	Completion Date	Operational Procedures	Budgetary Recruitment	Action Required	Requirements
Planning components should be developed for each of the eight major categories listed on page 14 of the booklet entitled <u>Affirmative Action</u> .								

SAMPLE

POLICY STATEMENT

SAMPLE STATEMENT

IOWA STATE (INSERT NAME OF AGENCY OR DEPARTMENT)

EQUAL EMPLOYMENT OPPORTUNITY POLICY STATEMENT

The (insert agency or department) through it's Board or Commissioners, Executive Director and staff, are not only mandated by law but are committed to the principles embodied in the concept of equal employment opportunity. In this respect, we will continue to strive to insure that qualified and qualifiable persons are provided maximum participation opportunities in the main stream of our employment system regardless of such characteristics as race-ethnicity, color, age, religion, sex, national origin, or disability. We seek always to serve the citizens of Iowa in the most equitable manner possible; and will be vigilant always in our attempts to insure against archaic and unjust codes of employment conduct.

THEREFORE, it is and will continue to be the policy of the (name agency) that all matters pertaining to recruitment, selection and hiring, training, compensation, benefits, promotions, transfers, lay-offs, recalls from lay-offs, terminations, demotions, working conditions, educational and training opportunities, and all other job-related activities shall be free from discriminatory practices and procedures.

All mobility opportunities which occur within our agency will be based upon findings from periodic reviews, and the analyses of personnel records; and only those factors found to be valid will be imposed for these opportunities. The enduring obligation of this establishment is to ensure that qualified and/or qualifiable applicants will be considered for such opportunities, basing all judgments on job-related factors.

Affirmative Action is the method that will be employed by us to achieve the objectives of this Policy Statement. A staff person will be designated to execute the functions of an Equal Employment Opportunity Officer on or before (insert date); and will be assigned the responsibility of developing and insuring the implementation of an affirmative action program. With the cooperation and assistance of appropriate staff, the equal employment opportunity officer will conduct periodic surveys and review staffing patterns and employment procedures to determine whether the program is being properly implemented. Recommendations from these surveys will serve as a basis for taking necessary and appropriate action to correct any deficiencies or problems that are found to exist.

FURTHER, the (name of agency) is mandated by state and federal laws and is committed to requiring equal employment opportunities by contractors and by sub-contractors, suppliers and vendors who engage in business with our agency. In this respect, such authorities shall be expected to comply with the policies expressed in the appropriate state and federal mandates.

Page 2

SAMPLE Equal Employment Opportunity Policy Statement

The (name agency) will develop specific goals and objectives which will be used as benchmarks for measuring the effectiveness of our affirmative action program; and as a guide for insuring that the total employment posture of our agency can be viewed as ensuring continual growth in employment opportunities, regardless of non-job-related characteristics or factors.

DATE:

\_\_\_\_\_  
CHAIRPERSON,

\_\_\_\_\_  
Executive Director

STAFF ASSESSMENT

POST EMPLOYMENT

Dear Employee:

Various legal mandates require the gathering and compiling of specific kinds of data. In this respect, we wish to request that you provide us with the data and information contained on the attached form.

By obtaining the data directly from you, we are attempting to ensure the validity of reports which are prepared periodically for the various governmental officials.

Your cooperation in this matter is appreciated.

Sincerely



POST-EMPLOYMENT DATA FORM

For Internal Use

To be obtained on a voluntary basis ONLY

1. Name: \_\_\_\_\_
2. Sex:  Male 3. Date of Birth: \_\_\_\_\_  
 Female
4. Race-ethnicity: (circle one) Caucasian, Black, Hispanic, Asian/Pacific Islander, American Indian/Native Alaskan
5. Disabled? (based on doctor's statement)  Yes  No
6. Date Hired: \_\_\_\_\_
7. Position when hired: \_\_\_\_\_
8. Current position: \_\_\_\_\_  
 Full-time  Part-time  
 Permanent  Provisional  Emergency
9. If you held previous positions, indicate the classifications below:  
(a) \_\_\_\_\_ From \_\_\_\_\_ To \_\_\_\_\_  
(date) (date)  
(b) \_\_\_\_\_ From \_\_\_\_\_ To \_\_\_\_\_  
(date) (date)
10. Is your position federally-funded?  Yes  No
11. Are you a citizen of the United States?  Yes  No  
(a) If not, do you plan to become a citizen?  Yes  No
12. To be answered only if you were hired during this calendar year:  
How did you learn about this vacancy:  
 Personal contact  
 Job announcement  
 Publications (indicate) \_\_\_\_\_  
 Iowa State Employment Service  
 Placement Service  
 Other (indicate) \_\_\_\_\_

DATE: \_\_\_\_\_

DEPARTMENTAL RECORD

SALARY AND WAGE PATTERNS  
BY JOB CATEGORY AND PROTECTED CLASS

Job Category and Protected Class	Total		For Period											
	FT	PT	Under \$6000		\$6000-\$9999		\$10,000-\$12,999		\$13,000-\$15,999		\$16,000-\$24,999		\$25,000 +	
Job Category:			M	Fe	M	Fe	M	Fe	M	Fe	M	Fe	M	Fe
*														
Male				■		■		■		■		■		■
Female			■		■		■		■		■		■	
Caucasian														
Ethnic-Minority:														
Black														
Hispanics														
Asian/Pac Islr														
Indian/Natv Alsk														
Non-citizens														
Age: (New Hires)														
18 to 21														
22 to 39														
40 to 54														
55 and over														
Handicapped														

\*Use a separate form for each job category

Agency \_\_\_\_\_

Prepared by \_\_\_\_\_



SALARY & WAGE TABLES  
 BY JOB CATEGORY & PROTECTED CLASS  
 (COMPARATIVE DATA)

19\_\_ : N=  
 19\_\_ : N=

Full and Part-time Employees

JOB CATEGORY AND SALARY RANGE *	MALE		FEMALE		CAUCASIAN				ETHNIC MINORITIES		BLACK		HISPANIC		OTHER		HANDICAP		TOTALS		% OF CHANGE	
	19__	19__	19__	19__	19__	19__	19__	19__	19__	19__	19__	19__	19__	19__	19__	19__	19__	19__	19__	19__	19__	19__
Under - \$ 6,000																						
6,000 - 9,999																						
10,000 - 12,999																						
13,000 - 15,999																						
16,000 - 24,999																						
25,000 and over																						
<b>TOTALS</b>																						
<b>MEDIAN SALARY</b> *																						
Under - \$ 6,000																						
6,000 - 9,999																						
10,000 - 12,999																						
13,000 - 15,999																						
16,000 - 24,999																						
25,000 and over																						
<b>TOTALS</b>																						
<b>MEDIAN SALARY</b> *																						
Under - \$ 6,000																						
6,000 - 9,999																						
10,000 - 12,999																						
13,000 - 15,999																						
16,000 - 24,999																						
25,000 and over																						
<b>TOTALS</b>																						
<b>MEDIAN SALARY</b> *																						

\* List Job Category

SIGNATURE \_\_\_\_\_



UTILIZATION ANALYSIS FORMS

NOTE:

To be completed for each protected class, by job category in each department or division. If decentralized, conduct such an analysis for each facility.

UTILIZATION ANALYSIS WORKSHEET

(DEPARTMENT OR DIVISION)

(DATE)

Occupational Category	Total Employees	Employees by Sex		Employees by Minority Status					Labor Market Representation by EEO Class and by Occupational Category				Underutilization	
		Women	Men	Total Ethnic Minority	Black	Hispanic	Asn/PI	AI	Women	Men	Caucasian	Ethnic Minority	Women	Minority
													+ BxJ-C=N	+ BxM-E=O
#	#	#	#	#	#	#	#	%	%	%	%	#	#	
1														
2														
3														
4														
5														
6														
7														
A	B	C	D	E	F	G	H	I	J	K	L	M	N	O

Occupational Categories:

- 1-Executive/Administrative/Managerial
- 2-Professional
  - (a) Faculty
  - (b) Non-Faculty
- 3-Technicians/Skilled Craftsmen
- 4-Protective Services
- 5-Para professionals
- 6-Secretarial/Clerical
- 7-Service/Maintenance

Labor Market Recruitment Area:

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

EEO Class Codes (See Definitions)

- E-Total - All Non-White
- F-Black - Not of Hispanic Origin
- G-Hispanic - Spanish descent
- H-Asian/Pacific Islander
- I-American Indian/Native Alaskan

Formula:

(BxJ) + C = N (Women)

(BxM) + E = O (Ethnic - Minority)

GOALS AND TIMETABLES

Date: \_\_\_\_\_ Unit: \_\_\_\_\_ Job Classification: \_\_\_\_\_ Relevant Labor Area: \_\_\_\_\_

Total Employees in Job Classification: \_\_\_\_\_

Projected Total 12 Months: \_\_\_\_\_

Projected Turnover 12 Months:

Cut-back: (or) \_\_\_\_\_

Expansion: \_\_\_\_\_

Replacements: \_\_\_\_\_

Net Job Openings: \_\_\_\_\_

Projected Promotables 12 Months:

Minority: \_\_\_\_\_

Female: \_\_\_\_\_

Projected Transferables 12 Months:

Minority: \_\_\_\_\_

Female: \_\_\_\_\_

6 One-Year Hiring and Promotion Targets	Number				
	Rate				
7 Five-Year Goals	Number				
	Percentage				

37



STAFFING PROFILE

As of: \_\_\_\_\_

\_\_\_\_\_  
Institution

NUMBER OF EMPLOYEES

Full-time: \_\_\_\_\_

Part-time: \_\_\_\_\_

TOTAL \_\_\_\_\_

SELECTED CHARACTERISTICS

(Full and Part-time Employees)

Number

% of Total

Male

Female

White

Non-White

% of Group

Black

Hispanics

Asian/Pacific Islander

Indian/Native Alaskan

\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

Foreign Nationals

Handicapped

Age Groups:

18 to 21

22 to 39

40 to 54

55 and over

## RECRUITMENT SYSTEM

NOTE:

System should be standardized and used for each job vacancy. See Guidelines for Affirmative Action Plan Development.

AFFIRMATIVE

ACTION

PLANNING

RECRUITMENT RESOURCES

ORGANIZATION

	ORGANIZATION			*			**	UNDER	40+
	NAME	ADDRESS	PHONE	RACE/ ETHNIC	MALE	FEMALE	HDCP	22	YRS
AGENCY									
HIGH SCHOOL									
COLLEGE									
VOCATIONAL SCHOOL									

\* See Definitions

\*\* Place Check Mark (✓) If Handicapped

JOB VACANCY NOTICE

DATE \_\_\_\_\_

MAILED TO: \_\_\_\_\_

FROM: \_\_\_\_\_

We have opening(s) for the following job or position and would like to consider referrals from your agency.

JOB TITLE: \_\_\_\_\_

DESCRIPTION OF DUTIES: \_\_\_\_\_

SPECIAL QUALIFICATIONS: \_\_\_\_\_

NUMBER OF VACANIES: \_\_\_\_\_ STARTING PAY \_\_\_\_\_ HOURS \_\_\_\_\_

If you know of any qualified applicant you feel would be interested in this job or position, you can have them get in touch with \_\_\_\_\_ at this phone number: \_\_\_\_\_. Or, list their names, addresses, and phone numbers below and return this form to \_\_\_\_\_. You will be notified as to the disposition of your referrals in a follow-up report.

NAME	ADDRESS	PHONE
_____	_____	_____
_____	_____	_____
_____	_____	_____
_____	_____	_____
_____	_____	_____
_____	_____	_____
_____	_____	_____
_____	_____	_____
_____	_____	_____
_____	_____	_____

ACTION

PLANNING

TO: \_\_\_\_\_ FROM: \_\_\_\_\_

DATE: \_\_\_\_\_ The position offered is currently:

FILLED: \_\_\_\_\_ (New employee's name) \_\_\_\_\_ (Referred by)

OPEN: Qualified applicants now pending

OPEN: Additional applicants being considered

We have indicated below the action taken on those applicants referred by you.

<u>APPLICANT'S NAME</u>	<u>HIRED</u>	<u>PENDING</u>	<u>DATE</u>	<u>REJECTED</u>	<u>REASON</u>

SUMMARY

	APPLICATIONS	HIRED	PENDING	REJECTED
TOTAL				

SELECTION PROCESS FORMS

# APPLICATION

PRINT OR TYPE



... EQUAL OPPORTUNITY EMPLOYER"

### PLEASE FOLLOW THESE GENERAL INSTRUCTIONS

1. No more than FOUR jobs may be applied for on this form.
2. A resume WILL NOT be accepted in lieu of any part of this form.
3. DO NOT send a transcript. You will be advised if one is required.

**SITUATIONS APPLIED FOR:**

1. \_\_\_\_\_ 2. \_\_\_\_\_

3. \_\_\_\_\_ 4. \_\_\_\_\_

### EXAMINATION SITE CHOICE

- On SATURDAY in Des Moines.
- On a WEEKDAY at a Iowa State Employment Service Office near my home.

### COLLEGE AND HIGH SCHOOL

Highest grade completed in school: \_\_\_\_\_ High school graduate? Yes \_\_\_\_\_ No \_\_\_\_\_

Not a graduate, do you have an equivalency (GED) certificate? Yes \_\_\_\_\_ No \_\_\_\_\_

If applicable, please indicate semesters in: \_\_\_\_\_ Bookkeeping \_\_\_\_\_ Data Processing

Social Security Number

Last Name

First Name

Middle Name or Initial

Street and Number

City

County

State

Zip

Phone (area code) number

Are you at least eighteen years of age? Yes \_\_\_\_\_ No \_\_\_\_\_

### COLLEGE or VOCATIONAL TRAINING (Business, Trades, Technical and Military Service)

Name and Location	From Month Year	To Month Year	Major subjects or Coursework	Total Hours In Major	Total Sem. Hours	Total Qtr. Hours	Certificate or Diploma As Issued

If coursework other than your major is required for qualification, see back page.

If you have not completed your course of study, please give anticipated date: \_\_\_\_\_

Have you already submitted a transcript? Yes \_\_\_\_\_ No \_\_\_\_\_

### FOR OFFICE USE ONLY - DO NOT WRITE BELOW THIS LINE

Request more inform. Pending transcript Pending graduation Sent questionnaire	Request more inform. Pending transcript Pending graduation Sent questionnaire	Request more inform. Pending transcript Pending graduation Sent questionnaire	Request more inform. Pending transcript Pending graduation Sent questionnaire
A-	CD A-	CD A-	CD A-

# EMPLOYMENT

List the positions that you have held, starting with your most recent position. If more than one position has been held with the same organization, list each separately. Describe each different assignment in military service. Under "DUTIES," describe your job in sufficient detail so that we can fairly determine not only your tasks, but level of responsibilities.

1. Employer: \_\_\_\_\_  
Employer's Address: \_\_\_\_\_  
\_\_\_\_\_  
Kind of Business: \_\_\_\_\_  
Supervisor's Title: \_\_\_\_\_  
Your Title: \_\_\_\_\_  
\_\_\_\_\_  
Employed from: \_\_\_\_\_ to \_\_\_\_\_  
                          month/year                          month/year  
Check one: Part-time \_\_\_\_\_ Full-time \_\_\_\_\_  
If part-time, hours per week: \_\_\_\_\_  
Last monthly salary: \$ \_\_\_\_\_

DUTIES: \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
If you supervised employees, please indicate number and kind here:

2. Employer: \_\_\_\_\_  
Employer's Address: \_\_\_\_\_  
\_\_\_\_\_  
Kind of Business: \_\_\_\_\_  
Supervisor's Title: \_\_\_\_\_  
Your Title: \_\_\_\_\_  
\_\_\_\_\_  
Employed from: \_\_\_\_\_ to \_\_\_\_\_  
                          month/year                          month/year  
Check one: Part-time \_\_\_\_\_ Full-time \_\_\_\_\_  
If part-time, hours per week: \_\_\_\_\_  
Last monthly salary: \$ \_\_\_\_\_

DUTIES: \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
If you supervised employees, please indicate number and kind here:

3. Employer: \_\_\_\_\_  
Employer's Address: \_\_\_\_\_  
\_\_\_\_\_  
Kind of Business: \_\_\_\_\_  
Supervisor's Title: \_\_\_\_\_  
Your Title: \_\_\_\_\_  
\_\_\_\_\_  
Employed from: \_\_\_\_\_ to \_\_\_\_\_  
                          month/year                          month/year  
Check one: Part-time \_\_\_\_\_ Full-time \_\_\_\_\_  
If part-time, hours per week: \_\_\_\_\_  
Last monthly salary: \$ \_\_\_\_\_

DUTIES: \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
If you supervised employees, please indicate number and kind here:



# RECORD

Volunteer experience will be evaluated in the same manner as paid employment and should be entered in the same manner, except for pay information. If you have had more than six (6) work experiences, or wish to add more detail to the "DUTIES" section, simply complete another sheet in the same format and attach.

<p>Employer: _____ Employer's Address: _____ _____</p> <p>Kind of Business: _____ Supervisor's Title: _____ Your Title: _____ _____</p> <p>Employed from: _____ to _____                   month/year                   month/year Check one: Part-time _____ Full-time _____</p> <p>Part-time, hours per week: _____ Gross monthly salary: \$ _____</p>	<p>DUTIES: _____ _____ _____ _____ _____ _____ _____ _____ _____ _____ _____ _____</p> <p>If you supervised employees, please indicate number and kind here:</p>
<p>Employer: _____ Employer's Address: _____ _____</p> <p>Kind of Business: _____ Supervisor's Title: _____ Your Title: _____ _____</p> <p>Employed from: _____ to _____                   month/year                   month/year Check one: Part-time _____ Full-time _____</p> <p>Part-time, hours per week: _____ Gross monthly salary: \$ _____</p>	<p>DUTIES: _____ _____ _____ _____ _____ _____ _____ _____ _____ _____ _____</p> <p>If you supervised employees, please indicate number and kind here:</p>
<p>Employer: _____ Employer's Address: _____ _____</p> <p>Kind of Business: _____ Supervisor's Title: _____ Your Title: _____ _____</p> <p>Employed from: _____ to _____                   month/year                   month/year Check one: Part-time _____ Full-time _____</p> <p>Part-time, hours per week: _____ Gross monthly salary: \$ _____</p>	<p>DUTIES: _____ _____ _____ _____ _____ _____ _____ _____ _____ _____ _____</p> <p>If you supervised employees, please indicate number and kind here:</p>

**OR COURSEWORK OTHER THAN MAJOR, REQUIRED FOR QUALIFICATION**

Some jobs in the Merit System require a specific number of hours of coursework in order to be considered for employment. This information can be found on the job specification in the section entitled "Education, Experience and Special Requirements". Since the coursework required may be in areas other than those indicated on the front page, please indicate the course, by title, and the number of semester or quarter hours for each.

Course Title	Qtr. Hrs.	Sem. Hrs.	Course Title	Qtr. Hrs.	Sem. Hrs.

**PROFESSIONAL LICENSING INFORMATION**

If a license, certificate, or other authorization is required to practice a trade or profession for which you have applied, complete the following section.

Name of Trade or Profession: \_\_\_\_\_ License Number: \_\_\_\_\_

Issued by: \_\_\_\_\_ Speciality: \_\_\_\_\_ Expiration Date: \_\_\_\_\_

If a teacher's certificate, complete this additional information:

Class: \_\_\_\_\_ Endorsement Numbers: \_\_\_\_\_ Approval Numbers: \_\_\_\_\_

**VETERANS PREFERENCE**

Those wishing to claim the five (5) points veterans preference MUST SUBMIT PROOF OF SERVICE. Such proof must include both date of induction and date of separation. To claim an additional five (5) points for disability, proof of such disability must be secured from the Veterans Administration and dated within the last twelve months. Your regional V. A. office can be of assistance in securing any necessary documents.

If you have already submitted proof of service and/or disability, give date: \_\_\_\_\_  
month/year

**MOST IMPORTANT – PLEASE READ**

Failure to complete all parts of the application that apply to you will cause delay, and may result in our having to return your application. ALWAYS USE THE SAME NAME AND INITIALS WHEN YOU ARE SENDING INFORMATION TO THIS OFFICE ABOUT YOURSELF. If, after three weeks you have not received word through the mail about this application, please contact this office. Our address appears on the front of this form, and you may want to make note of it. **THANK YOU.**

**BE SURE TO READ THIS STATEMENT BEFORE SIGNING**

I HEREBY CERTIFY, that this application contains no willful misrepresentation and that the information given by me is true and complete to the best of my knowledge and belief. I am aware that should investigation at any time disclose any such misrepresentation or falsification, my application will be rejected, my name removed from consideration for employment, I will be dismissed from the service if employed, and I will be disqualified from applying for any position under the jurisdiction of the Merit System of Iowa.

SIGN HERE IN INK: \_\_\_\_\_ Date: \_\_\_\_\_

# APPLICANT SURVEY

TO ALL APPLICANTS: PLEASE MAIL IN A PLAIN UNMARKED ENVELOPE - DONOT INCLUDE WITH APPLICATION FORM.

The following requested information in no way affects you as an individual applicant. This information will be used to find out how effective our recruitment efforts are in reaching all segments of the population and in the validation of our selection methods.

- INSTRUCTIONS: 1. Write your social security number in boxes 1 through 9.  
2. Write your numbered response to items 10 through 15 in the corresponding boxes.

Social Security Number									Applicant Survey Number					
1	2	3	4	5	6	7	8	9	10	11	12	13	14	15

10. What sex are you?  
0. Male  
1. Female
11. What is your age?  
0. Less than 22  
1. 22 - 39  
2. 40 - 45  
3. 46 - 55  
4. 56 - 65  
5. Over 65
12. What is the highest level of education you have attained?  
0. 8th grade or less  
1. 9-12 years but not a high school graduate  
2. High school graduate or GED  
3. Post high school vocational or business school training  
4. College, less than B.A. or B.S. degree  
5. B.A., or B.S., or similar degree  
6. M.A. or similar professional degree  
7. PHD, JD, LLB or similar professional degree  
8. MD, or similar professional degree
13. Of which racial/ethnic group do you consider yourself a member?  
0. White  
1. Black  
2. Hispanic  
3. Asian/Pacific Islander  
4. Indian/Native Alaskan
14. Do you have a disability?  
0. No  
1. Yes-Blind  
2. Yes-Deaf  
3. Yes-Amputee  
4. Yes-Epilepsy  
5. Yes-Diabetes  
6. Yes-Paralysis  
7. Yes-Cardiac  
8. Yes-Other
15. How did you learn about this job?  
0. Merit Employment job listing  
1. Iowa State Employment Service  
2. Other state agency  
3. Friend  
4. State employee  
5. Radio  
6. Television  
7. Newspaper or periodical  
8. School  
9. Other \_\_\_\_\_

PERSONNEL APPLICATION LOG

ACTION  
PLANNING

(Mail-ins)

AGENCY NAME:

DEPARTMENT:

NAME	ADDRESS	TELEPHONE	POSITION	REFERRED BY	DATE APPLIED	ACTION TAKEN				
						SCHEDULED INTERVIEW		REJECTED		
						DATE	*I	DATE	REASON	

## GUIDE TO PRE-EMPLOYMENT INQUIRIES

	IT IS NOT DISCRIMINATORY TO INQUIRE ABOUT:	IT MAY BE DISCRIMINATORY TO INQUIRE ABOUT:
NAME	Whether applicant has ever worked under a different name	The original name of an applicant whose name has been legally changed <sup>1</sup>
BIRTHPLACE AND RESIDENCE	Applicant's place of residence Length of applicant's residence in state and/or city where the employer is located	Birthplace of applicant Birthplace of applicant's parents Birth certificate, naturalization or baptismal certificate <sup>1,2</sup>
CREED OR RELIGION		Applicant's religious affiliation Church, parish or religious holidays observed <sup>2</sup>
RACE OR COLOR	General distinguishing characteristics such as scars, etc.	Applicant's race or color of applicant's skin <sup>3</sup>
PHOTOGRAPHS		Photographs with application or after interview but <u>before hiring</u> <sup>3</sup>
CITIZENSHIP	Whether the applicant is in the country on a visa which permits him to work or is a U.S. citizen	Whether applicant is a citizen of a country other than the United States <sup>1</sup>
NATIONAL ORIGIN AND ANCESTRY		Applicant's lineage, ancestry, national origin, descent, parentage, or nationality. Nationality of applicant's parents or spouse <sup>1,4</sup>
LANGUAGE	Languages applicant speaks and/or writes fluently	Applicant's mother tongue Language commonly used by applicant at home <sup>1,4</sup>
RELATIVES	Names of relatives already employed by the company Name and address of persons or relatives to be notified in an emergency.	Name and/or address of any relative of applicant <sup>1</sup>

(over)

ORGANIZATIONS	Applicant's membership in any union, professional, service or trade organization	All clubs, social fraternities, societies, lodges, or organizations to which the applicant belongs where the name or character of the organization indicates the race, creed, color, religion, national origin, sex, or ancestry of its members
REFERENCES	Names of persons willing or proved professional and/or character references for applicant	The name of applicant's pastor or religious leader
SEX AND FAMILY COMPOSITION		Sex of applicant Dependents of applicant <sup>5</sup>
ARREST RECORD	Numbers and kinds of convictions	The number and kinds of arrests of an applicant unless related to job performance <sup>6</sup>
HEIGHT AND WEIGHT		Any inquiry into height and weight of applicant, except where it is a bona fide occupational requirement <sup>7</sup>
PHYSICAL/MENTAL DISABILITY	Unless Job-related Must be obtained voluntarily	Specific disabling characteristics - questions must be couched within the broad framework of job requirements

<sup>1</sup>Espinoza v. Farah Mfg. Co., 414 U.S. 811 (1973).

<sup>2</sup>Reid v. Memphis Publishing Co., 468 F.2d 346 (6th Cir. 1972).

<sup>3</sup>Stamps v. Detroit Edison, 365 F. Supp. 87 (E.D. Mich 1973).

<sup>4</sup>Holland v. Edwards et al., 1 EPD 9634 (N.Y. 1954).

<sup>5</sup>Phillips v. Martin Marietta Corp., 400 U.S. 542 (1971).

<sup>6</sup>Griggs v. Duke Power Co., 401 U.S. 424 (1971); EEOC Dec. No. 74-25, Sept. 10, 1973.

<sup>7</sup>Smith v. City of East Cleveland, 363 F. Supp. 1131 (D.C. Ohio 1974).

INTERVIEWING CHECK LIST

The following items can be used to evaluate interviewers - to determine if interview is, in fact, job related:

<u>THE INTERVIEWER:</u>	<u>YES</u>	<u>NO</u>
1. Was rapport established before beginning the formal interview? That is:	---	---
(a) Effort was made to put applicant at ease;	---	---
(b) Interacted in such a manner that communication flowed smoothly and naturally;	---	---
(c) Established a relationship whereby the responses from applicant were provided openly and naturally;	---	---
(d) Established confidence to ensure obtaining accurate information and honest responses.	---	---
2. If applicant appeared nervous, tense, hesitant, or uncomfortable:	---	---
(a) Attempts were made to determine whether the applicant was "ready" for the more formal interview;	---	---
(b) If not, the interview was re-scheduled.	---	---
3. Were measurements or yardsticks applied during early part of interview?	---	---
4. Was Assessments based upon early assumptions?	---	---
5. Were assumptions pertaining to the <u>type</u> of work-habits and/or work performance based on applicant's general appearance and demeanor?	---	---
6. Based upon appearance and general demeanor, did the interviewer explore in depth applicants habits and achievements in job-related areas?	---	---
7. Were questions asked pertaining to applicant's:		
(a) Family	---	---
(b) Family history	---	---
(c) Parents and spouse occupation	---	---
(d) Sex life	---	---
(e) Age	---	---
(f) Race	---	---
(g) Religion	---	---
(h) National Origin	---	---
(i) Physical/mental disability	---	---
(j) Political Affiliation	---	---
(k) Vocational and recreational interest	---	---
(l) Ability to perform tasks	---	---

INTERVIEWING CHECK LIST

Page 2

YES

NO

- |  |     |     |
|--|-----|-----|
| 8. After rapport was established, were the same questions asked of:  |     |     |
| (a) Women as of men;   | --- | --- |
| (b) Ethnic-minorities as/of caucasians;  | --- | --- |
| (c) Younger and older persons as/of persons who fall within<br>the non-discriminatory age range (22-39);   | --- | --- |
| (d) Disabled as/of persons who are not disabled;   | --- | --- |
| 9. Were questions asked which tended to screen out certain groups,<br>such as:   |     |     |
| (a) Those with arrest records;   | --- | --- |
| (b) Race-ethnicity;  | --- | --- |
| (c) Those who were considered:   |     |     |
| (a) Too short  | --- | --- |
| (b) Too tall   | --- | --- |
| (c) Too fat  | --- | --- |
| (d) Those whose culture and values differed from traditional:  |     |     |
| (a) Hairstyles   | --- | --- |
| (b) Language and expression  | --- | --- |
| (c) Dress  | --- | --- |
| (d) General demeanor   | --- | --- |
| 10. Were the following indicators used when assessing employability<br>of persons with little or no work experience and/or were re-<br>entering the labor market after a long period of time?: |     |     |
| (a) Hobbies  | --- | --- |
| (b) Volunteer work   | --- | --- |
| (c) Recreational activities  | --- | --- |
| (d) Types of reading material  | --- | --- |
| (e) Types of movies attended   | --- | --- |
| (f) Attitude toward children, older people, animals.   | --- | --- |
| (g) Whether they like working with:  |     |     |
| (a) People   | --- | --- |
| (b) Data   | --- | --- |
| (c) Things   | --- | --- |
| (d) Their hands  | --- | --- |
| (e) Mental concepts  | --- | --- |



INTERVIEWER'S PERCEPTION OF EMPLOYEE

The space below is to be used by interviewer in making an appraisal of the applicant. The qualities given below should be rated as excellent, good average, poor, very poor. Other comments may be made if desired.

	Make Appraisal Here					Additional Evaluation	
JOB INTEREST	Excellent						
	Good						
	Average						
	Poor						
APPEARANCE Grooming, neatness, dress, cleanliness	Excellent						
	Good						
	Average						
	Poor						
PERSONALITY Positive, enthusiastic, cheerful, friendly	Excellent						
	Good						
	Average						
	Poor						
SPEECH Articulate, lucid, fluent	Excellent						
	Good						
	Average						
	Poor						
AGGRESSIVENESS Self perception, drive beliefs	Excellent						
	Good						
	Average						
	Poor						
POISE Composure, self- assurance, relaxed, polished, refined	Excellent						
	Good						
	Average						
	Poor						
MENTAL REACTION responsive, sharp, keen mind, quick to react and grasp concepts	Excellent						
	Good						
	Average						
	Poor						
APPRAISAL MADE BY		Director	Hiring Supvr.	Dept. Supvr.	Persnl Officer		

Date of Employment \_\_\_\_\_ Department to which assigned \_\_\_\_\_  
 Salary \_\_\_\_\_ Position \_\_\_\_\_  
 Pay Grade \_\_\_\_\_ Replacing \_\_\_\_\_  
 Payroll Number \_\_\_\_\_ Location# \_\_\_\_\_ Department# \_\_\_\_\_

Approved for Employment by: \_\_\_\_\_  
 Special Employment Considerations or Additional Remarks: \_\_\_\_\_

DEPARTMENT \_\_\_\_\_

FOR PERIOD \_\_\_\_\_ TO \_\_\_\_\_ 19 \_\_\_\_\_

SUPERVISOR \_\_\_\_\_

NAME	POSITION APPLIED FOR	DATE OF INTERVIEW	OFFERED JOB YES/NO	DATE EMPLOYED	REASON IF NOT EMPLOYED	SOURCE	SEX*	RACE	AGE	HDCP**

\* SEE DEFINITIONS  
 \*\* PLACE CHECK MARK (✓) IF HANDICAP

## TRAINING RECORD

FROM: \_\_\_\_\_ TO: \_\_\_\_\_  
DATE DATE

NAME	SEX	*	**	RACE	HDCP	AGE	PRESENT		TRAINING COURSE TITLE	COURSE DATES		HOURS COMPLETED
							POSITION	GRADE OR SALARY		FROM	TO	

\* - See Definitions  
 \*\* - Place check Mark (✓) if Handicapped

PROMOTION RECORD

FROM: \_\_\_\_\_ TO: \_\_\_\_\_

NAME	FROM		TO		DATE PROMOTED	SEX	RACE*	** HDCP	AGE
	CLASSIFICATION	GRADE	CLASSIFICATION	GRADE					

\* See Definitions

\*\* Place Check Mark (✓) If Handicapped

TRANSFER REQUEST RECORD

AGENCY \_\_\_\_\_

FROM: \_\_\_\_\_ TO: \_\_\_\_\_  
DATE DATE

DEPARTMENT \_\_\_\_\_

NAME	FROM	TO	DATE OF REQUEST	APPROVED YES/NO	DATE APPROVED	REASON IF NOT APPROVED & DATE	SEX	R A* C E	H D* C* P	A G E

\* - See Definitions  
 \*\* - Place Check Mark (✓) If Handicapped

TERMINATION RECORD

FROM: \_\_\_\_\_ TO: \_\_\_\_\_

NAME	CLASSIFICATION	REASON	VOLUN- TARY	INVOLUN- TARY	DATE	SEX	* RACE	** HDCP	AGE

RECALLS


\* - See Definitions  
 \*\* - Place a Check Mark (✓) If Handicapped

MONITORING & EVALUATION

Name of Agency \_\_\_\_\_

Please indicate below the efforts you have put forth in the area of Affirmative Action.

Affirmative Action Compliance Review (Check List)	YES	NO	IN	PROCESS
<b>I. POLICY-SETTING</b>				
1. EEO Policy established and promulgated				
2. Delegation of authority and responsibility for implementation				
(a) Lines of authority clearly drawn and made known to all staff				
<b>II. PLANNING</b>				
1. Analyzed present work force by job category				
2. Determined underutilization of protected classes				
3. Have set specific, measurable, and attainable hiring/promotional goals				
4. Have involved others in planning process				
(a) Staff				
(b) Members of the community				
(c) Iowa Civil Rights Commission				
5. Affirmative Action Plan				
(a) Written				
(b) On file with the Iowa Civil Rights Commission				
<b>III. PROGRAMMING</b>				
1. Recruitment				
(a) Geographical boundaries established by job category for each protected class				
(b) Resources developed for each major occupational grouping				
2. Selection/hiring criteria and practices evaluated				
(a) Job analysis conducted				
(b) Job descriptions written to ensure job-related requirements				
(c) Interview technique evaluated for non-bias				
3. Mobility systems designed:				
(a) Vertical				
(b) Horizontal				
(c) System known by all staff				
4. Grievance procedures developed				
(a) Made known to all staff				
5. Working conditions equitable				
6. Salaries and wages equitable				
7. Staff development program operative				
(a) Intra-departmental				
(b) Inter-departmental				
(c) Includes opportunities for qualifiable personnel				
8. Operational procedures designed for implementation				
(a) Operative				
<b>IV. MONITORING AND EVALUATION PROCEDURES DEVELOPED</b>				
1. Implemented				

V. OTHER:

\_\_\_\_\_

\_\_\_\_\_



JOB ANALYSIS FORMAT

Major Tasks	% of Time	Methods/Techniques and/or Tools	Skills/knowledges Abilities	Level of Performance	Product
_____	_____	_____	_____	_____	_____
_____	_____	_____	_____	_____	_____
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# Iowa No Exception to Inflation

by Steve Shindler

With inflation running rampant throughout the United States, Iowans are also feeling the pinch of the shrinking dollar. Energy, food prices, housing costs, and medical care affect Iowans daily and appear to be getting worse.

**Output:** recently interviewed Ron Sgraves, Director of Economic Affairs for the State, on the problems of inflation facing Iowans and the country.

**OUTPUT:** We have all heard much concerning the causes of inflation today. Are there any easy answers or any single issue that stands out as a major cause?

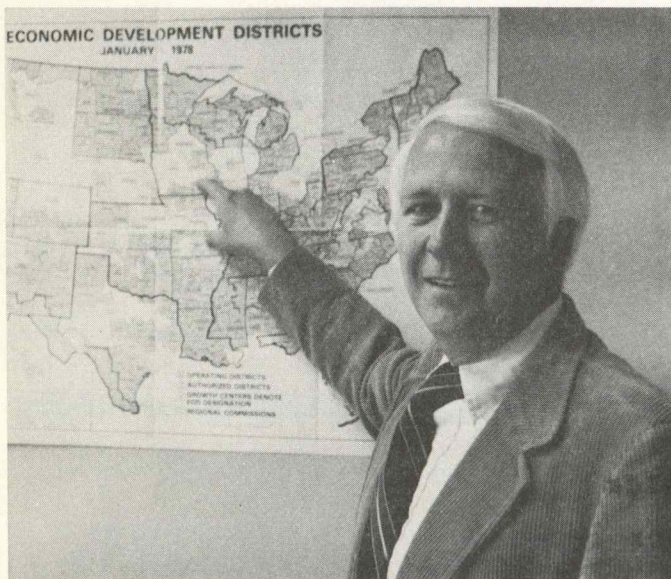
**SAGRAVES:** No. Unfortunately there are no easy answers to the inflation problem. There are some people, however, who wish to attribute inflation solely to federal spending, but this is a simplistic approach which will not recognize all the causes of inflation. I think that a successful anti-inflation program must recognize there are a number of causes of inflation.

There are government regulatory agencies that contribute to inflation. Perhaps we should subject the programs of E.P.A. and O.H.S.A. to economic analysis to see if the benefits derived are equal to the costs. For a number of years now a substantial proportion of the country's investment has been in pollution control devices which add nothing to the capacity to produce, and possibly are too uneconomically feasible to continue at the present level.

A second cause, which is partly related to the first, is the slow rate of productivity growth in the U.S. Output per man hour has lagged behind wage increases for a number of years. This is partly due to a relatively low level of investment and the fact that the investment in pollution is also low due to the change in the composition of labor force toward more service type employment where productivity increases are more difficult to achieve.

Thirdly, the official devaluation of the dollar along with the depressing effect on the dollar of the foreign trade balance has

*(Continued over)*



Ron Sgraves, Director of Economic Affairs

## THIS ISSUE:

★ Mid-Sioux Community Action Program ★

★ ISOICC feature ★

★ Clearing the Desk ★

Plus:

★ New DMA Services ★

Office  
for  
Planning  
and  
Programming's newsletter



# Output

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## IOWA NO EXCEPTIONS (Continued)

added to inflation. Prices of imports have increased and domestic producers have raised prices to match rising foreign prices.

Fourth, food prices, especially meat prices, have increased due to the limited supply of cattle.

Fifth, petroleum prices have increased dramatically due to OPEC and dwindling domestic supplies.

Sixth, up until October, the Federal Reserve System was allowing the money supply to grow at an expensive rate. Last, but not least, is that the federal government purchased an expansionary fiscal policy even after the economy approached full employment

**OUTPUT:** Many people have called for a mandatory "balancing" of the federal budget. Do you think the budget should be balanced by law?

**SAGRAVES:** No. That approach may sound appealing but to require the budget to be balanced may necessitate cutting expenditures or raising taxes in a period of recession. Also, if the budget were required to always be in balance, we would forego the "automatic stabilizing" feature of the budget. The economic and political consequences could be hazardous.

**OUTPUT:** Many of the problems faced by other states often do not affect us here in Iowa because of a good long range planning like keeping away Proposition 13 proposals and the energy shortage we averted several years ago. Are Iowans going to avoid the problems of others in other states in dealing with inflation?

**SAGRAVES:** No, we are not insulated from this at all. For example, the State has an unplanned surplus due partly to price increases and the resulting increased revenue from the sales tax. Personal income tax revenue has also gone up due to cost of living adjustments pushing workers into higher tax brackets. Governor Ray hopes to reduce the surplus by giving Iowans a 50 million dollar tax rebate and this is an excellent measure. Iowans also must cope with rising energy, food, and medical prices so the effects certainly will be felt here.

**OUTPUT:** What can the individual Iowan do to combat the effects of inflation?

**SAGRAVES:** One thing would be to try and conserve energy. If we cut our energy consumption then it will reduce the volume of imports and help to strengthen the dollar which will in turn reduce the cost of the imports.

Also people can demand less from government by requiring fewer services. If we could really live under the old John Kennedy adage "Ask not what your country can do for you but what you can do for your country", then the inflationary impact of government spending would be reduced.

**OUTPUT:** If Iowa then is no exception to the inflationary trends facing this country, are we affected as bad as some of the other harder hit areas?

**SAGRAVES:** Yes, Iowa has a large number of elderly whose main purchases are medical care, housing, food and energy. These items have risen at an above average rate over last year and this makes the burden doubly difficult.

Also, the rest of the country tends to expect Iowa to produce food at a cost below market value and this cannot be done. People cannot expect farmers to bear the brunt of inflation

although there is considerable political and social pressure to do so.

**OUTPUT:** When can we expect things to ever get better. It seems as if there is much to do and it keeps getting worse.

**SAGRAVES:** There is nothing in the near future, the short run, to indicate things will get better quickly. All the things we have talked about are long range problems and people must realize this before inflation can be brought under control.

## Youth faces cutbacks

by Steve Shindler

Iowa's youth employment programs, summer and year-round, could incur large scale cuts and job losses if the Carter administration's budget recommendations are adopted by the Congress.

For Fiscal Year 1980, Congress is trying to keep within a \$24 billion limit. And their first budget resolution is to cut the areas where they have direct control, such as the Comprehensive Employment Training Act (CETA) and the youth programs which fall under the auspices of CETA.

"Congress actually only directly controls 20 to 25 percent of the budget," said Dennis Fetters, division director of the Iowa CETA, "so the programs they have the closest handle on, like CETA, will come under the closest examinations."

The Carter administration wants to cut several Youth programs because of a critical General Accounting Office (GAO) report and because of their general philosophy of staying within a pre-determined percent of growth for each project or program.

One of the programs that Iowa could lose entirely is the Youth Conservation Program. Other programs that could suffer cutbacks are the Youth Community and Conservation Improvement Project (YCCIP) and the Youth Training and Employment projects (YETP).

"Congress," said Fetters, "is taking a look at these new programs. They want all of them to fit in better with the economy with emphasis toward private sector stimulation after the youth receive the training."

**Phil Smith, state youth coordinator,** says Iowa could lose 1,000 jobs and about \$1 million dollars if the cuts are passed by Congress.

"Where we really stand to lose big," said Smith, "is in Youth Conservation Corps elimination which is the only government program that offers employment for youth regardless of economic background."

Smith says Iowa is the victim of "guilt by association" meaning the GAO's critical report of the summer youth programs was aimed primarily at the urban areas, where the abuses are heavy.

"America's youth already have the highest unemployment rate in the country," said Smith, "and if some of these programs are eliminated or cutback, it is only compounding an already difficult situation."

As a result of the proposed cutbacks many community services in Iowa towns and cities could be reduced. Things such as day care centers, pre-schools and park maintenance would all be reduced.

"I hope Congress does not cutback too severely," said Smith, "because Iowa will feel the impact strongly if they do."

# **ISOICC** *aids in occupational information*

ISOICC stands for the Iowa State Occupational Information Coordinating Committee. Created in September, 1977, the purpose of ISOICC is to increase communication and coordination in the development and use of occupational information in Iowa. Occupational information includes current and projected demand for workers by occupation, current and projected supply of workers by occupation, and information about the nature of occupations (duties, skills required, working conditions, wages) and the market place.

In the past, administrators and planners have been hampered in their attempts to plan and assess the effectiveness of vocational education and training. The lack of adequate data on labor demand and supply has been a serious detriment to realistic policy making and program development. Policies and programs were developed based on inadequate information or each agency (federal, state or local) would collect data to meet their own needs. This created different types of conflicting information and duplication of effort resulting in a strain on limited resources.

Thus, to meet this need, the Vocational Education Amendments of 1976 and through the amendments to the Comprehensive Employment and Training Act of 1973, the Youth Employment and Demonstration Projects Act of 1977 and the Career Education Incentive Act of 1977, a National Occupational Information Coordinating Committee and a network of State Occupational Information Coordinating Committees were created. Each SOICC is able to develop and coordinate the use of occupational information to meet the needs unique to that state and to use the resources available to them from the NOICC and other SOICC's.

## **GOALS**

Development and implementation of an occupational information system (OIS) as a systematic approach to meet continuing data needs for education, employment and training programs in Iowa.

Improvement of communication and cooperation between developers and users of occupational information.

Delivery of career information with special emphasis on unemployed youth.

Establishment of a comprehensive training program to facilitate the goals of the SOICC.

## **ACTIVITIES**

Identify current sources of occupational information in Iowa.

Publish and disseminate a description of available occupational information.

Identify occupational information users and their needs.

Assess labor supply and demand by occupation in Iowa.

Identify areas of interagency coordination and needs for additional information.

Identify potential resources available for developing occupational information.

Develop proposals for meeting identified needs for coordination and expansion of occupational information.

Respond to requests for occupational information.

## **BENEFICIARIES**

Policy decision-makers who need basic information about trends in labor markets, training programs, and other factors to facilitate formulating effective policies.

Education and training program planners who develop specific occupational training programs.

Managers of human resource development programs who need information to assist in program design, evaluation and operation.

Instructors who need to know what skills to teach in order for their students to gain employment.

Job placement specialists who assist individuals seeking work.

Counselors who help individuals choose a career.

Clients and students, particularly unemployed youth, who need information about career choices or who are seeking a job.

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John L. Niemeyer, Executive Director

Penelope Shenk, Assistant Director

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Telephone (515) 281-8075



The ISOICC staff consists of, from left to right, Evelyn Sidoner, Penny Shenk, John Niemeyer, Rod Slack and Leon Schwartz.

# Mid-Sioux CAP takes Unusual Approaches

by Steve Shindler

A successful community action program operation can be many things.

It can provide a meaningful and lasting service to the community. It can show a concern and dedication to the people it serves and employs. And it can function smoothly and efficiently, making optimum use of a limited capital supply.

The "Mid-Sioux Community Action Program (CAP)," said Walter Pickett, coordinator of Iowa's Weatherization Assistance Program, "has done a good job because they use their imagination and limited resources in all of the above areas to the fullest."

Based in Remsen, Iowa, the Mid-Sioux CAP offers many services to a five-county area consisting of Plymouth, Sioux, Lyon, Cherokee and Ida counties. A few examples are:

1. Homemaker Health Service — aimed at low income persons and the elderly providing anything from cleaning homes to health services.
2. Rural Housing— crews repair farms and do other mending work on farms.
3. Head Start — for the disadvantaged pre-school age children helping them get ready for the primary school system.
4. Women, Infants and Children — provides nutritional assistance to the needy.

But possibly the main service Mid-Sioux provides is in the field of weatherization. Since 1975, crews have worked on over 1,000 homes in the multi-county area for weatherization, making them the top weatherizer in the State of Iowa.

"We have grown so much," said Kathy Hoffman, coordinator of the weatherization effort for Mid-Sioux, "that our grant, which was originally \$45,000 in 1975, has risen to \$191,000 now, all from the Department of Energy under the Weatherization Act."

"First we just put up stripping on homes," said Hoffman, "now we put up everything from insulation to solar collectors."

One of the more unusual aspects of this weatherization project is the majority of workers on the Mid-Sioux work crews are women.

"We wanted an equal number of men and women," said Hoffman, "but we have found women are working out much better. They seem to be more goal oriented."

In the weatherizing, according to Hoffman, there is no real heavy lifting and the women are able to perform the tasks asked of them without extreme difficulty.

Another special quality of the Mid-Sioux group is the attention they give the recipients of the work done.

"We want to help after the job is done," said Hoffman. "Any little extra effort or kindness we extend not only pleases us, but comes back to us in the form of thank you notes and positive public relations. But the best thing is having someone tell their neighbor about the good work we have done. The word of mouth is still the best 'PR' around."

Hoffman stressed that each of the crews are instructed to interact with homeowners while on the job. This allows the workers, perhaps for the first time, to open up in a working environment in terms of communication. This type of experience according to Hoffman, can be very valuable after the worker goes from weatherization back into the private sector in search of employment.

And the work is starting to pay off for the homeowners as well. Many have reported their fuel bills reduced as much as 35 percent from the Mid-Sioux efforts. Adding to these successes, the Mid-Sioux is overseeing a new project to build solar collectors in homes to help with the fuel bills.

"This used to be very difficult," said Hoffman, "because we just could not get the grants to build them with. But now, with oil at such a premium, the government is letting more money drift down for alternate energy development. We are very excited by the prospects of solar energy."

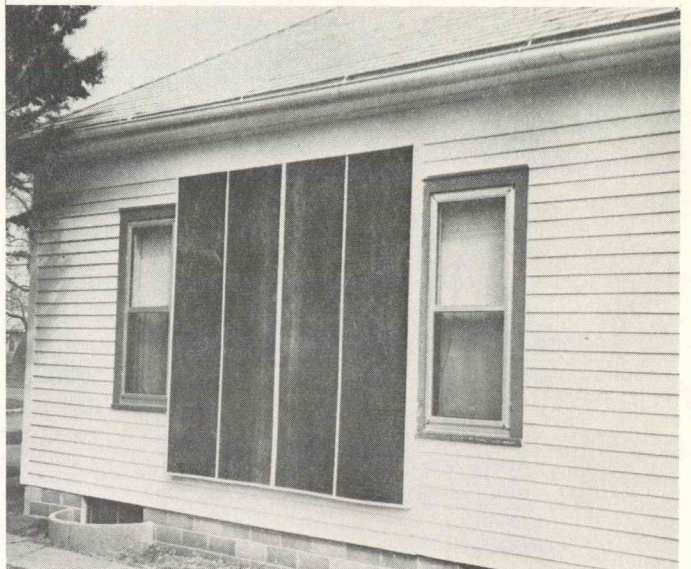
There are two solar collectors operating in the Mid-Sioux area. Hilbert Hennigs, the recipient of one collector, says he saves about 20 percent from previous fuel bills without a collector in his LeMars home.

"I only wish I'd had it sooner," said Hennigs.

Mid-Sioux plans to put in another 12 this summer.

The Mid-Sioux CAP takes some unusual steps toward solving some traditional problems, like hiring women or going back to the job months later to find out if there is anything else the homeowners need done. It admittedly does take some extra effort but according to Hoffman, it is well worth it.

"Some people use to laugh at us when we did the things we did," said Hoffman, "but you know, they quit laughing when they saw we did the job."



Hennigs' solar collector on his LeMars home.

# BITS and PIECES

## Division of Municipal Affairs

### Plans New Services

by Carolane Christian

The planning section of DMA is ready to begin its work activities for next year. After much discussion, it was decided three broad areas of work were to be stressed: housing, land use and financial management assistance to local officials. In each of these areas, local communities will be the recipients of management assistance plus handbooks emphasizing a "nuts and bolts" approach to local problems. Described below is a summary of a few of the planned activities for next year.

In the area of land use planning and community development, conferences will be sponsored for all interested local officials. These will be aimed at helping administrators deal with the complex issues of zoning, land use and the preservation of agricultural land. In addition, the land use planning section will write and distribute a "Subdivision Review Manual," and a procedural guide to annexation. This guide includes a simplified description of the procedures to follow when a city is considering a boundary or annexation change.

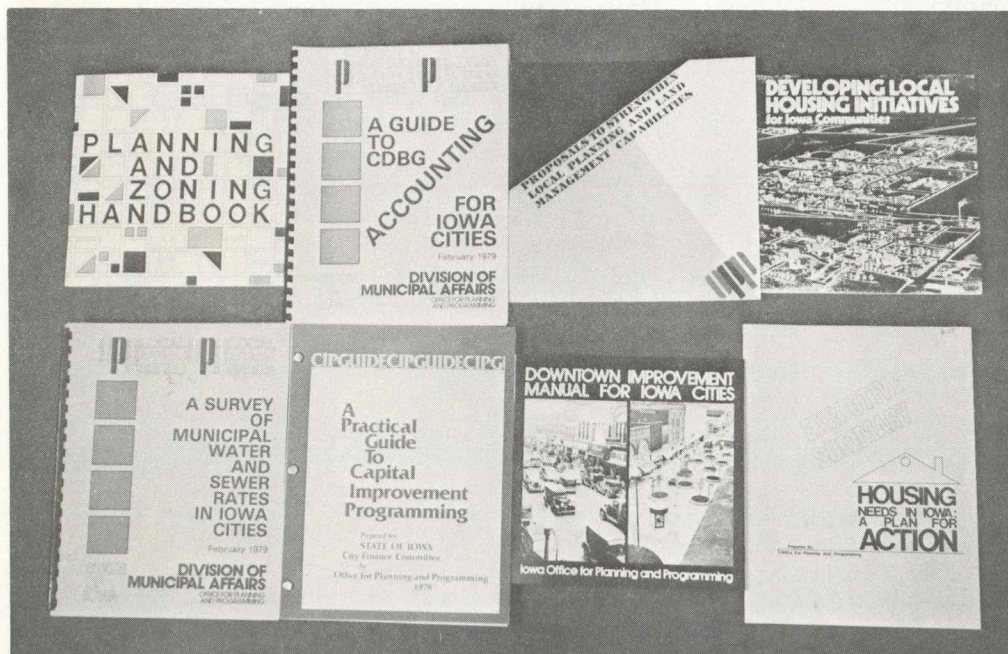
Local officials concerned with the problems of housing and urban revitalization in their area will also receive assistance. More and more local communities are examining various ways to address the issue of housing and urban redevelopment. One of these

alternatives is the rehabilitation of existing structures. To help communities in making the decision of whether to choose rehabilitation, the housing section of DMA will be compiling a report on the subject which will include the advantages and disadvantages of rehabilitation, as well as information how other cities are looking at the problem. Along with the manual on rehabilitation, a separate handbook will be developed to help those communities that opt to use the new urban revitalization bill. This handbook will include a summary description of the bill and suggestions for implementation. Lastly, in the area of housing, a brochure describing regional housing authorities will be written. This pamphlet will give answers to the most frequently asked questions concerning this type of organization.

The third type of assistance will be in the area of improving management in local communities. The planning section will continue its "local affairs series" of reports that deal with fiscal and management techniques at the local level. Various subjects to be covered include: cash budgeting, monitoring techniques for capital projects, and methods for the handling of budgetary transfers.

Another activity planned for next year will be the preparation of an Economic Development Manual. This manual will contain information to assist local officials in making decisions that affect the future economy of their area. The manual will address these critical issues; plus, it will describe the benefits and costs associated with different types of growth and industrial development.

Again, the list presented above is only a short outline of what is in the planning stages for next year. All suggestions or comments concerning these activities should be directed to Municipal Affairs at 281-3982.



These eight booklets are available upon written request to the Division of Municipal Affairs, 523 East 12th Street, Des Moines, Iowa 50319

# Clearing the desk

## A comprehensive approach to economic development

by Dave Discher

Many Iowa communities are attempting to reverse declines in population and economic activity that have occurred in recent years. In many cases it is felt that all that is needed is an expanded industrial base. Although industrial development is usually a necessary component to community's economic well being, it alone cannot cure the economic ills of a community. New industrial growth can have favorable results such as increasing employment and the tax base. However, if this growth occurs without consideration of community needs, it may have a reverse effect by increasing the tax burden, lowering the median income or making the community too reliant on one sector of the economy.

**For lasting community development,** a comprehensive approach must be taken. All aspects of a community are interrelated and must be dealt with as such. It is vital that the education system, community

facilities, recreation and cultural activities, commercial development and housing among others be considered to assure a successful program.

Many times new development is promoted while the potential of expanding existing development is ignored. Special attention should be given to the retention or expansion of existing establishments and the encouragement of home grown development.

**Before new development** is sought, goals should be identified (such as amount and type of development desired), problems identified and limitations realized. After these initial steps have been accomplished, action can be taken to address the problems and move toward the attainment of the stated goals. This approach is not easy. It takes the commitment of the entire community, but with a great deal of hard work it will pay off in the long run.

In summary, industrial development can be beneficial to both the community and the firm only if it complements the desired overall development of the community. The probability of this occurring is much greater if industrial development is included as part of a comprehensive development program instead of a separate program to promote any or all industrial growth. Communities interested in such an approach should contact the Iowa Development Commission, Office for Planning and Programming or their council of governments.

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