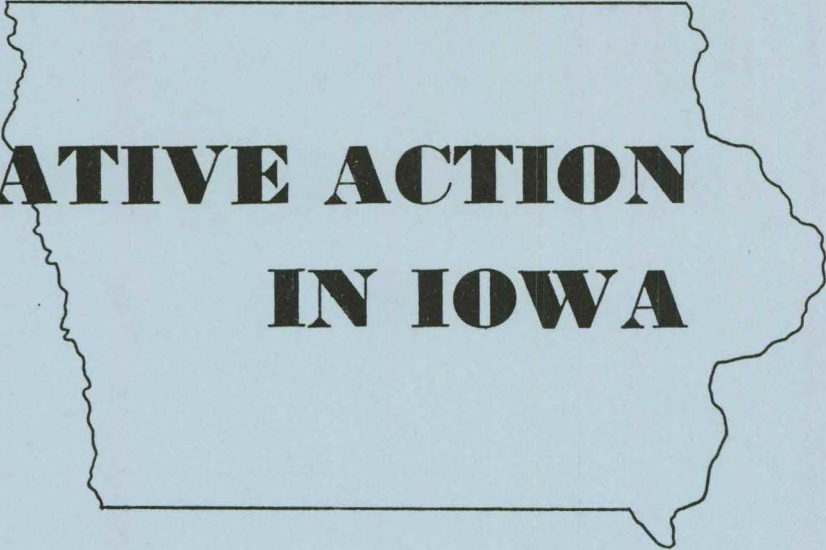


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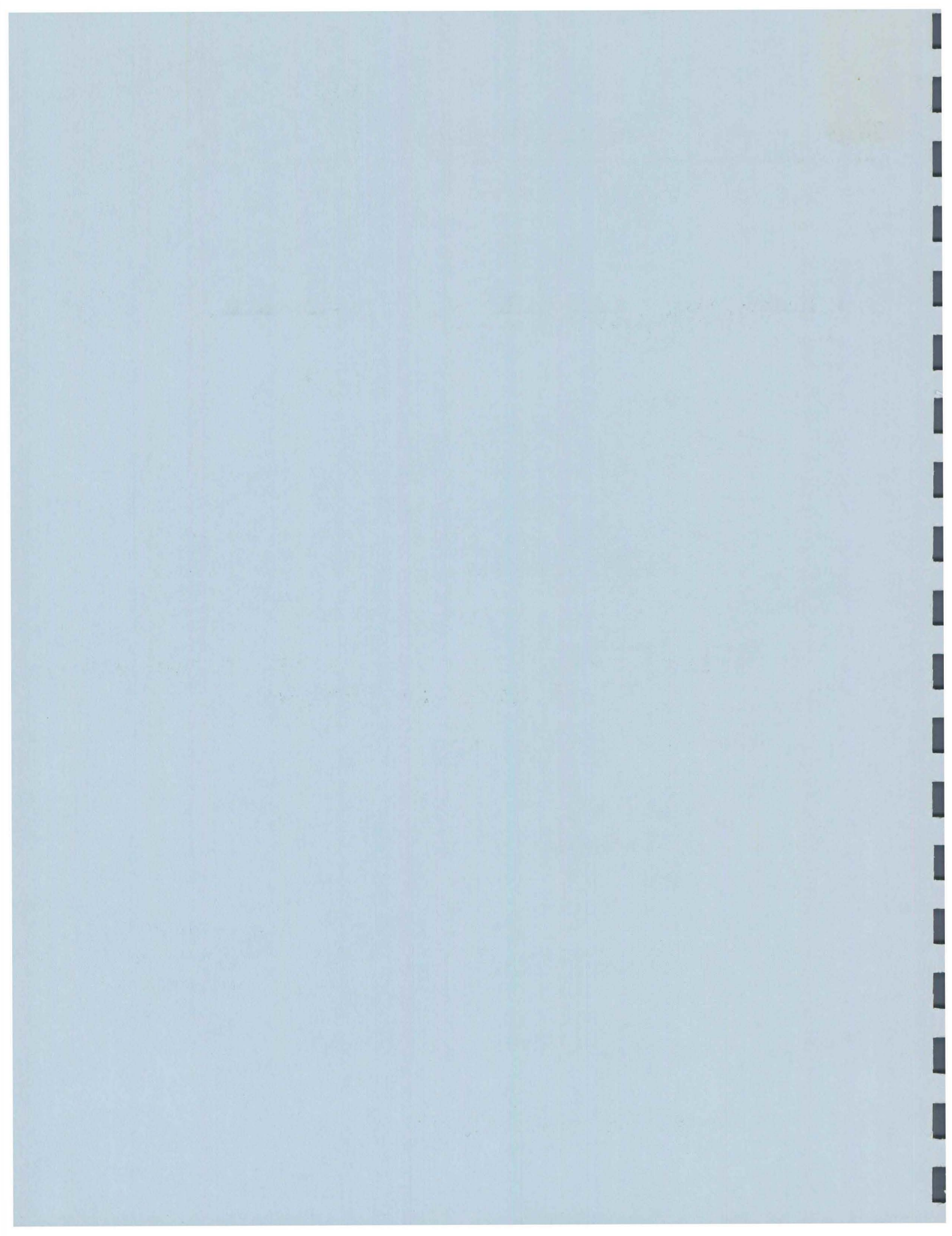
**AFFIRMATIVE ACTION
IN IOWA**

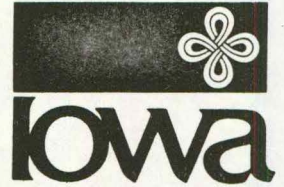
**a review of affirmative action programs
in state government**

**Presented to the
Department of Management
January 31, 1987**

IOWA DEPARTMENT OF PERSONNEL

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DES MOINES, IOWA 50319





Merit Employment Department

Grimes State Office Building ■ Des Moines, Iowa 50319-0150 ■ (515) 281-3087

January 29, 1987

Mr. Patrick D. Cavanaugh, Director
Department of Management
LOCAL

Dear Mr. Cavanaugh:

This report on the condition of affirmative action programs in State departments is submitted in compliance with Section 19B.5(2), Code of Iowa. A copy has also been provided to Doug Gross of the Governor's Office.

This report marks the first report to be submitted by the Department of Personnel as the department responsible for the administration and promotion of equal opportunity and affirmative action efforts by all State departments in the Executive Branch, except the State Board of Regents and the institutions under its jurisdiction. It has been our intention to prepare a report that demonstrated the commitment of this department in taking on this responsibility.

This report is, therefore, submitted as a demonstration of our commitment and with the assurance that the Department of Personnel will continue to work in an affirmative manner to improve the condition of affirmative action programs in State departments.

Sincerely,

Thomas E. Donahue
Director

cc: Cynthia Eisenhauer

TED/JE/cr

AArpt



1975
1976

1977

1978

1979

The following information was obtained from the records of the Department of Health and Human Services, Office of the Assistant Secretary for Health, regarding the activities of the National Health and Medical Research Council (NH&MRC) during the period 1975-1979.

The NH&MRC is a statutory body established under the Health Research Act 1947. Its primary function is to advise the Government on matters relating to health research and to coordinate and promote health research in Australia. The Council is composed of members appointed by the Governor-General on the recommendation of the Prime Minister.

The NH&MRC has a wide range of responsibilities, including the coordination of health research, the promotion of health research, the provision of grants and scholarships, and the establishment and maintenance of health research facilities.

During the period 1975-1979, the NH&MRC has been actively engaged in a number of projects, including the following:

- 1. The establishment of the National Health and Medical Research Council Research Council on Cancer.
- 2. The establishment of the National Health and Medical Research Council Research Council on Heart Disease.
- 3. The establishment of the National Health and Medical Research Council Research Council on Lung Disease.
- 4. The establishment of the National Health and Medical Research Council Research Council on Diabetes.
- 5. The establishment of the National Health and Medical Research Council Research Council on Mental Health.

1980

The following information was obtained from the records of the Department of Health and Human Services, Office of the Assistant Secretary for Health, regarding the activities of the National Health and Medical Research Council (NH&MRC) during the period 1980-1984.

NATIONAL HEALTH AND MEDICAL RESEARCH COUNCIL



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UNITED STATES OF AMERICA
DEPARTMENT OF JUSTICE

INVESTIGATION OF THE ACTS OF VIOLENCE

REPORT OF THE DIRECTOR

1968

AMERICAN AND FOREIGN

INVESTIGATION

UNITED STATES DEPARTMENT OF JUSTICE

REPORT OF THE DIRECTOR

1968

UNITED STATES DEPARTMENT OF JUSTICE

Executive Summary

Executive Summary

I. EXECUTIVE SUMMARY

The Department of Personnel was authorized by the 71st General Assembly, Senate File 2175, to administer and promote equal opportunity and affirmative action efforts and to submit a report on the condition of affirmative action programs in state departments and organizational units covered by this legislation. Because of the reorganization, most of the departments reporting, including the Department of Personnel, have an incomplete history from which they could detail past progress made to achieve equity within their respective workforces. This report is based on a snapshot of the workforce of each Executive Branch department, less Regents, as of July, 1986, unless otherwise approved by the Department. The departments have generally relied on this snapshot for their 1987 affirmative action planning activities.

Each department reporting to the Personnel Department has had its affirmative action program reviewed. That information has been summarized and assessed to determine the statewide impact of each department's efforts. Additionally, conclusions have been drawn concerning the efforts planned by the individual departments and recommendations have been offered. This report is, as a result, prospective. It looks at where we are today and where we must go to provide greater opportunities for groups traditionally disadvantaged. As such, a foundation has been created upon which goals can be defined and ongoing affirmative action efforts can be measured.

Twenty-nine (29) departments and two (2) autonomous divisions, totalling 19,744 employees, have been acknowledged as entities responsible for affirmative action planning under SF 2175. For the purposes of affirmative action planning, the Department of Personnel monitored the following departments or autonomous units in the Executive Branch:

Agriculture	Attorney General	Auditor
Board of Parole	Campaign Finance Discl.	Civil Rights
College Aide Comm.	Inspections & Appeals	Commerce
Cultural Affairs	Economic Development	Corrections
Elder Affairs	General Services	Education
Human Rights	Employment Services	Personnel
Iowa Public Broad.	Human Services	Management
Natural Resources	Law Enforcement Academy	Public Defense
Public Emp. Rel. Board	Public Health	Public Safety
Revenue & Finance	Secretary of State	Transportation
Treasurer		

The affirmative action planning efforts of these departments has been evaluated based on the following criteria:

1. Has the department established a concise, clearly worded statement of the organization's policy on equal employment opportunity and affirmative action?
2. Has the department grouped its organizational units in a manner that will provide the most reasonable system of grouping for work force analyses purposes?

3. In its efforts to identify barriers to equal employment opportunity and areas where protected group members are under-represented, has the department accurately and thoroughly completed a numerical utilization analysis for each of its organizational units?
4. For each instance where underutilization has been identified, has the department conducted a qualitative utilization analysis -- an in-depth review of every personnel action that may be a factor in the underutilization?
5. Have appropriate and positive measurable steps been detailed, including the individual(s) responsible and target dates, which are designed to correct the underutilization?
6. Have annual and long range goals and a timetable been completed for each organizational unit where underutilization exists?

Results to date include:

- o 100% of the 31 departments responded within the required time frames. Based on the previous year's response of 74% this was a notable improvement.
- o 27 of the organizations submitted completed plans with all the elements requested in the initial guidelines.
- o One department -- Campaign Finance Disclosure Commission -- was only required to complete an Equal Employment Opportunity/Affirmative Action Policy Statement, as it only has three full time employees.
- o Two departments -- Agriculture and Economic Development -- submitted major portions of their plans, but will be required to complete these plans in the near future. Agriculture had been waiting for the new administration to come into office in order to allow them to set affirmative action goals.
- o The Department of Human Services had a previously approved plan effective to December 31, 1987. This plan was transitioned into the current review process subject to conditions agreed to by the Department of Human Services and the Department of Personnel.

A focus of this review has been to address concerns that are not readily visible in summary information. For example, the State's total workforce exceeds the labor market representation for all protected groups, except Hispanics. There exists, however, job categories within the State totals and department totals that are underutilized and are in need of remedial action. The following summary looks at these areas of underutilization in more detail. "Underutilization," as used here, refers to the condition that exists when there are fewer minorities, women, or persons with disabilities in a particular job category than would reasonably be expected by their availability. This determination of underutilization was calculated individually by each department, and the cumulative totals from these utilization analyses are also summarized along with the projected hiring goals.

1. Females exceed the labor market participation rate of 41.8% representing 47.1% of the State's work force, yet in all job categories except Office/Clerical they fall below the labor force representation for those categories. One-third of the State's female workforce is clustered within this Office/Clerical job category. Total female underutilization for all job categories is 2,483. Goals to hire females in 1987 for underutilized job categories represent 33% of the identified total projected employment opportunities for 1987.
2. Total State minority representation of 3% exceeds the labor market representation rate. In four of eight job categories, however, minorities are underrepresented the equivalent of 188 minorities. Goals to hire minorities for underutilized job categories represent 11% of the identified total projected employment opportunities for 1987.
3. The representation of blacks within the State's work force is 1.5%, which is greater than the 1.2% representation of blacks within total civilian labor force for Iowa. In three of eight job categories, however, blacks are underutilized. The total of all underutilization of blacks identified by departments is 99 black employees. Goals have been set to hire blacks for underutilized classes at a rate of approximately 3.3%.
4. Hispanics represent .8% of the Iowa labor force; however, they are underutilized in State employment the equivalent of fifty-seven employees. Additionally, Hispanics are also underutilized in four of eight job categories. Goals to hire Hispanics have been projected to represent 3.2% of anticipated 1987 employment opportunities.
5. Information concerning the representation of persons with disabilities within the State's work force is incomplete. Most departments have not conducted handicapped surveys, and are only now in the process of gathering this information. Of those that had current information available, 433 employees were identified as having a disability. This equals 7% of the employees for the seventeen (17) departments reporting disability information. Based on labor force information for persons with a work disability within the central region, 8.1% appears to be a reasonable expectation for the representation of persons with disabilities within the State.

While the affirmative action planning efforts submitted by the departments have been candid about areas of concern within their respective work forces, they have also approached these concerns in good faith with appropriate corrective action designed to tear down barriers to equal employment opportunity and to create opportunities where it had been limited in the past. With each succeeding report, the success of these efforts will be tested.

1. The first part of the report deals with the general situation of the country and the progress of the work done during the year. It is divided into two main sections: (a) the general situation and (b) the progress of the work done during the year.

2. The second part of the report deals with the results of the work done during the year. It is divided into two main sections: (a) the results of the work done during the year and (b) the results of the work done during the year.

3. The third part of the report deals with the conclusions drawn from the work done during the year. It is divided into two main sections: (a) the conclusions drawn from the work done during the year and (b) the conclusions drawn from the work done during the year.

4. The fourth part of the report deals with the recommendations made during the year. It is divided into two main sections: (a) the recommendations made during the year and (b) the recommendations made during the year.

5. The fifth part of the report deals with the summary of the work done during the year. It is divided into two main sections: (a) the summary of the work done during the year and (b) the summary of the work done during the year.

6. The sixth part of the report deals with the appendixes. It is divided into two main sections: (a) the appendixes and (b) the appendixes.

*Department Statistics
and Summary Comments*

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MICHIGAN LIBRARY

II. DEPARTMENT STATISTICS AND SUMMARY COMMENTS

Affirmative action, as defined by the General Assembly and included in the Department of Personnel's Administrative Rules, means "action appropriate to overcome the effects of past or present practices, policies, or other barriers to equal employment opportunity."

This section attempts to fulfill the requirements of this definition in two ways. The first describes the efforts taken by departments to identify where in their work force, women, minorities and persons with disabilities have faced limited employment opportunities. This was a quantitative study conducted by each department to determine whether and where they have fewer of these protected groups in a particular job category than would reasonably be expected by their availability within the relevant labor market pool.

The second way in which this section attempts to fulfill the definition of affirmative action is through its analysis, on a qualitative level, of the practices, policies, and other barriers which affect equal opportunity for these groups and the attempts by departments to detail corrective measures to amend or otherwise breakdown the barriers that impede the full representation women, minorities, and persons with disabilities at all levels of State employment.

Part one of this section is a summary of the numerical utilization analysis for each department. These analyses provide work force data by department and job category. They further review the representation of protected class groups within each department's work force and evaluate whether any underutilization has been identified based on a comparison of the relevant recruitment areas as determined by each department. For departments submitting an affirmative action plan consisting of one utilization analysis conducted department-wide, this is basically a repeat of the data they submitted to the Department of Personnel. Departments that conducted their work force utilization analysis based on an analysis by organizational units have had these analyses totalled to provide the figures shown in this part. As a result, some department-wide computations of underutilization may not agree with the totals of underutilization resulting from the cumulative total of each of the departments' organizational units.

This section also includes utilization analyses from two departments that did not submit an analysis. Campaign Finance Disclosure Commission employs three employees, and with a workforce of this size, such an analysis was unnecessary. The Department of Human Services also was not required to submit a numerical utilization analysis because its 1985 affirmative action plan had been approved effective to December 31, 1987. A numerical utilization analysis has been prepared and included in this report for both of these departments. For this analysis, comparisons to determine whether underutilization exists within Human Services have been made based on statewide availability figures. The underutilization information gathered may vary from what the Department of Human Services might compute based on its analyses by organizational units. It was important, however, to have some review of Human Services' work force, though rough, since its 6,942 employees represent 35% of the employees covered by this Affirmative Action Report. The underutilization noted in

this analysis will be modified as Human Services submits its updated reports.

The second part of this section presents some narrative comments on each of the departments' affirmative action plans. This narrative will comment on the strengths and weaknesses of each department's affirmative action plan. A key element of this narrative will be an evaluation of the sufficiency of the goals established by the department to correct the underutilization of identified protected groups and to eliminate barriers to equal employment opportunity.

In the following tables -- Summary of Numerical Utilization Analyses by Department -- each department's work force composition and level of underutilization has been summarized. This summary is by protected group characteristics and job categories. The job categories have been designated to correspond with the following identifying numbers:

1. Officials and Administrators
2. Professionals
3. Technicians
4. Protective Service Workers
5. Paraprofessionals
6. Office and Clerical
7. Skilled Craft Workers
8. Service - Maintenance

SUMMARY OF NUMERICAL UTILIZATION ANALYSES BY DEPARTMENT

AGRICULTURE	JOB CATEGORY	1		2		3		4		5		6		7		8		TOTAL	
		No.	U	No.	U	No.	U	No.	U	No.	U	No.	U	No.	U	No.	U	No.	U
	WHITE	32		68		181				28		163		1				473	
	FEMALE	1	7	18	5	19				15	12	162		1				215	102
	MINORITY		1	2		1				4		3	1	0				10	6
	BLACK			0	1	0				3		2		0				5	3
	HISPANIC			0		1				1		0	1	0				2	1
	TOTAL	32		70		182		0		32		166		1		0		483	
	DISABLED																		

No. = Number of employees

U = Number underutilized

ATTORNEY GENERAL	JOB CATEGORY	1		2		3		4		5		6		7		8		TOTAL	
		No.	U	No.	U	No.	U	No.	U	No.	U	No.	U	No.	U	No.	U	No.	U
	WHITE	4		87		1				17		25		1				134	
	FEMALE	1		32	10	1				9	6	25						68	15
	MINORITY	0		2		0				0	2	0	1					2	3
	BLACK	0		1		0				0	2	0	1					1	3
	HISPANIC	0		1		0				0		0						1	
	TOTAL	4		89		1		0		17		25		1		0		137	
	DISABLED																	1	10

No. = Number of employees

U = Number underutilized

AUDITOR OF STATE	JOB CATEGORY	1		2		3		4		5		6		7		8		TOTAL	
		No.	U	No.	U	No.	U	No.	U	No.	U	No.	U	No.	U	No.	U	No.	U
	WHITE	3		97						1		12						113	
	FEMALE	2		40	5					1		12						55	5
	MINORITY	0		2	2													2	
	BLACK	0		1														1	
	HISPANIC	0		0														0	
	TOTAL	3		99		0		0		1		12		0		0		115	
	DISABLED																		

No. = Number of employees

U = Number underutilized

SUMMARY OF NUMERICAL UTILIZATION ANALYSES BY DEPARTMENT

BOARD OF PAROLE	JOB CATEGORY	1		2		3		4		5		6		7		8		TOTAL	
		No.	U	No.	U	No.	U	No.	U	No.	U	No.	U	No.	U	No.	U	No.	U
	WHITE	1		5								4							1
FEMALE	0		2	1							4							6	1
MINORITY	0		1															1	
BLACK	0		0																
HISPANIC	0		0																
TOTAL	1		6		0		0		0		4		0		0		0	11	
DISABLED																		1	0

No. = Number of employees

U = Number underutilized

CAMPAIGN FINANCE DISCLOSURE	JOB CATEGORY	1		2		3		4		5		6		7		8		TOTAL	
		No.	U	No.	U	No.	U	No.	U	No.	U	No.	U	No.	U	No.	U	No.	U
	WHITE	1		2															3
FEMALE	1		2															3	
MINORITY																			
BLACK																			
HISPANIC																			
TOTAL	1		2		0		0		0		0		0		0		0	3	
DISABLED																		0	

No. = Number of employees

U = Number underutilized

CIVIL RIGHTS	JOB CATEGORY	1		2		3		4		5		6		7		8		TOTAL	
		No.	U	No.	U	No.	U	No.	U	No.	U	No.	U	No.	U	No.	U	No.	U
	WHITE	0		13		1						5							19
FEMALE	1		10		2						6							19	
MINORITY	2		4		2						2							10	
BLACK	2		4		1						2							9	
HISPANIC	0		0		1						0							1	
TOTAL	2		17		3		0		0		7		0		0		0	29	
DISABLED																		4	0

No. = Number of employees

U = Number underutilized

SUMMARY OF NUMERICAL UTILIZATION ANALYSES BY DEPARTMENT

COLLEGE AID	JOB CATEGORY	1		2		3		4		5		6		7		8		TOTAL	
		No.	U	No.	U	No.	U	No.	U	No.	U	No.	U	No.	U	No.	U	No.	U
	WHITE	1		7		1				4		9							22
FEMALE	0		4		1				2	1	8							15	
MINORITY	0		0		0				0		0							0	
BLACK	0		0		0				0		0							0	
HISPANIC	0		0		0				0		0							0	
TOTAL	1		7		1			0		4		9		0		0		22	
DISABLED																		3	0

No. = Number of employees

U = Number underutilized

COMMERCE	JOB CATEGORY	1		2		3		4		5		6		7		8		TOTAL	
		No.	U	No.	U	No.	U	No.	U	No.	U	No.	U	No.	U	No.	U	No.	U
	WHITE	78		205		248				5		263		5		29		831	
FEMALE	15	5	56	39	103	31			3	1	167	60	0	1	0	12	344	149	
MINORITY	0		4	3	1	7			0		5	4	0		3		13	14	
BLACK	0		1	2	1	3			0		1	2	0		2		5	7	
HISPANIC	0		1		0	1			0		1	2	0		0		2	3	
TOTAL	78		209		249		0		5		268		5		32		846		
DISABLED																			

No. = Number of employees

U = Number underutilized

CORRECTIONS	JOB CATEGORY	1		2		3		4		5		6		7		8		TOTAL	
		No.	U	No.	U	No.	U	No.	U	No.	U	No.	U	No.	U	No.	U	No.	U
	WHITE	61		294		51		888		9		124		148		32		1607	
FEMALE	10	9	81	64	27	5	95	33	9		109	1	22	10	6	8	359	130	
MINORITY	2		21		0		47	7			3	3	5		1		79	10	
BLACK	2		14		0		28	5			2	3	3		0		49	8	
HISPANIC	0		2		0		11	2			2	3	0		0		15	5	
TOTAL	63		315		51		935		9		127		153		33		1686		
DISABLED																	88	52	

No. = Number of employees

U = Number underutilized

SUMMARY OF NUMERICAL UTILIZATION ANALYSES BY DEPARTMENT

CULTURAL AFFAIRS	JOB CATEGORY	1		2		3		4		5		6		7		8		TOTAL	
		No.	U	No.	U	No.	U	No.	U	No.	U	No.	U	No.	U	No.	U	No.	U
	WHITE	11		46		15				10		26		1		14			123
FEMALE	4		30		11				8	2	25		0		10			88	2
MINORITY	0	1	0		3				1		0	1	0		0			4	2
BLACK	0		0		2				1		0		0		0			3	
HISPANIC	0		0		0				0		0		0		0			0	
TOTAL	11		46		18		0		11		26		1		14			127	
DISABLED																		0	10

No. = Number of employees

U = Number underutilized

ECONOMIC DEVELOPMENT	JOB CATEGORY	1		2		3		4		5		6		7		8		TOTAL	
		No.	U	No.	U	No.	U	No.	U	No.	U	No.	U	No.	U	No.	U	No.	U
	WHITE	44		56		6				1		23							130
FEMALE	11		28		4				1		23							67	
MINORITY	1		0	1	0						1							2	1
BLACK	0		0	1	0						1							1	
HISPANIC	0		0		0						0							0	
TOTAL	45		56		6		0		1		24		0		0			132	
DISABLED																			

No. = Number of employees

U = Number underutilized

EDUCATION	JOB CATEGORY	1		2		3		4		5		6		7		8		TOTAL	
		No.	U	No.	U	No.	U	No.	U	No.	U	No.	U	No.	U	No.	U	No.	U
	WHITE	39		338		14				14		196		3		15			619
FEMALE	4	6	116	49	14				12	1	190		2		9			347	56
MINORITY	1		11		0				0	1	7	4	0		3			22	5
BLACK	0		5		0				0		6	1	0		2			8	1
HISPANIC	0		6		0				0		0	3	0		1			7	3
TOTAL	40		349		14		0		14		203		3		18			641	
DISABLED																			

No. = Number of employees

U = Number underutilized

SUMMARY OF NUMERICAL UTILIZATION ANALYSES BY DEPARTMENT

ELDER AFFAIRS	JOB CATEGORY	1		2		3		4		5		6		7		8		TOTAL	
		No.	U	No.	U	No.	U	No.	U	No.	U	No.	U	No.	U	No.	U	No.	U
	WHITE	4		12		1						8						25	
	FEMALE	2		6		1						8						17	
	MINORITY	1		1		0						0						2	
	BLACK	1		1		0						0						2	
	HISPANIC	0		0		0						0						0	
	TOTAL	5		13		1		0		0		8		0		0		27	
	DISABLED																		

No. = Number of employees

U = Number underutilized

EMPLOYMENT SERVICES	JOB CATEGORY	1		2		3		4		5		6		7		8		TOTAL	
		No.	U	No.	U	No.	U	No.	U	No.	U	No.	U	No.	U	No.	U	No.	U
	WHITE	95		542		76				30		177				2		922	
	FEMALE	12	14	249	45	42				32	3	189				0	1	524	63
	MINORITY	2		29		0	2			7		16				0		54	2
	BLACK	1		13		0	1			7		6	1			0		27	2
	HISPANIC	0		0		0				0		5				0		12	1
	TOTAL	97		571		76		0		37		193		0		2		976	
	DISABLED																	107	0

No. = Number of employees

U = Number underutilized

GENERAL SERVICES	JOB CATEGORY	1		2		3		4		5		6		7		8		TOTAL	
		No.	U	No.	U	No.	U	No.	U	No.	U	No.	U	No.	U	No.	U	No.	U
	WHITE	30		90		47				3		87		48		97		402	
	FEMALE	5	3	35	9	16	10			3		68	8	13		26	12	166	42
	MINORITY	0	1	3		2						4	1	1	1	10		20	3
	BLACK	0		3		1						2	1	1		5	1	12	2
	HISPANIC	0		0		0						1		0	1	2		3	1
	TOTAL	30		93		49		0		3		91		49		107		422	
	DISABLED																	25	9

No. = Number of employees

U = Number underutilized

SUMMARY OF NUMERICAL UTILIZATION ANALYSES BY DEPARTMENT

HUMAN RIGHTS	JOB CATEGORY	1		2		3		4		5		6		7		8		TOTAL	
		No.	U	No.	U	No.	U	No.	U	No.	U	No.	U	No.	U	No.	U	No.	U
	WHITE	10		54		7				32		9		4		8		124	
	FEMALE	5		29		3	1			23	5	10		0		1	3	51	9
	MINORITY	1		3		0				1	3	2		0		0	1	7	4
	BLACK	0		2		0				1	2	2		0		0		5	2
	HISPANIC	1		1		0				0		0		0		0		2	
	TOTAL	11		57		7		0		33		11		4		8		131	
	DISABLED																	29	0

No. = Number of employees

U = Number underutilized

HUMAN SERVICES	JOB CATEGORY	1		2		3		4		5		6		7		8		TOTAL	
		No.	U	No.	U	No.	U	No.	U	No.	U	No.	U	No.	U	No.	U	No.	U
	WHITE	257		1580		1146		16		1957		950		285		559		6750	
	FEMALE	114		1117		993		0	2	1421	430	950		86		351		5032	432
	MINORITY	5		71		27	6	0	1	43	32	29		5	2	12	5	192	46
	BLACK	0	2	26		14		0		24	16	16		2	1	2	9	84	28
	HISPANIC	2		6	2	8	1	0		5	12	7		2	1	1	5	31	21
	TOTAL	262		1651		1173		16		2000		979		290		571		6942	
	DISABLED																		

No. = Number of employees

U = Number underutilized

INSPECTIONS & APPEALS	JOB CATEGORY	1		2		3		4		5		6		7		8		TOTAL	
		No.	U	No.	U	No.	U	No.	U	No.	U	No.	U	No.	U	No.	U	No.	U
	WHITE	27		107		24				5		41						204	
	FEMALE	11		55		8	5			4		42						120	5
	MINORITY	1	2	3		0	1			0	1	2						6	3
	BLACK	0	1	2		0				0		2						4	1
	HISPANIC	0	1	1		0				0		0	1					1	2
	TOTAL	28		110		24		0		5		43		0		0		210	
	DISABLED																	4	13

No. = Number of employees

U = Number underutilized

SUMMARY OF NUMERICAL UTILIZATION ANALYSES BY DEPARTMENT

IOWA PUBLIC BROADCASTING	JOB CATEGORY	1		2		3		4		5		6		7		8		TOTAL	
		No.	U	No.	U	No.	U	No.	U	No.	U	No.	U	No.	U	No.	U	No.	U
		WHITE	11		47		42							15					
FEMALE	2	1	18	6	3	3						13						36	10
MINORITY	1		3		1	7						1						6	6
BLACK	0		3		1	5						0						4	5
HISPANIC	1		0		0	3						0						1	3
TOTAL	12		50		43			0		0		16		0		0		121	
DISABLED																		5	5

No. = Number of employees

U = Number underutilized

LAW ENFORCEMENT ACADEMY	JOB CATEGORY	1		2		3		4		5		6		7		8		TOTAL	
		No.	U	No.	U	No.	U	No.	U	No.	U	No.	U	No.	U	No.	U	No.	U
		WHITE	2		9						2		6				3		22
FEMALE			2	3					0	2	6				0	1	8	6	
MINORITY			1						0						0		1		
BLACK			1						0						0		1		
HISPANIC			0						0						0		0		
TOTAL	2		10		0		0		2		6		0		3		23		
DISABLED																	1	1	

No. = Number of employees

U = Number underutilized

MANAGEMENT	JOB CATEGORY	1		2		3		4		5		6		7		8		TOTAL	
		No.	U	No.	U	No.	U	No.	U	No.	U	No.	U	No.	U	No.	U	No.	U
		WHITE	11		20						2		3						36
FEMALE	2	1	7	3					1		3						13	4	
MINORITY	0		1						0		0						1		
BLACK	0		1						0		0						1		
HISPANIC	0		0						0		0						0		
TOTAL	11		21		0		0		2		3		0		0		37		
DISABLED																	1	5	

No. = Number of employees

U = Number underutilized

SUMMARY OF NUMERICAL UTILIZATION ANALYSES BY DEPARTMENT

NATURAL RESOURCES	JOB CATEGORY	1		2		3		4		5		6		7		8		TOTAL	
		No.	U	No.	U	No.	U	No.	U	No.	U	No.	U	No.	U	No.	U	No.	U
	WHITE	55		272		85		189		6		75		7		70		759	
FEMALE	2	12	41	51	6	41	13	7	2	4	72		0	1	5	22	141	138	
MINORITY	1		5	2	2		0	6	0		4		0		0	3	12	11	
BLACK	0	1	1	2	1		0	4	0		3		0		0	1	5	8	
HISPANIC	1		0	1	0	1	0	1	0		0		0		0	1	1	4	
TOTAL	56		277		87		189		6		79		7		70		771		
DISABLED																			

No. = Number of employees

U = Number underutilized

PERSONNEL	JOB CATEGORY	1		2		3		4		5		6		7		8		TOTAL	
		No.	U	No.	U	No.	U	No.	U	No.	U	No.	U	No.	U	No.	U	No.	U
	WHITE	15		52		11				1		37		1				117	
FEMALE	6	1	40		11				1		37						95	1	
MINORITY	2		5		0	1					3	1					10	2	
BLACK	1		5		0						2						8		
HISPANIC	0		0		0						1						1		
TOTAL	17		57		11		0		1		40		1		0		127		
DISABLED																	2	8	

No. = Number of employees

U = Number underutilized

PUBLIC DEFENSE	JOB CATEGORY	1		2		3		4		5		6		7		8		TOTAL	
		No.	U	No.	U	No.	U	No.	U	No.	U	No.	U	No.	U	No.	U	No.	U
	WHITE	7		14		8		64				21		25		17		156	
FEMALE	1	1	3	4	2	2	2	5			16	2	0	3	1	5	25	22	
MINORITY	0		0		0		1	1			0	1	0	1	0	2	1	5	
BLACK	0		0		0		1				0	1	0		0	1	1	2	
HISPANIC	0		0		0		0				0		0		0		0		
TOTAL	7		14		8		65		0		21		25		17		157		
DISABLED																	6	7	

No. = Number of employees

U = Number underutilized

SUMMARY OF NUMERICAL UTILIZATION ANALYSES BY DEPARTMENT

PUBLIC EMPLOYMENT RELATIONS BOARD	JOB CATEGORY	1		2		3		4		5		6		7		8		TOTAL	
		No.	U	No.	U	No.	U	No.	U	No.	U	No.	U	No.	U	No.	U	No.	U
		WHITE	3		4								4						
FEMALE	0	1	3								4							7	1
MINORITY	0		0								0							0	
BLACK	0		0								0							0	
HISPANIC	0		0								0							0	
TOTAL	3		4			0		0		0		4		0		0		11	
DISABLED																			

No. = Number of employees

U = Number underutilized

PUBLIC HEALTH	JOB CATEGORY	1		2		3		4		5		6		7		8		TOTAL	
		No.	U	No.	U	No.	U	No.	U	No.	U	No.	U	No.	U	No.	U	No.	U
		WHITE	34		103		14						89						
FEMALE	15		56		9						89							169	
MINORITY	0	1	4		0	1					2	3						6	5
BLACK	0		0		0						2	1						3	1
HISPANIC	0		0	1	0						0	1						0	2
TOTAL	34		107		14		0		0		91		0		0			246	
DISABLED																			

No. = Number of employees

U = Number underutilized

PUBLIC SAFETY	JOB CATEGORY	1		2		3		4		5		6		7		8		TOTAL	
		No.	U	No.	U	No.	U	No.	U	No.	U	No.	U	No.	U	No.	U	No.	U
		WHITE	32		75		147		416		3		82				5		
FEMALE	1	7	19	20	30	49	16	30	2		81				1	1		150	107
MINORITY	1		7		0	4	8	5	0		3	1			0			19	10
BLACK	1		2		0	2	5	3	0		2				0			10	5
HISPANIC	0		3		0	1	3		0		1				0			7	1
TOTAL	33		82		147		424		3		85		0		5			780	
DISABLED																		11	16

No. = Number of employees

U = Number underutilized

SUMMARY OF NUMERICAL UTILIZATION ANALYSES BY DEPARTMENT

REVENUE & FINANCE	JOB CATEGORY	1		2		3		4		5		6		7		8		TOTAL	
		No.	U	No.	U	No.	U	No.	U	No.	U	No.	U	No.	U	No.	U	No.	U
		WHITE	65		273		81				1		221				1		642
FEMALE	10	9	73	59	48	5			1		201						333	73	
MINORITY	1	1	3	5	2						13	2					19	8	
BLACK	1		3	1	0	2					5	3					9	6	
HISPANIC	0		0	1	1						7						8	1	
TOTAL	66		276		83		0		1		234		0		1		661		
DISABLED																	46	11	

No. = Number of employees U = Number underutilized

SECRETARY OF STATE	JOB CATEGORY	1		2		3		4		5		6		7		8		TOTAL	
		No.	U	No.	U	No.	U	No.	U	No.	U	No.	U	No.	U	No.	U	No.	U
		WHITE	2		4		4				1		29						40
FEMALE	1		2		4				1		28						36		
MINORITY	0		0		0				0		0	1					0	1	
BLACK	0		0		0				0		0	1					0	1	
HISPANIC	0		0		0				0		0						0		
TOTAL	2		4		4		0		1		29		0		0		40		
DISABLED																			

No. = Number of employees U = Number underutilized

TRANSPORTA- TION	JOB CATEGORY	1		2		3		4		5		6		7		8		TOTAL	
		No.	U	No.	U	No.	U	No.	U	No.	U	No.	U	No.	U	No.	U	No.	U
		WHITE	154		416		1187		2		48		462		593		835		3697
FEMALE	10	30	67	137	119	524			5	42	433		5	65	45	308	684	1106	
MINORITY	2	1	17		15	19			3	1	9	3	8	6	39	6	93	36	
BLACK	1		3	1	6	8			1		4	3	3	3	22		40	15	
HISPANIC	0		2		4	4			1		2	1	1	4	12		22	9	
TOTAL	156		433		1202		2		51		471		601		874		3790		
DISABLED																			

No. = Number of employees U = Number underutilized

SUMMARY OF NUMERICAL UTILIZATION ANALYSES BY DEPARTMENT

TREASURER OF STATE	JOB CATEGORY		1		2		3		4		5		6		7		8		TOTAL		
	No.	U	No.	U	No.	U	No.	U	No.	U	No.	U	No.	U	No.	U	No.	U	No.	U	
	WHITE	4		7		1				4		5							21		
FEMALE	0	1	3		1				4		5							13	1		
MINORITY	0		0		0				0		0							0			
BLACK	0		0		0				0		0							0			
HISPANIC	0		0		0				0		0							0			
TOTAL	4		7		1		0		4		5		0		0			21			
DISABLED																					

No. = Number of employees

U = Number underutilized

7/20/81 8:00 AM - 11:00 AM - 11/20/81 8:00 AM - 11:00 AM

DATE	TIME	LOCATION	PERFORMER	REMARKS
7/20/81	8:00 AM	11/20/81	8:00 AM	11:00 AM

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Summary Comments on the Affirmative Action
Plans of State Departments

Department of Agriculture and Land Stewardship - The plan included an approved equal employment opportunity/affirmative action policy statement and a numerical utilization analysis conducted department-wide. The plan did not include the "Qualitative Utilization Analysis and Corrective Action" report for each area of underutilization nor the "Goals and Timetables" report. The Department noted a change in administration as the basis for the delay in preparing these latter reports. These deficiencies should now be corrected in a timely manner.

Department of Justice (Attorney General) - The plan included all of the major elements required for an affirmative action plan. It clearly designates the individuals responsible for the corrective actions outlined. The goals and timetables are unclear concerning the percent of protected groups to be hired for projected employment opportunities within several job categories. Although there is questionable labor force data on attorneys within the relevant labor market, a significant effort is being made by this department to attract female attorneys.

Auditor of State - The plan includes all the required elements. Goals and corrective measures were detailed for all areas of identified underutilization. Gathering data on the work force representation of persons with disabilities and designing appropriate remedial action is in progress. Hiring goals for underutilized protected groups are also set at an appropriate level.

Board of Parole - All elements of the plan have been completed. Appropriate corrective action and goals have been set to correct the single area of underutilization noted.

Campaign Finance Disclosure Commission - Because of its size of this department, this department was only required to submitted an approved EEO/AA Policy as a demonstration of its commitment to the State policy.

Department of Civil Rights - The plan included all of the required elements and provided more detailed information regarding the department's grievance and policy dissemination practices. Also, policies addressing sexual harassment and reasonable accommodations for persons with disabilities have been established. No areas of underutilization have been identified; however, the department has set goals for bilingual Asian and Hispanic staff to assist it in better meeting its responsibilities.

Iowa College Aid Commission - The plan contains all of the required affirmative action plan elements. Goals established to remedy the single area of underutilization identified are appropriate. Additionally, the corrective steps outlined to modify the department's selection practices should assist it in meeting its goal.

Department of Commerce - The plan was developed through a review of eight (8) organizational units, representing the department's divisions. The analysis of each unit was complete except for providing information on its employees with disabilities. The plan included the numerical utilization analysis and appropriate corrective action measures and goals. The goals in some instances extended beyond five (5) years and in other instances, as related to its Alcoholic Beverages Division, were

appropriately cautious because of the impending displacement of these employees. A strong point of the plan was the clear delineation of corrective action steps and the assignment of responsibilities, notwithstanding the complexity of developing a plan around eight (8) organizational units.

Department of Corrections - The plan was completed by organizational units that included eight (8) institutions and the central administration office. All elements of the plan have been completed; however, disability information is incomplete for some of the institutions. There is a general approach to some of the affirmative action planning efforts that should be addressed more specifically, e.g., more concise designations of recruitment area; more critical review of areas of underutilization rather than justifying existing practices; and establishing more challenging goals for affirmative action hires in the protective services job category. A positive feature of the plan is the accountability placed on each of the organizational units to be responsible for affirmative action within their institution; however, the department is reminded that its director has ultimate responsibility for the total affirmative action plan.

Department of Cultural Affairs - This plan does not include its Division of Public Broadcasting, as the latter is autonomous for affirmative action reporting purposes. The department's plan contain all of the required elements; however, the accuracy of some of the calculations should be reviewed. The plan failed to address its representation of persons with disabilities nor established goals in this area. Where underutilization was identified, the plan was thorough in its review of contributing factors and in its detail of corrective actions.

Department of Economic Development - The plan only includes the department's EEO/AA policy and a numerical utilization analysis. The plan cannot be reviewed for adequacy until the remaining portions are submitted. The department's personnel officer should assist in completing the remaining portions in a timely manner.

Department of Education - The plan includes each of the required elements. Additionally, a hiring policy and a timeline for developing a reasonable accommodation policy for persons with disabilities and a sexual harassment policy have been included in the plan. The plan was developed carefully and each area of underutilization was reviewed and concise corrective measures established. The plan covers, in a department-wide study, an organization with two distinct organizational units. This may not be a reasonable system of grouping for affirmative action planning and should be re-evaluated.

Department of Elder Affairs - The plan contains all of the required elements and additionally included the department's discrimination complaint procedure. While the plan notes that there were no instances of underutilization, it did outline steps to minimize the concentration of women in its female dominated classes. Affirmative action planning with respect to persons with disabilities must still be completed.

Department of Employment Services - The plan is clearly a well established program and, unlike the current status of plans from most departments, it has evolved over a period of several years. The plan includes a workforce analysis, corrective action steps and goals and target dates for each of its organizational units. Also included are policies addressing sexual harassment, civil rights orientation training,

sign language services, among other related policies. A strong feature of the plan is that it included an analysis of progress the department made during the past year in providing employment opportunities for protected groups through new hires, promotions, and reallocations. This data appeared to be taken into consideration as the plan detailed the corrective steps and goals established for the current year. The department's "fast track" program is also encouraged as an appropriate tool to foster affirmative action gains.

Department of General Services - All of the required elements are contained in the plan. Generally, the corrective measures established by the department are good; however, the department may also wish to consider other measures, such as providing EEO/AA training for its supervisors that have not received such training.

Department of Human Rights - The plan contains a numerical utilization analysis indicating several areas of underutilization, a qualitative utilization analysis and corrective action report, goals and timetables for each area of underutilization. The details of what the areas of concern are that contributed to the underutilization lack specificity and therefore have resulted in corrective action steps that are also not specific. The plan was specific in detailing the department's annual numerical goals to correct its underutilization.

Department of Human Services - The plan contains a review of the department by organizational unit dated July 1, 1985 and covers a period thru December 31, 1987. The department had added a timeline for an assessment of its first year accomplishments and the impact of the reorganization on its workforce. It is further anticipated that revised goals and timetables will be established concurrently with the former update. Structurally, almost every element for affirmative action is covered. In some areas, these elements have served as a model to be recommended for statewide affirmative action planning. Elements that provide for a review of the qualitative aspects of the department's affirmative action program and corrective action steps on an organizational level are not included. Also, while the department has information on its employee with disabilities, that data is not included in its plan.

Inspections and Appeals - The plan contains a department-wide numerical utilization analysis, a qualitative utilization analysis detailing corrective action steps for each identified area of underutilization, and numerical goals and timetables. All of the required elements for affirmative action are contained in the plan. A unique feature of the corrective action steps was the delineation of long and short term goals along with appropriate assignments of responsibility. Goals were set for all underutilized groups, except for women in a female dominated job category.

Iowa Division of Public Broadcasting - All required elements for affirmative action have been completed. The department also made a special effort to identify more relevant labor force availability information. This information, however, may be a potentially high estimate of the labor force availability of minorities and should be weighed against actual applicant flow statistics. A qualitative study and corrective steps were not established for underutilized groups in the officials/

administrators categories. Where this analysis was completed, areas of concern were identified without any explanation of how these areas affected various hiring situations. Numerical annual goals were set at an acceptable level; however, the long term goals, particularly for the minority in the technical job category, should be reassessed, as noted above.

Iowa Law Enforcement Academy - All of the elements required for affirmative action were included in this plan. A positive feature of the plan was that corrective action steps were outlined, though projected opportunities for this year are limited.

Department of Management - The plan contained all of the required elements, and it also included a recruitment policy. In its corrective action steps for officials and managers, the department detailed career development activities for underutilized groups. Similar activities should also be targeted for the department professional job category where there is greater underutilization. The department has projected a 16% turnover, which may be a high estimate. A strong point of the plan is the listing of steps the department can take to improve affirmative action opportunities other than relying solely on hiring.

Department of Natural Resources - While the plan contains all the required elements for affirmative action, a department, with the size and diversity as this one, could have established more detailed and more relevant corrective measures by developing its plan according to organizational units. There appears to be a significant need for improvement, yet the areas of concern are dealt with in a general manner. The numerical goals set by the department are reasonable, and should be looked upon as the minimal effort to be undertaken by the department.

Department of Personnel - The plan contains all of the required elements for affirmative action. The department's sexual harassment policy, personnel promotional policy, recruitment policy and complaint procedures were also included. The plan was developed on a department-wide basis; however, organizational units were also analyzed to better target where appropriate affirmative action measures could be taken. The detail of areas of concern that may have contributed to underutilization should be more specific in the future. Such consideration should enhance the analyses of the policies and practices that may have contributed to the underutilization. Also, a qualitative utilization analyses was not completed correct the underutilization of persons with disabilities.

Department of Public Defense - In addition to all of the required elements, the plan also contained the department's policy on sexual harassment. All areas of underutilization, except persons with disabilities, were reviewed and corrective action steps were detailed. Numerical goals were set, although conservative, because of the limited number of vacancies anticipated.

Public Employment Relations Board - The plan contained all of the required elements for affirmative action. The department noted that the board members represented in their officials and managers categories were appointees.

Public Health - The plan was developed department-wide with participation from organizational units in the qualitative analysis and goal setting aspects of the plan. This assignment of responsibility at the organizational unit level resulted in specific and appropriate corrective measures being developed to correct areas of identified underutilization. Goals are at an acceptable level; however, should employment openings be greater than anticipated, the department may wish to modify these goals during the year. The plan should also be updated to include the results of a current survey of persons with disabilities.

Department of Public Safety - All required elements for affirmative action have been included in the plan. Underutilization in the technicians category could be addressed more affirmatively by setting target dates for corrective measures and by increasing the number of female hires in this category should the projected openings be too conservative. Information on persons with disabilities should also be made current.

Department of Revenue and Finance - The plan was developed through a review of its seven (7) organizational units. All elements were included, as well as related EEO policies. The department may consider other alternatives to ameliorate its underutilization in the professional category, e.g., career development activities, expanding qualifications to include a greater number of women in the applicant pool, and targeting recruitment in this area to include women's professional organizations and university women's programs. The numerical goals, however, are set at an acceptable rate.

Secretary of State - All required elements for affirmative action have been covered. Additionally, current changes in the personnel selection procedures have been noted as tools available to assist in affirmative action hires. Information on employees with disabilities must yet be updated.

Department of Transportation -The plan is comprehensive, meeting the requirement of the state as well as the Federal Highway Administration. The plan was developed along eight (8) organizational units and included additional information assessing its affirmative action efforts during the past year. In several areas, the qualitative analysis and corrective action portions were not completed where underutilization was identifiable. The statewide review of the Highway Division is limiting and should be reconsidered to better reflect changes in the demographics by highway districts. Projected hiring goals for 1987 are set, in several underutilized categories, below the availability rate for the underutilized group. Also, the projected turnover rate of 2.2% appears quite conservative compared to last year's 9.5% rate.

Office of Treasurer of State - The plan included all of the required elements for affirmative action. Notwithstanding limited hiring opportunities, appropriate corrective measures and goals were established.

The first part of the report deals with the general situation of the country and the progress of the work done during the year.

The second part of the report deals with the work done in the various departments of the country during the year.

The third part of the report deals with the work done in the various departments of the country during the year.

The fourth part of the report deals with the work done in the various departments of the country during the year.

The fifth part of the report deals with the work done in the various departments of the country during the year.

The sixth part of the report deals with the work done in the various departments of the country during the year.

Total State Profile

1971-1972

III. TOTAL STATE PROFILE

It is the objective of this section to assess affirmative action activities on a statewide level. The assessments consist of a compilation of all the departments within the Executive Branch, excluding the Board of Regents and its institutions. This compilation divides the work force according to job categories and race, sex, and disability categories. The degree of underutilization is also indicated; however, it is not calculated on a statewide basis. Rather, it totals all the underutilization identified by the departments. When any underutilization has been identified, if only in one department, it is included in this work force compilation. This is consistent with the Department of Personnel's efforts to narrowly tailor the State's remedial affirmative action efforts.

The second assessment compares the total underutilization identified in the Executive Branch Numerical Utilization Analysis with totals of all numerical goals set by each department. This comparison is measured at two levels. First, the ratio of the annual goal to the total underutilization or ultimate goal is shown as a percentage. Second, this percentage is then translated into a projection of the number of years it would take to achieve the ultimate goal, assuming the same rate of employment opportunities.

A conclusion that can be drawn from the following assessments is that equity within the state's work force is an attainable goal. It is one that requires systematic and ongoing review, reassessment of personnel practices, goal setting and achievement, and the cooperation of all departments.

1. The first part of the document is a letter from the Secretary of the State to the Governor, dated 10th March 1870. It contains a report on the progress of the work done during the year, and a list of the names of the persons who have been appointed to various offices.

2. The second part of the document is a list of the names of the persons who have been appointed to various offices, and the names of the persons who have been re-elected to the same offices. The list is arranged in alphabetical order of the names of the persons.

3. The third part of the document is a list of the names of the persons who have been appointed to various offices, and the names of the persons who have been re-elected to the same offices. The list is arranged in alphabetical order of the names of the persons.

NUMERICAL UTILIZATION ANALYSIS

DEPARTMENT EXECUTIVE BRANCH (LESS REGENTS)

ORGANIZATIONAL UNIT _____

JOB CATEGORIES

OFFICIALS AND ADMINISTRATORS

TOTAL EMPLOYEES 1117
RECRUITMENT AREA _____

		A	B	C	D	E
		WHITE	FEMALE	TOTAL MINORITY	BLACK	HISPANIC
1	# EMPLOYEES	1093	249	24	10	5
2	% EMPLOYEES		22.3%	2.1%	.9%	.4%
3	% AVAILABLE					
4	UNDERUTILIZED?					
5	%					
6	#		108	8	4	2

PROFESSIONALS

TOTAL EMPLOYEES 5102
RECRUITMENT AREA _____

		A	B	C	D	E
		WHITE	FEMALE	TOTAL MINORITY	BLACK	HISPANIC
1	# EMPLOYEES	4899	2242	203	93	30
2	% EMPLOYEES		44%	4%	1.8%	.6%
3	% AVAILABLE					
4	UNDERUTILIZED?					
5	%					
6	#		510	13	8	5

TECHNICIANS

TOTAL EMPLOYEES 3475
RECRUITMENT AREA _____

		A	B	C	D	E
		WHITE	FEMALE	TOTAL MINORITY	BLACK	HISPANIC
1	# EMPLOYEES	3419	1518	56	27	15
2	% EMPLOYEES		43.7%	1.6%	.8%	.4%
3	% AVAILABLE					
4	UNDERUTILIZED?					
5	%					
6	#		754	53	21	11

PROTECTIVE SERVICES

TOTAL EMPLOYEES 1631
RECRUITMENT AREA _____

		A	B	C	D	E
		WHITE	FEMALE	TOTAL MINORITY	BLACK	HISPANIC
1	# EMPLOYEES	1575	128	56	34	14
2	% EMPLOYEES		7.8%	3.4%	2.1%	.9%
3	% AVAILABLE					
4	UNDERUTILIZED?					
5	%					
6	#		78	20	12	3

EXECUTIVE BRANCH

PARA PROFESSIONALS

TOTAL EMPLOYEES 2243
RECRUITMENT AREA _____

		A WHITE	B FEMALE	C TOTAL MINORITY	D BLACK	E HISPANIC
1	# EMPLOYEES	2184	1564	59	37	7
2	% EMPLOYEES		69.7%	2.6%	1.6%	.3%
3	% AVAILABLE					
4	UNDERUTILIZED?					
5	%					
6	#		509	40	20	12

OFFICE/ CLERICAL

TOTAL EMPLOYEES 3280
RECRUITMENT AREA _____

		A WHITE	B FEMALE	C TOTAL MINORITY	D BLACK	E HISPANIC
1	# EMPLOYEES	3171	3029	109	60	27
2	% EMPLOYEES		92.3%	3.3%	1.8%	.8%
3	% AVAILABLE					
4	UNDERUTILIZED?					
5	%					
6	#		71	27	18	12

SKILLED CRAFT

TOTAL EMPLOYEES 1141
RECRUITMENT AREA _____

		A WHITE	B FEMALE	C TOTAL MINORITY	D BLACK	E HISPANIC
1	# EMPLOYEES	1122	113	19	9	3
2	% EMPLOYEES		9.9%	1.7%	.8%	.3%
3	% AVAILABLE					
4	UNDERUTILIZED?					
5	%					
6	#		80	10	4	6

SERVICE/ MAINTENANCE

TOTAL EMPLOYEES 1755
RECRUITMENT AREA _____

		A WHITE	B FEMALE	C TOTAL MINORITY	D BLACK	E HISPANIC
1	# EMPLOYEES	1687	455	68	33	28
2	% EMPLOYEES		25.9%	3.9%	1.9%	1.6%
3	% AVAILABLE					
4	UNDERUTILIZED?					
5	%					
6	#		373	17	12	6

DEPARTMENT TOTAL 19,744

PERSONS WITH DISABILITIES

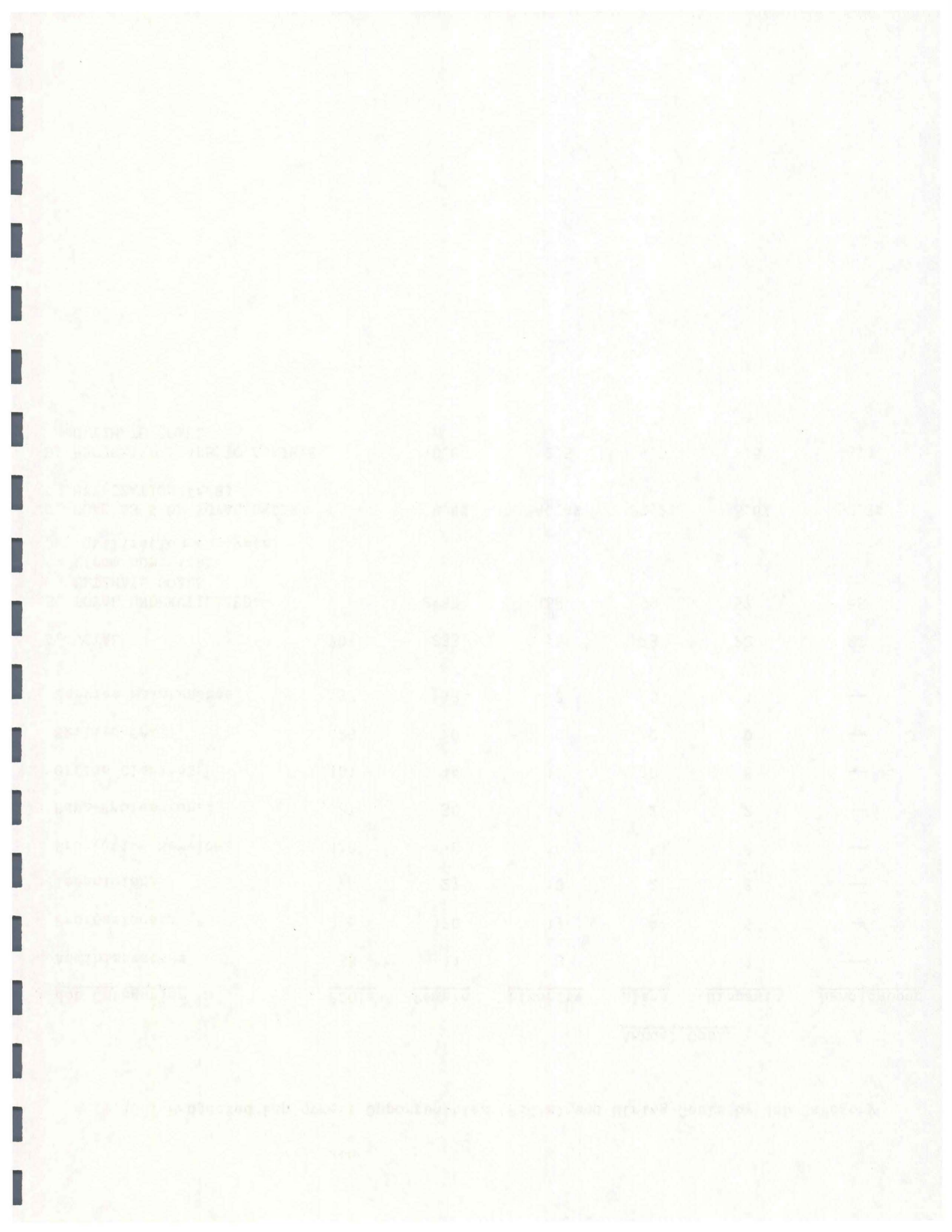
Total reporting 6,171

# EMPLOYEES	% EMPLOYEES	% AVAILABLE	UNDERUTILIZED?	#	%
433	7.0%	8.1%*		68	1.1%

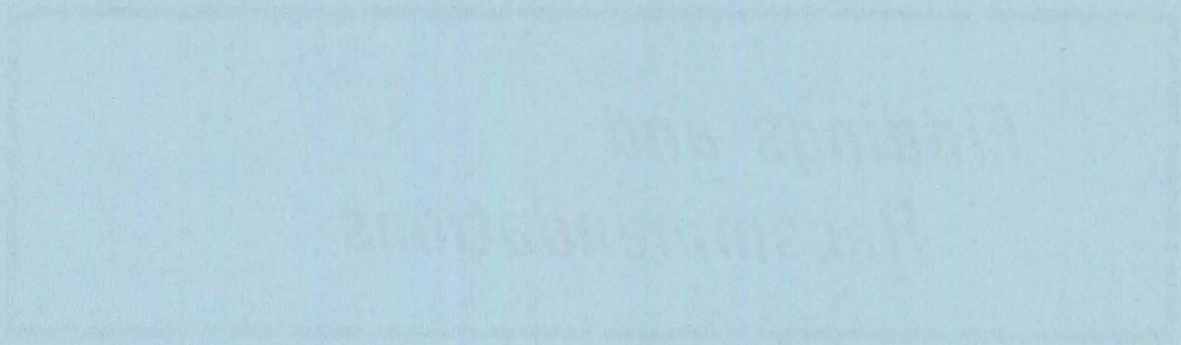
* "Labor Force Status and Other Characteristics of Persons With a Work Disability, 1982" Current Population Reports-Special Studies (Series P-23, No. 127) U.S. Department of Commerce Bureau of the Census

1987 Projected Employment Opportunities (PEO's) and Hiring Goals by Job Category

<u>Job Categories</u>	<u>PEO's</u>	<u>Female</u>	<u>Minority</u>	<u>Annual Goals</u>		
				<u>Black</u>	<u>Hispanic</u>	<u>Handicapped</u>
Administrators	38	11	3	1	1	--
Professionals	246	120	19	4	5	--
Technicians	72	27	10	2	2	--
Protective Services	110	18	10	4	3	--
Para-Professionals	21	30	10	2	2	--
Office Clerical	101	14	16	10	8	--
Skilled Craft	25	0	0	0	0	--
Service Maintenance	37	13	8	0	1	--
A. TOTAL	703	233	76	23	22	22
B. TOTAL UNDERUTILIZED-- ULTIMATE GOALS (from numerical utilization analysis)		2483	188	99	57	68
C. GOAL AS % OF TOTAL UNDER UTILIZATION (A/B)		9.4%	40.4%	23.2%	38.6%	32.3%
D. PROJECTED YEARS TO ACHIEVE ULTIMATE GOALS		10.6	2.5	4.3	2.6	3.1



*Findings and
Recommendations*



IV. FINDINGS AND RECOMMENDATIONS

Departments have been asked to analyze their workforce and develop appropriate corrective measures that will remedy instances of underutilization and modify organizational practices that create barriers to the full participation of protected groups. This process of reviewing the status of the affirmative action efforts and designing a plan to achieve equity within the workforce is also appropriate to the Department of Personnel as it reviews and reports on the State's affirmative action efforts as a whole. The information provided by departments represents considerable effort on their part, and it also demonstrates their commitment to meet the requirements of the law. It also provides an opportunity to re-evaluate what we attempted to achieve this year through affirmative action and design mechanisms to improve the program.

The following is a listing of several observations resulting from the efforts taken by departments to develop responsible and relevant affirmative action plans. Following these observations or findings are recommendations appropriate to improving the State's affirmative action efforts.

Policies

Findings: Each department prepared an equal employment opportunity/affirmative action policy meeting the requirements outlined by the Department of Personnel. Departments having additional policies were requested to include these policies in their plans. About one-fourth of the departments had sexual harassment policies and several had policies that dealt with the reasonable accommodations for persons with disabilities.

Recommendation: Departments are reminded that the responsibility placed upon employers to provide a nonharrassing work environment and to provide reasonable accommodations to persons with disabilities is an affirmative one. Simply, by doing nothing and not affirmatively addressing these issues, departments are more likely to find themselves facing difficulties in these areas. Departments would be well advised to work with staff in the Department of Personnel's Field Services Bureau and the Affirmative Action Program Manager to develop policies and appropriate training in these areas.

Relevant Labor Market Availability Data

Findings: The Departments of Cultural Affairs - including the Division of Public Broadcasting - Justice, and Natural Resources have all indicated that the generalized data used by Personnel to evaluate underutilization does not work for many of their job classes. The response of the Department of Personnel has not been to disagree with these departments, but to allow them to use the most relevant labor force data with an appropriate reference to document its source.

Recommendation: The above conciliation does not solve the problem of labor force data. Some effort by the Department of Personnel has been undertaken to establish a closer tie between state job classes and specific census categories. It is anticipated that this method will be used in next year's planning activities; however, a method to transition current affirmative action data to this new system must be developed so that on-going effort will continue to be tracked.

Surveys of Persons With Disabilities

Findings: The responsibility to survey and retain information concerning the representation of individuals with disabilities within a department's work force fall upon each department. Some departments maintained this information, while most did not. Guidelines have recently been distributed by the Department of Personnel to assist departments in gathering this information.

Recommendations: Departments have an opportunity to gather information relating to the representation of persons with disabilities within their organization. They are encouraged to take advantage of this opportunity. Notwithstanding their willingness to do so, departments' efforts to hire and otherwise provide employment opportunities to persons with disabilities will continue to be an area tracked by the Department of Personnel for affirmative action purposes.

Automating the Numerical Utilization Analysis

Findings: The Department of Personnel prepares workforce information for each department and provides it to departments so that they will utilize it in their workforce studies and return it in their affirmative action plans. This practice does appear to be duplicative.

Recommendations: The Department of Personnel could have the data processing capacity to conduct the numerical utilization analysis and simply notify departments of where underutilization exists within their work force. On a practical level, a great deal of coordination with departments must occur in order for this procedure to be implemented. This coordination would involve a possible survey to identify recruitment areas for each organizational unit and job category. Departments will be afforded an opportunity to review these areas in more detail during this year.

Qualitative Utilization Analysis and Corrective Action

Findings: In order to streamline the affirmative action reporting process, a study of the policies, practices, and procedures relating to personnel management was only required to be reviewed if underutilization of protected groups had been identified. It appears more appropriate that this type of review should be conducted regardless of whether underutilization has been identified.

Recommendation: With departments being freed from conducting the numerical studies previously required of them, they should have more opportunity to become aware of the effects of their personnel management practices. The use of quarterly reports and other post-employment survey measures will provide information regarding departments' personnel management activities department-wide and not only in their underutilized job categories.

Goals and Timetables

Findings: The single consistent area of difficulty in developing affirmative action plans dealt with establishing the numerical goals and timetables. The frequency of the problems in this area appear to be more the result of form design than the unwillingness of departments to complete this information accurately.

Recommendation: This section, relating to the establishment of goals and timetables, must be re-evaluated and more workable reporting procedures should be considered.

There is another area that should be discussed relating to goals and timetables that does not necessarily result from a form. This is the area of projecting employment opportunities. Departments should be reminded that this information is actually the basis upon which all numerical goals must rely. Greater care and detail must be taken in providing this information.

Summary of Prior Years Affirmative Action Program Results

Findings: The Departments of Transportation and Employment Services were the only departments providing the above summary. The reason for this is two-fold. Departments were not required to do so, and most had no prior year affirmative action program to report upon. This type of summary, however, is an important measure of progress.

Recommendation: Departments should become aware of the inclusion of this summary of affirmative action accomplishments in their annual reporting requirements. They should also act accordingly by retaining information through the year that will prepare them to report on their activities.

Quarterly Reports

Findings: The objectives of affirmative action require on-going assessments and re-evaluations of the progress made. Departments have been offered recommendations in this section that repeat this theme in various ways. A mechanism for departments to report on a quarterly basis their progress towards achieving their affirmative action goals will be made known to departments concurrently with this report.

Recommendation: Departments should be required to adopt the quarterly reporting system and utilize it as a legitimate management tool to enhance their affirmative action activities.

Summary Recommendation

This report has summarized the condition of affirmative action programs in state government. There has been a genuine effort to assess areas of work force underutilization and to design appropriate corrective measures. The determination of whether progress can be made rests now upon the degree in which departments make a sincere effort to achieve the goals they have set.

It is a general principle of law that a party who has a duty to act must exercise that duty in a reasonable and prudent manner. In the case at hand, the defendant is alleged to have failed to do so, thereby causing harm to the plaintiff. The court must determine whether the defendant's conduct was indeed negligent under the circumstances.

The plaintiff has presented evidence that the defendant was aware of the risk of harm and had the opportunity to prevent it. The defendant, however, claims that the harm was unforeseeable and that they acted in good faith. The court will consider all the facts and circumstances to determine the standard of care required of the defendant and whether they breached that standard.

In addition, the plaintiff must prove that the defendant's negligence was the proximate cause of the harm suffered. This means that the harm must be a direct and foreseeable result of the defendant's actions. The court will evaluate the causal link between the defendant's conduct and the plaintiff's injury.

Finally, the plaintiff must show that they have suffered actual damages as a result of the defendant's negligence. This includes both physical and financial harm. The court will assess the extent of the damages and determine the appropriate compensation for the plaintiff.

The court concludes that the plaintiff has met their burden of proof. The defendant's failure to act reasonably and prudently was the proximate cause of the plaintiff's injuries and damages. Therefore, the court grants judgment in favor of the plaintiff and awards damages accordingly.

The court's decision is based on the application of the law to the facts of this case. It is a final judgment, and the parties are bound by its terms. The court reserves the right to modify its decision if new evidence is presented in a subsequent proceeding.

This document represents the court's official ruling in the matter. It is a public record and is subject to review and appeal. The court's decision is final and enforceable.

