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Repr. Laverne W. Schroeder
R. R.
McClelland, Iowa 51548

**the
Iowa
intergovernmental
personnel act
program
dec. 72 — nov. 73**

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G R A N T A P P L I C A T I O N

INTERGOVERNMENTAL PERSONNEL ACT OF 1970

submitted to

THE UNITED STATES CIVIL SERVICE COMMISSION

BY

THE STATE OF IOWA

for period

December 1, 1972 - November 30, 1973.

C O N T E N T S

- I. Transmittal Letter from Governor Robert D. Ray.
- II. Overall Project Application
- III. General Statement
- IV. Individual Projects, December 1, 1972 - November 30, 1973
- V. Administrative Costs.

III. SOURCE OF NON-FEDERAL SHARE (Current-Year)	
1. From Grantee Resources (Show source by budget category)	\$
Personnel	1,275.00
2. From Other Sources	\$
Participants will contribute or pay per diem, travel, all or part of course fees, furnish facilities as necessary. Services of committee.	3,725.00
Total:	\$ 5,000.00

IV. BUDGET ESTIMATES FOR THE PROGRAM OR PROJECT AFTER FIRST-YEAR				
	2ND YEAR	3RD YEAR	4TH YEAR	5TH YEAR
Total Program Budget After First-Year	\$25,000	--	--	--

V. FURTHER DISCUSSION	
\$26,244.62 will be used for preparation of course work, materials, instruction, space, tuition help, etc.	\$ 26,244.62

2-26-73
new funding
2-21-73

PROGRAM OR PROJECT BUDGET

SPECIAL COURSE WORK TRAINING FOR SKILLS,

Program or Project Title: ORIENTATION AND UPGRADING

I. FUNDING OF CURRENT-YEAR COSTS	1. ESTIMATED FEDERAL FUNDS UNUSED FROM PREVIOUS PERIOD	2. NEW FEDERAL FUNDS REQUESTED	3. NON-FEDERAL FUNDS APPLIED	4. TOTAL CURRENT-YEAR BUDGET
Dec.1,1972 - Dec.1,1973	\$ None	\$26244.62	\$ 6561.16	\$ 32805.78

II. DETAIL BUDGET (Current-Year)

A. Direct Costs:

1. PERSONNEL:	FULL-TIME OR PART-TIME (INDICATE %)	DOLLAR AMOUNT OF COST
a. Position Title and Annual Salary of Project Director Merit Employment Director \$18,500	5%	925.00
b. Total Number of Administrative, Professional and Technical Staff: _____ None		
c. Total Number of Clerical and other Support Staff: <u>1</u> Secretary	5%	350.00
Fringe Benefits (If direct cost)		--
Subtotal:		\$1,275.00
2. TRAVEL:		None
3. EQUIPMENT:		None
4. CONTRACTUAL AND CONSULTING SERVICES:		None
5. OTHER DIRECT COSTS:		31,530.78
Total Direct Costs:		32,805.78
B. Indirect Costs: <u>None</u>		
(1) <input type="checkbox"/> Rate not established under Office of Management and Budget Circular No. A-87, but negotiated with the Commission at _____ % of <input type="checkbox"/> Salaries and Wages, or <input type="checkbox"/> Allowable Direct Costs		
(2) <input type="checkbox"/> Rate negotiated under OMB Circular A-87 at _____ % of <input type="checkbox"/> Salaries and Wages, or <input type="checkbox"/> Allowable Direct Costs		
Total Project Budget:		32,805.78

Appendix C

III. SOURCE OF NON-FEDERAL SHARE (Current-Year)	
1. From Grantee Resources (Show source by budget category) Salaries, social security, health and life insurance, retirement benefits	\$9,906.97
2. From Other Sources	\$
Total:	\$9,906.97

IV. BUDGET ESTIMATES FOR THE PROGRAM OR PROJECT AFTER FIRST-YEAR				
	2ND YEAR	3RD YEAR	4TH YEAR	5TH YEAR
Total Program Budget After First-Year				

V. FURTHER DISCUSSION	
<u>Direct Costs</u>	
Conferences	900.00
Resource materials	800.00
Postage	100.00
Printing	700.00
Office Materials	500.00

Appendix C

2-26-73
Funding
Change

PROGRAM OR PROJECT BUDGET

Program or Project Title: Intergovernmental Personnel Act: Project No. 3

I. FUNDING OF CURRENT-YEAR COSTS	1. ESTIMATED FEDERAL FUNDS UNUSED FROM PREVIOUS PERIOD	2. NEW FEDERAL FUNDS REQUESTED	3. NON-FEDERAL FUNDS APPLIED	4. TOTAL CURRENT-YEAR BUDGET
Dec. 1, 1972 - Nov. 30, 1973	\$ None	\$ 29720.93	\$ 9906.97	\$ 39627.90

II. DETAIL BUDGET (Current-Year)		
A. Direct Costs:		
1. PERSONNEL:	FULL-TIME OR PART-TIME (INDICATE %)	DOLLAR AMOUNT OF COST
a. Position Title and Annual Salary of Project Director		
Merit Employment Director \$18,500	7.5%	1,387.50
b. Total Number of Administrative, Professional and Technical Staff: <u>3</u>		
Personnel Analyst III	Full	12,528.00
Personnel Analyst III	Full	11,500.00
c. Total Number of Clerical and other Support Staff: <u>1</u>		
Clerk Typist II	Full	5,736.00
Fringe Benefits (If direct cost)		2,976.40
Subtotal:		34,127.90
2. TRAVEL:		2,500.00
3. EQUIPMENT:		.00
4. CONTRACTUAL AND CONSULTING SERVICES:		
5. OTHER DIRECT COSTS:		3,000.00
Total Direct Costs:		39,627.90
B. Indirect Costs:		
(1) <input type="checkbox"/> Rate not established under Office of Management and Budget Circular No. A-87, but negotiated with the Commission at _____ % of <input type="checkbox"/> Salaries and Wages, or <input type="checkbox"/> Allowable Direct Costs		
(2) <input type="checkbox"/> Rate negotiated under OMB Circular A-87 at _____ % of <input type="checkbox"/> Salaries and Wages, or <input type="checkbox"/> Allowable Direct Costs		
Total Project Budget:		39,627.90

SLIPPD

The Honorable Robert D. Ray
Governor of Iowa
State Capitol
Des Moines, Iowa 50319

Dear Governor Ray:

This will acknowledge receipt of your application for a grant under the Intergovernmental Personnel Act of 1970. Your application has been assigned the code number 73 - IA - OIC for grant processing purposes. Please refer to this number in all correspondence to the Commission concerning the grant application. I have assigned Mr. Irving Shapiro of my I.P.A. staff to continue as manager of this application. He will contact you or your representative if any additional materials are needed or if any changes have to be negotiated in the application. You will be notified no later than 30 (thirty) workdays after the above date of the final action taken on your application or of its current status, as appropriate.

Thank you for your interest in the Intergovernmental Personnel Act.

Very sincerely yours,

Francis V. Yanak

Francis V. Yanak,
Regional Director





News Release

FOR RELEASE: ADVANCE FOR THURSDAY MORNING NEWSPAPERS, FEBRUARY 1,
NOT TO BE USED BY PRESS, RADIO, OR TV BEFORE
6:30 P.M., CDT, WEDNESDAY, JANUARY 31, 1973

DIVISION OF INTERGOVERNMENTAL PERSONNEL
PROGRAMS
U. S. CIVIL SERVICE COMMISSION
1520 MARKET STREET
ST. LOUIS, MISSOURI 63103

FOR INFORMATION CONTACT:
Irving S. Shapiro
Grants Manager

Phone: 314-622-4941

EDITOR:

Governor Robert D. Ray and Francis V. Yanak, Director of the St. Louis Region, U. S. Civil Service Commission, today announced the approval of a \$170,000 Federal grant to the State of Iowa under the Intergovernmental Personnel Act of 1970. The grant, which begins on February 1, 1973 and runs for a ten month period, provides funds to continue efforts initiated under a previous grant to aid Iowa State and local governments to attract, develop and keep high quality public employees.

The program, which consists of six projects, was developed by the State's Advisory Council On Public Personnel Management, a group representing state, city, and county governments in Iowa. The Council was appointed by Governor Ray to take a comprehensive, cooperative approach to modernizing personnel practices in the State. The six projects consist of: (1) a program to improve the recruitment and selection practices of Iowa municipal governments; (2) a project to provide advice and assistance to city and county governments on labor-management concerns and other personnel matters; (3) a project to continue ^{to improve} ~~the expansion~~

and coordination of the State's recruitment and placement activities; (4) a project to provide career development programs for supervisors and managers in state government; (5) a program to train municipal officials so that they can effectively carry out their statutory responsibilities in the areas of charter development, codification of ordinances, and improving administrative codes and procedures, and (6) a project to provide training assistance to meet specific skill or upgrading needs.

Another provision of the Intergovernmental Personnel Act eases the way for government officials to move back and forth on temporary assignment between the Federal Government and State or local governments or institutions of higher education. One Federal official is currently on such assignment in Iowa, and two State, local government, and academic people from Iowa are currently on assignments with the Federal Government.

In addition to grants and personnel mobility, the Act provides for the admission of State and local employees to Federal training courses; cooperative recruiting and examining agreements between the Federal Government and State and local governments; and giving technical assistance in a wide range of personnel services.

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U.S. CIVIL SERVICE COMMISSION

Form Approved
O.M.B. No. 50-R0425

FEDERAL GRANT APPLICATION

INTERGOVERNMENTAL PERSONNEL ACT

1. Application is hereby made for a grant under the Intergovernmental Personnel Act of 1970 (PL 91-648) in the amount and for the purposes set forth in this application by the:

State of Iowa

(Legal name of jurisdiction or organization)

One application is made for seven projects and administration submitted under the Iowa state-wide plan

2. Total Estimated Current-year Project Cost

\$303,934.74

3. Total Current-year Federal Funds Requested

\$225,929.38 * See attached breakdown.

For U.S. Civil Service Commission Use Only

A. Application No. _____

B. Date Received _____

C. Type: New Grant Continuation

Supplemental Amended

D. Jurisdictional Coverage:

State Government Only

Local Government Only

Both State and Local Government

E. Activity Coverage: Personnel Administration

Training Fellowship

4. Office assigned primary authority and responsibility for administering the proposed program. (Name and title of Director and office, mailing address, and telephone)

Wallace Keating, Director, State Merit Employment Department, State House, Des Moines, Iowa (50319): Area 515(281-3351)

5. Fiscal Officer to whom payment should be made (Name, title, mailing address, and telephone)

Marvin Selden, State Comptroller, State House, Des Moines, Iowa (50319), Telephone Area 515 (281-3322)

6. Certification: The undersigned declares that he is Governor of Iowa (Title) and certifies:

(a) that the projects or programs contained within this application are consistent with the applicable merit principles set forth in clauses (1)-(6) of the third paragraph of section 2 of the IPA (reprinted on inside of the cover of this Form); (b) that the making of the grant will not result in a reduction in relevant State or local government expenditures or the substitution of Federal funds for State or local funds previously made available for these purposes; (c) that there will be compliance with Title VI of the Civil Rights Act of 1964; and (d) that conditions set forth in Appendix B of the "Guidelines for the IPA Grant Program" will be adhered to in all respects.

Robert D. Ray

Name of Governor, Mayor, or Chief Executive

Signature of Governor, Mayor, or Chief Executive

Date

* 3. Total of \$225,929.38 Current Federal Funds Requested

Federal funds allocated to State of Iowa for period December 1, 1972 - November 30, 1973	\$170,000.00
Carry-over, Iowa Grant #72-IA-01, November, 1972 payment	11,915.00
Estimated Federal monies paid for projects #1, #2, #3 and Administrative Cost.	<u>46,113.51</u>
	<u>\$228,028.51</u>

It is agreed and so stated, that if the estimated funds on carry-over of Federal funds already paid proves upon final account total to be more than estimated, that such funds will be further allocated to projects approved under this state-wide plan. If the estimation proves to be incorrect and too low, that federal funds requested in the carry-over, will be reduced by such amount in one or more of the projects in this plan.

Estimation is made necessary because the proposed plan must be submitted before the final accounting is prepared for the period December 1, 1971 - November 30, 1972.

All federal carry-over funds will be allocated to the requested and stated projects to the total of the Federal funds so requested, irrespective of the particular amount finally realized and carried over from individual projects for the current Iowa Grant #72-IA-01.

PROJECT SUMMARY SHEET*

1 SHORT DESCRIPTIVE TITLE OF PROJECT (IN PRIORITY ORDER)*	2 TOTAL CURRENT-YEAR COST	TOTAL CURRENT YEAR FEDERAL FUNDS REQUESTED	3 TOTAL PROJECT LENGTH IN MONTHS	PROPOSED BEGINNING DATE	4 ESTIMATED NUMBER OF TRAINEES/FELLOWS DURING CURRENT YEAR (IF APPLICABLE) STATE LOCAL
1. Modernization of Public Employment Recruitment and Selection Practices in State and Local Government.	36,160	27,120	12 months	Dec. 1, 1972	Not applicable for any project
2. Local Government Personnel Service Center	75,202	56,402	12 months	Dec. 1, 1972	
3. IPA Resource, Information and Development Center	53,935.74	40,451.80	12 months	Dec. 1, 1972	
4. Development of Managers and Supervisors in State Government	60,089	44,135	12 months	Dec. 1, 1972	
5. Personnel Assistance Awareness Program	1,520	1,135	12 months	Dec. 1, 1972	
6. Manpower Management Training and Technical Assistance	50,678	38,008	12 months	Dec. 1, 1972	

*NOTE: This page need be completed only if the application covers more than one project. Projects should be listed according to priority order as determined by the applicant, using number one (1) to designate the highest priority project.

Appendix C

PROJECT SUMMARY SHEET*

1 SHORT DESCRIPTIVE TITLE OF PROJECT (IN PRIORITY ORDER)*	2 TOTAL CURRENT-YEAR COST	2 TOTAL CURRENT YEAR FEDERAL FUNDS REQUESTED	3 TOTAL PROJECT LENGTH IN MONTHS	3 PROPOSED BEGINNING DATE	4 ESTIMATED NUMBER OF TRAINEES/FELLOWS DURING CURRENT YEAR (IF APPLICABLE) STATE LOCAL	
7. Special needs pilot program	20,000	15,000	12 months	Dec. 1, 1972		
Administrative Costs	6,350	3,677.58	12 months	Dec. 1, 1972		
TOTAL PROJECT and Administrative Costs	\$303,934.74	\$225,929.38				

Appendix C

*NOTE: This page need be completed only if the application covers more than one project. Projects should be listed according to priority order as determined by the applicant, using number one (1) to designate the highest priority project.

4

January 9, 1973

Mr. Irving Shapiro
Grants Manager
U. S. Civil Service Commission
Federal Building
St. Louis, Missouri 63103

Dear Mr. Shapiro:

Following is the corrected budget for Iowa Project
No. 73-IA-OIC for the period December 1, 1972, through November 30,
1973.

Federal Funds allocated to State of
Iowa for the period December 1, 1972,
through November 30, 1973: \$170,000.00

Carry-over, Iowa Grant No. 72-IA-01,
November, 1972, payment: 11,915.00

Actual reversion of Federal Funds for
project year December 1, 1971,
through November 30, 1972: 44,528.13

Total Federal Funds for Iowa
Project No. 73-IA-OIC: \$226,443.13

Breakdown for project, corrected:

	<u>Total</u>	<u>Federal Funds</u>
No. 1. Modernization of Public Employment Recruitment and Selection Practices in State and Local Governments:	\$ 36,160.00	\$ 27,120.00
No. 2. Local Government Personnel Service Center:	75,202.00	56,402.00
AND		
Personnel Assistance Awareness Program:	<u>1,520.00</u>	<u>1,135.00</u>
	76,722.00	57,537.00
No. 3. I.P.A. Resource, Information and Development:	53,935.72	40,451.80

Mr. Irving Shapiro

-2-

January 9, 1973

No. 4. Development of Managers and Supervisors in State Government	60,089.00	44,135.00
No. 5. Manpower Management Training and Technical Assistance	50,678.00	38,008.00
Administrative Costs	6,350.00	3,677.58
ADJUSTMENT to No. 6, Special Needs Pilot Program	<u>20,000.00</u>	<u>15,513.75</u>
NEW PROGRAM TOTALS	<u>\$303,934.72</u>	<u>\$226,443.13</u>

This will provide for any adjustments that have not been made or errors. If through the project all is corrected, this amount can, by letter and permission from your office, be allocated to Project No. 6 (Special Needs Pilot Program).

Very truly yours,

IOWA MERIT EMPLOYMENT DEPARTMENT

W. L. Keating
Director

WLK:ps

CC: Bill Smith, Governor's Office
C. Ringgenberg, Institute of Public Affairs
B. Hayes, League of Iowa Municipalities
D. Cleveland, Institute of Public Affairs
J. Thomas, Institute of Public Affairs
K. Henke, Office of Planning and Programming
ECC: Irving Shapiro

GENERAL STATEMENT

Reference is made and specifically becomes a part of this application to Grant #72-IA-01, approved November 30, 1971, and submitted under transmittal letter from Governor Robert D. Ray, November 9, 1971:

1. B1 -- Authority, page 50.
2. B2 -- Description of State Employment Department, page 51.
3. B3 -- Local Government, pages 52 through 56a.
4. General Overall Program for two year project, pages 61-75.

During the first year's approved program, December 1, 1971 - November 30, 1972, the overall evaluation of the program, in accordance with the General Overall Program, was satisfactory. Project #4 (Inventory of staff development and in-service training needs and resources of state government) and Project #5 (Personnel Administrative Intern Program) were completed. Project #1 (Public Employment Recruitment and Selection Practices in Iowa State and Municipal Government), Project #2 (Local Government Personnel Service Center Project) and Project #3 (Central agency recruitment and fair employment practices) were developed along the basic lines outlined. Project #2 did not actually begin operation until the second quarter of the project year because of a shift from contract implementation to in-house utilization; Project #3 did not begin until February 1, 1972 due to technical procedures necessary to set-up the positions within state procedures; Project #1, although able to begin in December, 1971, was hampered and had to shift some of the project's impact because of inability to secure the services of an Industrial Psychologist for parts of the validation process study and implementation. During the first project year 66% of the Federal funds were devoted to local government needs.

The second year projects proposed are based upon the first year projects and the showing of needs for continuation or implementation of results of the original projects.

Project #1, #2, and #3 are continued with provisions for the carry-over of unexpended funds, where available, and expended where indicated or through addition of additional functions. The new Project #4 (Development of Managers and Supervisors in State Government) is based upon the information secured during the first year project survey of State training needs. The top priority is the need to develop awareness and expertize among the managers and supervisors for the overall implementation of training areas. This program will, in addition, be available to local government on the same basis as state units, where desired. The new Project #5 (Manpower Management Training and Technical Assistance Program) is developed specifically for the needs of local government directed to policy making officials and administrative personnel in the "development, installation and training in the use of organizational and management concepts and practices". The new Project #6 (Personnel Assistance Awareness Program) is a pilot program directed to communications deficiencies that have been experienced in making the I.P.A. projects known and utilized; especially emphasis is directed to the Local Government Personnel Service Center. Lastly, Project #7 is intended as a pilot project to determine the best method of implementation of specific needs where they are determined and cannot be sufficiently delineated at the time of this program. It has been determined there are many areas of specific training needs and upgrading, but the priority and availability of funds is an indeterminate within the funding available.

During the second year of the two year state-wide program in excess of 60% of the Federal funds will be devoted to local government.

ADVISORY COUNCIL ON PUBLIC PERSONNEL MANAGEMENT
FOR
IMPLEMENTATION OF THE INTERGOVERNMENTAL PERSONNEL ACT
IN IOWA

Maurice Baringer
State Treasurer
State of Iowa

Thomas Jolas
Mayor
Mason City

J. R. Castner
City Manager
Ames

W. L. Keating
Director
State Merit Employment Dept.

J. R. Coupal
Director of Highways
Iowa State Highway Commission

Paul Lowery
Superintendent
Des Moines Area Community
College

Senator Wilson L. Davis
State Senate
Keokuk

Thomas J. Maudsley
Personnel Director
State Department of Social
Services

Edna Greener
Delaware County Treasurer
Manchester

Clayton Ringgenberg
Associate Director
Institute of Public Affairs
The University of Iowa
Iowa City

Robert T. Walton
Area Manager
U.S. Civil Service Commission
Des Moines

Elizabeth Shaw
State Representative
Davenport

David Griffith
City Personnel Director
Des Moines

Anchor Sorenson
County Supervisor
Pottawattamie County
Council Bluffs

William C. Harrington
Linn County Engineer
Cedar Rapids

Michael Spicer
Assistant Dean
University College
Drake University
Des Moines

Robert Hays
Executive Director
League of Iowa Municipalities

Kenneth E. Henke
Director of Municipal Affairs
Office of Planning and
Programming
State of Iowa

Donald Cleveland
Executive Director
Association of Iowa Counties
Des Moines

William Smith
Administrative Assistant
Office of Governor
State of Iowa

PROJECT NARRATIVE STATEMENT



1. Descriptive Title of Program or Project. Public Employment Recruitment and Selection Practices in Iowa State and Municipal Governments: An Effort to Research, Recommend, and Modernize.
2. Priority of Ranking of Project. The Iowa Plan for the IPA gives highest priority to projects for strengthening personnel administration at the state and local levels. That strengthening is the purpose of this project. This project has the additional virtue of being intergovernmental in nature, involving all Iowa municipalities which have civil service, any interested counties, the state government, and the Iowa Civil Rights Commission.
3. Project Director. John C. Thomas, Urban Affairs Specialist, Institute of Public Affairs, The University of Iowa, Iowa City, Iowa 52240
4. Need for Program or Projects. When this project was originally proposed, we indicated that the needs were of two general kinds - for information and for change. Information was needed before detailed recommendations could be made for particular changes. Most of the necessary information was gained from the project's first activity, an interviewing of personnel directors (or their functional equivalents) in Iowa's 21 largest cities and the state Merit Employment Department. We learned that, in general, we were correct in our hypotheses concerning the changes which are needed in municipal recruitment and selection practices. The needs for change are in the seven areas noted in the original proposal: a) recruitment, b) job qualifications, c) testing, d) interviewing, e) promotion, f) anti-minority bias, and g) municipal civil service laws. The project is designed to meet these needs, as best can be done.
5. Principal Concrete Results or Benefits Expected. The project retains from its first year both its general goal - to improve public employment in Iowa state and municipal governments by improving their recruitment and selection practices - and its seven specific aims:

a. To facilitate application for public employment, thus to increase the choice and so improve the quality and representativeness of public personnel;

b. To modernize job qualifications and descriptions to bring them into line with the needs of the various jobs;

c. To revise civil service and merit system entrance and promotional testing to make the tests better measures of job-related factors;

d. To modify interviewing for civil service and merit system jobs, for the dual purposes of eliminating bias and ensuring that the interview emphasis is on job-related characteristics;

e. To recommend and seek modifications in municipal civil service laws to keep them in conformance with other legal requirements and with the contemporary problems of recruitment and selection;

f. To eliminate anti-minority group bias, whether intentional or unintentional, from all phases of the recruitment and selection processes;

g. To help provide Iowa municipalities with whatever continuing aid is necessary for the development and maintenance of high quality recruitment and selection in public employment.

6. Approach and Timetable. The project will continue to be a cooperative effort involving the Institute of Public Affairs, all interested Iowa municipalities with civil service, any interested Iowa county governments, and the State of Iowa. The Institute, as the central coordinating agency, will continue to staff the project with one full-time person (a public personnel specialist), one half-time (approximately) person (an urban affairs specialist), and a half-time secretary. In addition, consultants would be hired on an occasional basis to provide technical expertise in matters relating to industrial psychology. Outside funding will be required for the public personnel specialist, the secretary, the consultants, travel costs, etc.

Our main effort in the second year will be to implement modern selection systems in an many job areas and in as many cities as is possible. We are now planning our initial work on this task to be undertaken in 1-3 cities which seem particularly receptive to our efforts. The experience in these receptive cities would enable us to work more smoothly in less receptive cities. Our plan would be to move in that manner until all interested cities had been aided in the clerical and secretarial job areas. At that point, we could turn our efforts to our job areas common to a large number of cities. The effort in each job area will probably involve a) some job analysis (this should be minimal due to our extensive job class comparisons already completed), b) some restructuring of job descriptions in particular cities to obtain job comparability, c) institution of new minimally-biased selection techniques, and d) revision of existing performance evaluation systems or institution of new evaluation systems. We may be aided in the third of those four steps by the availability of the Merit Employment Department's tests, on which some validation studies have been undertaken. This activity will be primarily the responsibility of the public personnel specialist.

There are a number of other activities, all secondary to this main activity, which we would plan to undertake during the second year. These consist of a) an in-service training workshop to instruct city (and perhaps county) officials in legislation relating to personnel matters, b) a survey of municipal employees (carried over from the first project year), c) providing aid to cities on problems of recruitment, d) development of a proposed revision to the civil service law, and e) development of plans to assure that modernization will continue once our project has concluded. Each of these activities merits brief explanation.

a. There is an obvious need to instruct municipal officials in the details of the state civil service law and the federal EEOC guidelines. We would hope to achieve this instruction by means of an in-service training workshop of approximately two days in length. In addition, we would indicate to the officials that we have a plan of action to aid them in moving toward compliance with the law. We would utilize as instructors our own staff, some members of the Merit Employment Department, psychological experts on testing, and a few knowledgeable Iowa municipal personnel directors. We hope that such a workshop would not only inform local officials, but also increase their motivation to take advantage of our services.

b. The survey of municipal employees was planned as one of the activities of the project's first year. Unfortunately, increased administrative responsibilities have prevented the project director from progressing beyond preliminary research for the questionnaire. These responsibilities should decrease in coming months, permitting work of the survey to accelerate.

c. Originally, the project included no plans for special activities in the area of recruitment, primarily because our capabilities are weakest in that area. However, increasing numbers of Iowa cities are being confronted with demands for development of Affirmative Action programs as a condition for receiving federal financial assistance. And, Affirmative Action programs usually emphasize recruitment over other aspects of personnel administration. We would attempt to aid the cities by a) assembling information on existing affirmative programs and b) disseminating this information to individual cities which are attempting to formulate their own Affirmative Action programs.

d. We speculated in the original project proposal that the state's civil service law might serve as a legal barrier to certain modernization efforts. We have confirmed this speculation during the course of the year.

As a result, we would like to undertake the development of a proposed revision of the civil service law. We would develop this proposed revision through use of our staff resources aided by advice from knowledgeable state and local officials. This activity was, incidentally, suggested in the original proposal as one we might wish to undertake during the second project year.

e. Finally, we must develop plans - stated as proposals - for how modernization efforts can be continued once our two-year effort has concluded. Any momentum which we can create in the cities will do much to assure continuing modernization, but that modernization can be only partial unless the cities can be assured of the availability of expert assistance when necessary. Development of these plans would coincide well with evaluation of the project since that evaluation should suggest how future efforts can improve upon our efforts. Tentatively, we are considering the recommendation that the continuing modernization efforts be coordinated through the state's Local Government Personnel Center (Project 2 in the state I.P.A. plan).

We expect to complete these activities by March 1, 1974. Originally, of course, the anticipated date for completion of Project 1 was December 1, 1973, but the prolonged process of hiring the public personnel specialist delayed the real start of the project by more than two months. We believe, then, that we would be completing the project in two years, as planned, if the completion date were extended to March 1, 1974.

Work on the implementation of modern selection systems would continue across the entire year (or 15 months), as would the work on recruitment and Affirmative Action Programs. The other activities would be scheduled for segments of the second year. The workshop probably would be scheduled for the latter part of the second year's first quarter, thus to permit input from

our early experiences in the implementation of modern selection systems. The survey of municipal employees would be completed during the first half of the second year, with work on revising the civil service law commencing upon completion of the survey. The last segment of the project year would be devoted to the development of recommendations for continuing the modernization activities.

7. Project Evaluation. The project should feature much closer interaction with local officials during the second year than was true of the first year. With that interaction, it will be possible to undertake the kind of evaluation described in the original project proposal. This evaluation will involve qualitative and quantitative assessments of the progress made by the various governing units on the basis of work with the project staff. The result should be a detailed summary evaluation.

COPY

THE UNIVERSITY OF IOWA

IOWA CITY, IOWA 52240



Institute of Public Affairs

December 20, 1972

Mr. Irving Shapiro
U. S. Civil Service Commission
1520 Market Street
St. Louis, Missouri 63103

Dear Irv:

I am writing in response to the questions which you relayed concerning second-year plans for Project 1. For purposes of clarity, I have numbered the questions, and will refer to them by number in my responses.

I can best begin by responding to question 3, the answer to which will lead me naturally to consideration of questions 1, 2, and 4. It is undoubtedly true of most larger cities that "clerical and secretarial occupations are less in need of new validation studies than are many other job classes." However, as I noted in several of the Project 1 progress reports during the past year, all but one or two of Iowa's 21 largest cities have never undertaken validation studies for these or any other job classes. As we understand the law, each jurisdiction must provide its own evidence of the validity of its selection techniques.

We must begin our efforts by providing these cities with minimally-biased, job-related selection techniques. Currently, most of these cities utilize extremely subjective selection techniques which have not been considered for possible bias and which have been only casually and inexpertly considered for job-relatedness. (One has to keep in mind that personnel functions in two-thirds of these cities are performed by the mayor, the city clerk, and/or the various department heads.) We do not propose to develop these techniques. (In this respect, describing the selection techniques as "new" in the Project Narrative was misleading: they would be "new" only to the cities.) Instead, we will utilize selection techniques which have been developed by others, and which appear to have content validity for particular municipal job classes. For instance, I noted in the Year-End Progress Report that the state Merit Employment Department has offered, under certain conditions, to make its pencil-and-paper selection tests available to cities which have identical or nearly-identical jobs.

I have already given a partial response to question 2 by noting that we are initially striving for content validity in the selection instruments. However, we

Mr. Irving Shapiro
December 20, 1972
Page 2

see a need for predictive validation studies to be undertaken in the long run. Thus, to return to question 3, we will work to institute job-related employee evaluation devices in the cities. (Perhaps I should indicate that we found, as reported earlier in the year, that most of these cities currently perform no evaluation of employees.) Evaluations of employees would, of course, serve as the criteria in efforts to show predictive validity. Here, as with selection techniques, we will not be developing original evaluation devices. Instead, we will be looking for existing evaluation devices which show promise of fitting the needs of the cities.

With these statements as a preface, I can respond to question 1. We will utilize the consultants at a number of points in this process: in recommending selection techniques, in determining the content validity of these techniques, and in recommending employee evaluation devices. Their skills will be - and have been - complemented by the Public Personnel Specialist's skills in performing job analyses and in writing job descriptions. He is skilled in other aspects of personnel work, too, but the job analysis/job description skills have proved most important because they permit him to make judgments on the comparability of jobs between the various cities and the state. I am quite satisfied that, based on his first eleven months on the job, our Public Personnel Specialist has sufficient competence.

The consultants will also be utilized as instructors in the in-service training workshop, a point which takes me to question 4. The workshop will be designed generally to provide information and guidance for local officials on modernizing their personnel practices. We would seek first to explain the problems, both from the legal side (i. e., massive, though unwitting, municipal non-compliance with the state civil service law and the federal EEOC guidelines) and from the practical side (i. e., how out-dated recruitment and selection practices can prevent the hiring of the best people for jobs). Once the problems have been explained, we will outline the means by which the municipalities can work toward solving these problems. In this phase we will in essence be explaining our strategy for solving these problems (our strategy involving some work by city officials, some work by our staff, and some work by the Project 2 staff).

Since planning of the workshop is still in the preliminary stages, I cannot now furnish all of the details requested. I do not know, for instance, how many course presentations will be included in the workshop. I can indicate the qualifications of some of our likely instructors - the consultants are all professional psychologists on the Iowa State University faculty who have previously served as consultants to government agencies - but others of the instructors will not be selected until planning progresses beyond the preliminary stages. As for attendance, we will seek representation from mayors, municipal personnel directors (what few there are), city clerks, civil service commissioners, and any other elective or appointive municipal officials involved in personnel matters. We would like to have representation from most of the 21 target cities, but we will also attempt to attract officials from smaller cities and from the counties. On these bases, I estimate the attendance in the 15-40 range.

Mr. Irving Shapiro
December 20, 1972
Page 3

Most aspects of question 5 were considered in the Project Narrative Statement for the first year. I quote from that document: "This research would entail administration of a questionnaire to a sample of civil service employees in a number of Iowa cities (perhaps two large cities and three smaller cities). This survey would have two main goals: firstly, to learn where current public employees perceive problems in recruitment and selection, thus to help identify possible modernization needs; secondly, to learn what benefits of public employment keep public employees in their work, thus to provide ideas on what selling points public employment might use in recruiting." The sample will be 200-300 police employees. Police employees are chosen because they are covered by civil service in all of these cities; almost all of the other job areas (fire being the one exception) are covered by civil service in only a smattering of the cities. Once the questionnaires have been administered, the information will be keypunched and analysed by computer (thus the computer costs). On the basis of this analysis, a report (of a non-academic nature) will be written, and then distributed to relevant city officials. The findings will also be communicated to other individuals concerned with municipal personnel problems (e.g., the professional staff of the League of Iowa Municipalities).

In answer to question 6, yes, the assembling and distribution of information will be the only kind of assistance we will give jurisdictions to aid them in recruitment. We lack the capabilities to do more than that.

I will detail a couple of examples of the restrictions of the civil service law in response to the first part of question 7. By law, the three-member civil service commission in each city is required to select and administer examinations to all applicants for civil service jobs. The commissioners, who need not be (and seldom are) selected on the basis of any personnel expertise, are forbidden by law to delegate these responsibilities to other city officials, such as a personnel director. The state law also requires an extended selection process with many steps, thus possibly discouraging minority applicants who could interpret the many steps as a form of subtle discrimination.

I have two responses to the second aspect of question 7. In the first place, we will not isolate ourselves as the proposed revisions are developed. We will talk with municipal officials, state officials, and our consultants to gain a variety of inputs concerning what revisions are desirable. In the second place, the stage is being set for legislative revision of the civil service law due to the probable passage in the next couple years of a public employee collective bargaining bill. A proposed revision would be welcomed, if not readily accepted in all aspects.

In regard to question 8, I can appreciate the need for a more systematic timetable; I would hope that you could appreciate the impossibility of producing a precise timetable when so much depends on the time the cities are willing and able to devote to work with us. I will, however, attempt to summarize the general timetable which we hope to follow. As I noted in the proposal, the work

Mr. Irving Shapiro
December 20, 1972
Page 4

on implementation of modern selection systems will continue through the life of the project. We will attempt to complete our pilot work with two cities within the first two months of the second project year, and then proceed to work with a larger number of additional cities. We hope, at a minimum, to institute usage of all appropriate Merit Employment Department tests by the end of the second project year.

The timing of the workshop depends on the progress of the modernization. We want to utilize local officials with whom we have worked to help to persuade other local officials of the practicality of the efforts we are undertaking. We plan tentatively to hold the workshop in the fourth month of the second project year.

We plan to complete the municipal employee survey in the first six months of the second year, then commencing work on revision of the civil service law during the latter six months of the year. During the latter three months of the year, we would formalize recommendations for how modernization efforts could be continued once our project has concluded. Aid to cities on Affirmative Action programs will continue throughout the course of the year, but the amount of time devoted to this phase of our efforts will, obviously, depend on the number of cities needing aid in this area.

The qualitative and quantitative assessments mentioned in question 9 can be rather easily explained. We will be able to assess quantitatively how many cities have, as the result of our efforts, modernized in each of the many areas with which we are concerned. In addition, we will want to assess qualitatively how much momentum has been developed to carry on modernization when our project has concluded.

Finally, I will try to answer the variety of cost estimate inquiries contained in question 10. The indirect cost rate was negotiated between the University of Iowa and the Department of Health, Education, and Welfare. I have not been able, in the limited time available to me to formulate this response, to learn when the rate was negotiated. As for the other cost estimates, I doubt that I can provide a great deal of additional information. The costs of frequent travel within the state over a year's time are extremely difficult to estimate. We based that estimate primarily on the actual travel costs for the project's first year. In a similar manner, the estimate for key punching and computer costs (for the municipal employee questionnaire) is based on the actual key punching and computer costs for previous comparable research by the Institute. The consultants will be paid on the basis of either (1) \$20 per hour or (2) \$120 per day plus travel and per diem expenses for each day spent in the field. We expect to utilize the consultants



Mr. Irving Shapiro
December 20, 1972
Page 5

for approximately 10-15 hours per month plus four man-days (two consultants, each for two days) at the time of the workshop.

I hope that I have been able to answer your questions satisfactorily.

Sincerely,

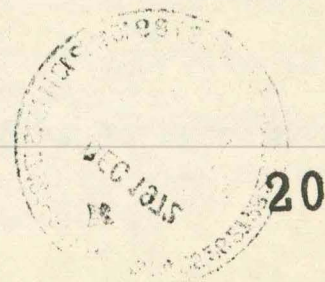
J.C.T.

John C. Thomas
Director, I. P. A. Project 1

JCT:ps

Enclosure

cc: Wallace L. Keating



Appendix C

PROGRAM OR PROJECT BUDGET

Program or Project Title: Public Employment Recruitment and Selection Practices in Iowa State and Municipal Governments

I. FUNDING OF CURRENT-YEAR COSTS	1. ESTIMATED FEDERAL FUNDS UNUSED FROM PREVIOUS PERIOD	2. NEW FEDERAL FUNDS REQUESTED	3. NON-FEDERAL FUNDS APPLIED	4. TOTAL CURRENT-YEAR BUDGET
This is a continuing program				
Dec. 1, 1972- Nov. 30, 1973	\$ 19,079	\$ 8,041	\$ 9,040	\$ 36,160

II. DETAIL BUDGET (Current-Year)

A. Direct Costs:

1. PERSONNEL:	FULL-TIME OR PART-TIME (INDICATE %)	DOLLAR AMOUNT OF COST
a. Position Title and Annual Salary of Project Director		
Urban Affairs Specialist \$12,800	41 2/3%	\$ 5,335
b. Total Number of Administrative, Professional and Technical Staff: <u>1</u>		
Public Personnel Specialist \$11,000	Full	11,000
c. Total Number of Clerical and other Support Staff: <u>1</u>		
Secretary	One-half	2,760

Fringe Benefits (If direct cost) 15% of Salaries 2,864

Subtotal: \$21,959

2. TRAVEL:	2,000
3. EQUIPMENT:	--
4. CONTRACTUAL AND CONSULTING SERVICES:	4,000
5. OTHER DIRECT COSTS:	1,900

Total Direct Costs: \$29,859

B. Indirect Costs:

- (1) Rate not established under Office of Management and Budget Circular No. A-87, but negotiated with the Commission at 33.3 % of Salaries and Wages, or Allowable Direct Costs
- (2) Rate negotiated under OMB Circular A-87 at _____ % of Salaries and Wages, or Allowable Direct Costs

Total Project Budget: \$36,160

Appendix C

III. SOURCE OF NON-FEDERAL SHARE (Current-Year)	
1. From Grantee Resources (Show source by budget category)	\$
Personnel	5,155
Fringe Benefits	1,214
Indirect Costs	2,671
2. From Other Sources	\$
None	
Total:	\$ 9,040

IV. BUDGET ESTIMATES FOR THE PROGRAM OR PROJECT AFTER FIRST-YEAR				
	2ND YEAR	3RD YEAR	4TH YEAR	5TH YEAR
Total Program Budget After First-Year	--	\$10,000	----	

V. FURTHER DISCUSSION	
Other Direct Costs	
Long distance tolls	\$ 200
Printing and supplies	700
Key punching and computer time	<u>1,000</u>
	\$ 1,900

PROJECT NARRATIVE STATEMENT

1. Descriptive Title of Project. Continuation of the Local Government Personnel Service Center; sub-project, Personnel Assistance Awareness Program, stated separately, and made a part hereof.
2. Priority of Ranking of Project. This project is continuation of the initial project listed in the Iowa State plan to be given the highest priority under the category of strengthening personnel administration. It is intergovernmental in nature, with a state agency helping to serve the personnel administration needs of municipalities and counties through consultative service in the areas of personnel administration and collective bargaining. For our state, at least, this is an innovative program serving not only to provide a needed service, but also to break down some of the mistrust and misinformation too often present. The project characteristics are well within the objectives emphasized by the Intergovernmental Personnel Act purpose and the Iowa statewide plan for the IPA program.
3. Project Director. Director of the Division of Local Affairs, State Office for Planning and Programming. Sub-project directors, Harry E. Berg, Labor Relations Consultant, Division of Municipal Affairs; Don L. Cleveland.
4. Need for Program or Projects. Initially it was determined, with very few exceptions, none of Iowa's cities has a full time personnel administrator; and, none of the cities, includ-

ing Des Moines, the state's largest city, has a labor relations director. Consultation by the Executive Director of the League of Iowa Municipalities with the large (eligible) cities of Iowa, as to their greatest needs related to IPA, indicated there was more need for help in the areas of personnel administration and labor relations than in any other segment of their normal business. County governments, of which there are ninety-nine, has a similar, if not more pressing, need for the same service. Initially, the Iowa State Association of Counties did not have a director, making a composite view and determination difficult. This has now been remedied.

Personnel and labor relations functions are generally assigned to some elected or appointed official of a local government, in addition to his or her regular duties; and, are generally handled on a "put out the fire" or "grease the squeakiest wheel" basis without much time or thought being given to the development of a sound, uniform personnel program which will insure equitable treatment of all employees.

This is necessitated by the fact the local governments have limited revenue resources and the personnel function is low in priority and need. Very often this can be accommodated only by the curtailment of services or effort in some other area.

Some of the cities, who were able to raise the necessary funds, have availed themselves of services of some of the large consulting firms specializing in preparing personnel programs. However, these are very costly and generally fail for lack of maintenance of the program after the initial thrust disappears. There is a very apparent and demonstrated need for furnishing these same services, at no cost, to local governmental units, not on a "one-shot" but, rather, on a continuing basis of need.

The passage of some sort of a collective bargaining bill, which will probably include all public employees of the State of Iowa, would appear to be imminent. Bills have been introduced during the last three legislative sessions and the threat of national legislation would affirm this feeling. Although a very few of the major cities have engaged in "meet and confer" bargaining, none of the local governments have engaged in anything resembling true collective bargaining. In order to bargain effectively, local government officials will need all the assistance and expertise they can get on labor-management matters - to be effective this must be offered on a continuing basis of need.

During the first year of the project the foregoing has been amply demonstrated. And, as services have been rendered to various units, the word has spread showing the state unit is

available, will render the services and the initial skepticism has been relieved. During the last three months of the current project year, the work of the service center has gone from one of looking for work to do to the necessity of scheduling work in the future.

It has been, and will continue to be, the function of the service center to offer consultative service, but not do the work for the local unit. The work of the project on Public Employment Recruitment and Selection Practices and the proposed project on Manpower Management Training and Technical Assistance do not in anyway overlap the purpose or the function of the service center. Obviously, each will upon completion offer supportative expertise to better utilize the services of the center. The program on Recruitment and Selection will provide basic information for the establishment of classifications and personnel procedures. The Technical Assistance program, through the partial funding of Personnel Officers, will provide the means to carry out programs and revise where necessary. Each broadly will disclose areas of need that the service center can assist in the consultative role.

Included in this project, as a new item, is the establishment of a clearing house in the center of information from which local governments can get information as to classifi-

cation, fringe benefits, wage and salary surveys, labor contract agreements, policies, practices, etc. At this time, each is going his own way, with duplication of information or effort, utilization of misinformation. The purpose of the clearing house would be that again of providing facts and information in any area of personnel administration and contract negotiation and advise on its utilization and application.

5. Principal Concrete Results or Benefits Expected. This project has and will continue to provide the most economical and effective way for local governments to strengthen their personnel/labor relations functions by providing the services of professionals in these fields and a "home base" from which to extract information pertinent to such functions. Although the project did not get going as quickly as intended because of a shift from consultative to "in-house" professional personnel, the eight months utilized have shown steady improvement. During the first year the service center completed the following:
 1. Articles were written for publication in the house organs of both the cities and counties. Personal visits were then made to ten of the larger units of local government, among these were Des Moines, Waterloo, Spencer, Mason City and Lester.
 2. The center has completed personnel programs, job descrip-

tions, classifications or wage studies for Wayne County, Johnson County, Shenandoah and Eldridge.

3. The center is now in the process of assisting the cities of Davenport, Keokuk, Urbandale, Atlantic, Forest City, Cedar Falls and Pottawattamie County with problems of personnel management or labor relations.
4. The center has held meetings with personnel managers in Des Moines, Ames, Cedar Rapids and Council Bluffs to discuss current problems and solutions in the field. Also meetings were held with the local Civil Service manager, the personnel office of the Veteran's Administration and other state agencies to compliment the purposes of the center. Meetings were held with the Institute of Public Affairs, University of Iowa, Governor Ray's office and the State of Minnesota relative to programs and services of the center.
5. File reference materials in the areas of personnel administration and labor relations have slowly been built up. Numerous contracts have been gathered, analysis made and provisions catalogued for use.
6. A common set of personnel manuals is being compiled for publication and distribution to all local governments to establish or maintain basic personnel programs.
7. Legislation for collective bargaining has been prepared by the Labor Consultant.

8. Center personnel have attended conferences and seminars on collective bargaining out of the state.
9. And, as part of this project, there will be a sub-project through the Iowa State Association of Counties to make the counties more aware of the IPA program and the impact and utility for the counties. This will later be extended to the program for municipal government through their project.

The staff is available to local governments on a personal, free, consultative basis. Reference materials have been and will continue to be accumulated and be made readily available to local government officials upon request. Through the aforementioned activities and continuing activities in these areas the service is becoming better known and is proving its effectiveness by the projected work load.

6. Approach and Timetable. A professional staff consisting of a Public Collective Bargaining Specialist, a Public Personnel Management Specialist II, a Public Personnel Management Specialist I, and supportive clerical staff have been employed and are actively pursuing the project's objectives. Attached are resumes of the professional staff members.

Numerous contacts with local governments have been and will continue to be made with more and more people becoming aware of the service of the center. The level of activity has started to expand and it is expected to continue at a fast

rate. If the next session of the Iowa Legislature (January, 1973) should pass a collective bargaining bill or even if it is only again considered, local governments have been forced to become increasingly aware of the fact that a sound labor relations program is based upon a uniform personnel plan and that it is necessary to lay some groundwork in the area of wages, salaries, classifications, job descriptions and personnel policies before any meaningful collective bargaining can take place. The possible impact of a collective bargaining bill forces the realization that some solid preparation must be done in other areas prior to the bargaining.

The direct involvement of local governments and state functions in the center's program development and operation will continue to be assured by the Local Government Personnel Center Board of Directors, consisting of seven persons:

1. The Director of the Division of Local Affairs.
2. The Executive Director of the League of Iowa Municipalities.
3. The Executive Director of the Iowa State Association of counties.
4. A representative of the Institute of Public Affairs, University of Iowa.
5. The Director of the State Merit Employment Department.
6. Two members who are active administrators in local government, selected by the previously specified members of the Board.

During the first eight months the Board of Directors operated on an informal basis, approving the selection of the professional personnel and informal reports on the general activities and problems encountered in getting the program started. During the coming program, there will be a minimum of quarterly meetings by the Board or more often as indicated. In addition the center will make monthly and quarterly reports to the Board of Directors, the Iowa State IPA Coordinator and the regional office of the U.S. Civil Service Commission. To insure such, a sub-project director has been assigned to carry out this duty.

7. Project Evaluation. Evaluation of the success of the program will be made by the Board of Directors, utilizing as a guide:
 1. The number of requests received.
 2. The projects completed.
 3. Evaluation reports from those receiving the service.
 4. Types of consultative service provided.
 5. Tangible results that can be ascertained from the services provided.
 6. The overall acceptance of the service by those it is designed to serve.

Cost explanation breakdown --

Travel -- based upon the first year of the project, it is estimated the three professional staff members will travel approximately 8,000 miles each in the state -- \$2,400.00.

Out-of-state -- it is estimated there will be a total of thirteen trips at approximately \$200.00 each. These would be to other surrounding states for information, seminars, updating professional skills, reviewing methods, etc.

The Computer study or more properly the Computer Program -- the \$10,000.00 will assist in paying for programming time covering such items as salary schedules, survey information, comparisons, fringe benefit information (sick leave, vacations, holidays, hospitalization, life insurance, printout for local governmental units; maintenance and updating of information and distribution.

Conferences: During the first year, four such conferences were held. They were very successful and it is planned to have approximately sixteen conferences around the State of Iowa during the program year. To offset the cost of building or space rental and custodial services, it is estimated this will cost about \$1,000.00.

Remodeling will cover the cost of additional telephone installations, installation of partitions, painting, window covering, etc.

Harry E. Berg
Labor Relations Consultant
Division of Municipal Affairs

In as much as most Iowa communities and counties do not have personnel managers or labor relations managers, per se, a Local Government Personnel Center was set up within the Division of Municipal Affairs to help the local government devise and maintain adequate personnel/labor relations systems. With collective bargaining for public employees becoming a "hot" issue in Iowa there is a need to educate government officials in the nuances and responsibilities of negotiating and administering employer-employee agreements which come about as a result of collective bargaining. Taking first things first, however, the immediate problem is to try to get local government officials to believe that collective bargaining for public employees is, in some form, just around the corner and, when we finally get them to that realization, to inform them of its probable impact and how best to cope with the problems it will present. This is the job of the Labor Relations Consultant.

Labor Relation Experience

Varied experience which started as a member of and negotiator for a union at the Collins Radio Company in Cedar Rapids to eventually becoming Assistant Manager of Labor Relations for the company for about the past four years preceding March 1st, 1972. As Assistant Labor Relations Manager, responsible for the day-to-day administration of three different union contracts covering about 6,500 employees. This administration included grievance handling, contract negotiation and arbitration proceedings.

Administrative Experience

Staff Assistant to Chief Industrial Engineer - Collins Radio Company - 1953-1957. Responsible for supervising the activities of up to 20 Industrial Engineers concerned with production methods and procedures and all other cost reduction functions concerned with a manufacturing organization.

Production Control Manager - Collins Radio Company - 1957 - 1960. Responsible for the scheduling and timely delivery of up to \$5,000,000 worth of complex electronic gear per month. Stock, expediting and coordinating functions are also included and, all told, involved the supervision of about 75 people.

Production Manager - Collins Radio Company - 1960-1968. Responsible for the assembly and delivery of about \$5,000,000 worth of electronic gear per month, supervising the activities of about 700 people.

Teaching Experience - Collins Radio Company

Have served as an instructor for numerous supervisory training programs including labor relations, cost reduction, management cost reduction and management improvement.

Education

High School

Personal

Iowa native, born in Dubuque, Sept. 16, 1920, presently a Cedar Rapids homeowner, father of two children, Jeff, a lawyer in Cedar Rapids and Suzanne, a teacher in Schaumburg, Illinois.

M. Duane Francies, Sr.
Personnel Consultant
Division of Municipal Affairs
Office for Planning and Programming

The Local Government Personnel Center was designed to serve the Cities and the counties of Iowa with professional expertise.

Basically we are to augment and counsel those persons charged with personnel or labor relations problems and to strengthen and develop methods of uniform administration regarding related problems.

Administrative Experience

(1948-1955) Yard Foreman, Shift Foreman, Yard Superintendent for Keokuk Electro Metals Co. at Wenatchee, Washington and Keokuk, Iowa (1955-1968) Asst. Personnel Manager and Pilot for Keokuk Electro-Metals Co., Keokuk, Iowa. (1968-1972) Manager of Travel Services and Chief Pilot, Foote Mineral Co., Exton, Pennsylvania.

Military Experience - Liaison Pilot 5th Armored Division U.S. Army 1941-1945. Flight Instructor Fort Sill, Oklahoma, 1951-1952. Senior Army Aviator, 2nd Armored Division Germany 1952-1953. U.S.A.R. 1946-1972.

Education

Graduate Wenatchee Valley College also work at University of Iowa, Seattle Pacific College, Kansas State Teachers College (Ft. Hays), North Texas State (Denton).

Community Service

Past President Keokuk Kiwanis Club, Past Officer Keokuk J.C.'s, Keokuk Elks, Fund Drive Chairman Red Cross, Neighborhood Commissioner Boy Scouts, Vestry St. Andrews Episcopal Church, Glenmoore, Pennsylvania.

Personal

Native of Wenatchee, Washington, and lived on a ranch there. Married to the former Joanne Hulson and the father of five children, Kathleen (Mrs. William Woodruff of Ottumwa), James (23), Brian (19), M.D. Jr. (18) and Laurie Anne (15). Two grandchildren.

resume

GEOFFREY PERKINS MARSH

747 Pammel Court
Ames, Iowa 50010
Phone: (515) 292-5702

Married, 1 child 5 feet 10 140 pounds Good Health

job
objective

To obtain a position in public service with an organization seeking an individual with a background in public policy and government.

education

SOUTHWEST MISSOURI STATE COLLEGE SPRINGFIELD, MISSOURI

1964
to
1968

Graduated with a Bachelor of Arts degree in May, 1968. Majored in political science with a minor in economics. Curriculum included coursework in all fields of political science including theory and methodology. Electives in mathematics and statistical methods. Overall grade-point average of 3.39 (based on 4.0). Member of student judiciary. Listed in Who's Who in American Colleges and Universities.

IOWA STATE UNIVERSITY AMES, IOWA

1970
to
present

Candidate for the Master of Arts degree in 1972. Major work has been in political science with an emphasis on public policy analysis. Major coursework includes graduate seminars in public policy outputs, urban politics, and legislative behavior. In addition, have taken two graduate courses in statistical methods which covered both parametric and non-parametric statistics. Teaching assistant in political science two years. Member of the Graduate Committee. Grade-point average of 3.60.

experience

IOWA STATE UNIVERSITY AMES, IOWA

1971
to
present

Participation in two research projects conducted by members of the political science faculty. Presently conducting interviews measuring political and social attitudes of officials at the state, county, and municipal level in three Iowa counties. Helped to supervise the construction of many of the items in present project. Designed the survey as part of an application for a grant from the National Science Foundation.

FEDERAL DEPOSIT INSURANCE CORPORATION WASHINGTON, D.C.

1968
to
1970

Assistant examiner in the St. Louis, Missouri, district. Duties included verification and evaluation of bank assets and proof of liabilities; preparation and submission of reports on condition of insured banks. Resigned to return to graduate school.

ilitary
ervice

U. S. NAVY

1960
to
1964

Enlisted in the Navy upon graduation from high school in 1960. Following completion of recruit training, attended dental technician school in San Diego, California. Duty stations included two years at Naval Dental Clinic, Yokosuka, Japan, and one year aboard ships homeported on the West Coast. Received Honorable Discharge in March, 1964. Draft classification: 5-A.

early
background

Born in Jacksonville, Texas. Lived in various sections of the U. S. as well as North Africa and Puerto Rico. Father's occupation entailed extensive travel. Graduated from Abilene High School, Abilene, Texas.

references

Don Hadwiger	Political Science Department	Iowa State University
Jack Whitmer	Political Science Department	Iowa State University
Ross B. Talbot	Political Science Department	Iowa State University

PROGRAM OR PROJECT BUDGET

Program or Project Title: Local Government Personnel Service Center

FUNDING OF CURRENT-YEAR COSTS	1.	2.	3.	4.
	ESTIMATED FEDERAL FUNDS UNUSED FROM PREVIOUS PERIOD	NEW FEDERAL FUNDS REQUESTED	NON-FEDERAL FUNDS APPLIED	TOTAL CURRENT-YEAR BUDGET
Dec. 1, 1972-Nov. 30, 1973	\$ 30,000	\$ 26,402	\$ 18,800	\$ 75,202

II. DETAIL BUDGET (Current-Year)

A. Direct Costs:

1. PERSONNEL:	FULL-TIME OR PART-TIME (INDICATE %)	DOLLAR AMOUNT OF COST
a. Position Title and Annual Salary of Project Director		
Director, Division of Municipal Affairs \$17,688	10%	\$1,769
b. Total Number of Administrative, Professional and Technical Staff: <u>3</u>		
Public Collective Bargaining Specialist	100%	\$19,000
Public Personnel Management Specialist II	100%	17,000
Public Personnel Management Specialist I	100%	12,000
c. Total Number of Clerical and other Support Staff: <u>1</u>		
Secretary	50%	3,005
Fiscal Management	8%	2,000

Fringe Benefits (If direct cost)

778

Subtotal:

\$55,552

2. TRAVEL:	\$ 5,000
3. EQUIPMENT:	\$ 450
4. CONTRACTUAL AND CONSULTING SERVICES:	-----
5. OTHER DIRECT COSTS:	\$14,200
Total Direct Costs:	\$75,202

B. Indirect Costs:

(1) Rate not established under Office of Management and Budget Circular No. A-87, but negotiated with the Commission at _____ % of Salaries and Wages, or Allowable Direct Costs

(2) Rate negotiated under OMB Circular A-87 at _____ % of Salaries and Wages, or Allowable Direct Costs

Total Project Budget:

\$75,202

SOURCE OF NON-FEDERAL SHARE (Current-Year)		
1. From Grantee Resources (Show source by budget category)		\$ 7,140.00
Personnel	\$6009	
Fringe	681	
Equipment	450	
	<u>\$7140</u>	
2. From Other Sources		\$11,660.00
Municipal Planning Account (Cash)		
Total:		\$18,800.00

BUDGET ESTIMATES FOR THE PROGRAM OR PROJECT AFTER FIRST-YEAR				
	2ND YEAR	3RD YEAR	4TH YEAR	5TH YEAR
Total Program Budget After First-Year	\$75,202	\$80,000		

FURTHER DISCUSSION		
*In-house consultants		
<u>EQUIPMENT:</u>		
File Cabinet	\$100	
Chair (1)	50	
Chair, Desk (1)	100	
Desk (1)	<u>200</u>	\$ 450
 <u>DIRECT COSTS:</u>		
Telephone	500	
Postage	500	
Printing	1000	
Remodeling	500	
Conferences	1000	
Resource Materials	700	
Computer Study	<u>10,000</u>	\$14,200

PROJECT NARRATIVE STATEMENT

1. Descriptive Title of Project. Personnel Assistance Awareness Program.
2. Priority of Ranking of Project. The Project has a high priority, because it will serve to make county officials aware of the services that are available to them under the IPA grant in Iowa, and correspondingly the services under the grant would be used more efficiently and more frequently.
3. Project Director. Donald L. Cleveland, Executive Director, Iowa State Association of Counties.
4. Need for Project. Currently resources in personnel assistance for county government in areas of classification, job description, and labor relations provided through state and IPA funds are managed through a five-man board. The men hired by the board to provide the resources are physically housed in the Office of Local Affairs of the State Office of Planning and Programming. That office has made one direct mail contact with Iowa's 99 counties, and that was in the form of a letter. Since counties are continually being approached by consultants with semi-official sounding titles, there has been reluctance on behalf of county officers to reply to the mailing. A comprehensive descriptive piece of literature explaining full IPA program in Iowa, including the association's involvement in managing the resources housed in the State OPP needs to be developed. The literature should include a pre-addressed mail reply to request service. Even though our association has provided magazine coverage of assistance given in one county, and will continue to follow

future developments, we do not have the budget to develop a specialized public relations program, but yet we know county officials will listen and react to the association.

5. Expected Benefits. Personnel specialists hired under the IPA Grant to assist local government would be used at a maximum frequency, would be able to program work far in advance, and local county officials would become educated and fully aware of the benefits under the program.

6. Approach and Timetable. A multi-color brochure or booklet with appropriate diagrams and pictures would be developed describing the development and implementation of IPA program in Iowa. Association representation and involvement would be emphasized. The majority of information would focus on personnel assistance available through the management board, and Office of Local Affairs. The project would begin as soon as grant notification was received. It would require about three to four months to compile and publish the literature using counties that had received service as examples.

7. Project Evaluation. Pre-addressed mail replies would be directed to the association office and then forwarded to the Office of Local Affairs. The reply rate and nature of assistance requested would be monitored and tabulated by the association. A questionnaire would be developed for a selective sample to be made approximately two months after mailing of original information. Survey would attempt to determine reasons for either requesting or not requesting service.

STATE ASSOCIATION OF COUNTIES

PHONE 515-244-7181

November 30, 1972

W. L. Keating, Director
Merit Employment Department
Grimes State Office Building
Des Moines, Iowa 50319

Dear Mr. Keating:

I'm enclosing additional comments which should supplement the application for the Personnel Assistance Awareness Program.

(1) Travel required under the Personnel Assistance Awareness Program would include travel to at least three counties, large, medium small, that have already received service and a similar selective sampling of counties receiving service. The travel would allow collection of commentary and action photos to be used in the brochure. The following round trip figures at .10¢ per mile would apply:

Des Moines - Cedar Rapids	222
Des Moines - Storm Lake	290
Des Moines - Keokuk	342
Des Moines - Council Bluffs	266
Des Moines - Decorah	344
Des Moines - Waverly	236
	<hr/>
	1,700 miles

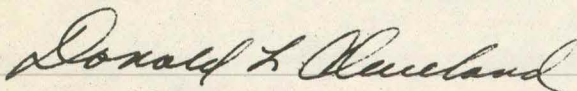
Leaves approximately 300 miles for intercity travel once within the cities and to coordinate the content of the brochure between agencies in Des Moines

300
<hr/>
2,000

(2) The figure of \$80.00 for equipment could be mistated but includes the following elements:

- a. \$35.00 for approximately 500 copying machine copies at .07¢ per copy of the rough draft, first paste up, and proof of brochure to be circulated to all advisory and management board personnel.
- b. \$45.00 for machine operation and rental of one typewriter, folding machine, posting machine over a four month period.

Sincerely yours,



Donald L. Cleveland
Executive Director

DLC/tn

44

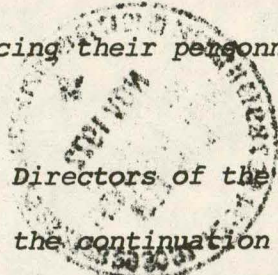
RESOLUTION

WHEREAS: the Intergovernmental Personnel Act as administered in Iowa Has produced a mechanism through which local and state governments can work together to upgrade the quality of personnel classification, orientation, education, and direction, and

WHEREAS: the Iowa State Association of Counties finds counties have a voice in planning and administration through county officers serving on the State Advisory Committee as well as being represented on a management board governing services to local government, and

WHEREAS: the first year of the IPA program in Iowa has provided services to Iowa counties and succeeded in enhancing their personnel systems;

NOW, BE IT; THEREFORE RESOLVED: That the Board of Directors of the Iowa State Association of Counties endorses the continuation of the IPA program in Iowa.



Glen F. Grow

GLEN F. GROW
President

November 16, 1972
Adopted

Appendix C

PROGRAM OR PROJECT BUDGET

Program or Project Title: PERSONNEL ASSISTANCE AWARENESS PROGRAM

I. FUNDING OF CURRENT-YEAR COSTS	1. ESTIMATED FEDERAL FUNDS UNUSED FROM PREVIOUS PERIOD	2. NEW FEDERAL FUNDS REQUESTED	3. NON-FEDERAL FUNDS APPLIED	4. TOTAL CURRENT-YEAR BUDGET
Dec.1, 1972 - Nov.30,1973	\$ None	\$1135.00	\$ 385.00	\$1520.00

II. DETAIL BUDGET (Current-Year)

A. Direct Costs:

1. PERSONNEL:	FULL-TIME OR PART-TIME (INDICATE %)	DOLLAR AMOUNT OF COST
a. Position Title and Annual Salary of Project Director Don L. Cleveland, Executive Director, Iowa State Association of Counties \$ 21,000	Part-time 5%	
b. Total Number of Administrative, Professional and Technical Staff: <u>3</u> Executive Director Administrative Assistant Association Staff Editor	Part-time 10%	
c. Total Number of Clerical and other Support Staff: <u>1</u> Clerk	Part-time 5%	380.00
Fringe Benefits (If direct cost)		5.00
Subtotal:		385.00
2. TRAVEL:		200.00
3. EQUIPMENT:		80.00
4. CONTRACTUAL AND CONSULTING SERVICES:		
5. OTHER DIRECT COSTS:		855.00
Total Direct Costs:		1,520.00
B. Indirect Costs:		None
(1) <input type="checkbox"/> Rate not established under Office of Management and Budget Circular No. A-87, but negotiated with the Commission at _____ % of <input type="checkbox"/> Salaries and Wages, or <input type="checkbox"/> Allowable Direct Costs		
(2) <input type="checkbox"/> Rate negotiated under OMB Circular A-87 at _____ % of <input type="checkbox"/> Salaries and Wages, or <input type="checkbox"/> Allowable Direct Costs		
Total Project Budget:		\$1,520.00

Appendix C

III. SOURCE OF NON-FEDERAL SHARE (Current-Year)	
1. From Grantee Resources (Show source by budget category)	\$
Personnel	380.00
Fringe Benefits	5.00
Use of office equipment, space (No cost estimated or charge)	
2. From Other Sources	\$
Total:	\$ 385.00

IV. BUDGET ESTIMATES FOR THE PROGRAM OR PROJECT AFTER FIRST-YEAR				
	2ND YEAR	3RD YEAR	4TH YEAR	5TH YEAR
Total Program Budget After First-Year	\$ 2500.00	--	--	--

V. FURTHER DISCUSSION	
Printing	\$ 500.00
Postage	275.00
Telephone	40.00
Supplies, including photographic	40.00
	\$ 855.00

Project #3 Project Narrative Statement

1. Description of the Project

A continuation, expansion, and follow-up of the basic Project No. 3 of the Iowa State Plan funded December 1, 1971, in areas of centralized recruitment, training and fair employment practices. In addition, development of a centralized IPA Resource, Information, and Planning Center. Primary areas of concern to include, but not be limited to: ~~EEO-Affirmative Action~~ training and planning in all areas of personnel administration; assistance with state government program for development of managers and supervisors as outlined in Project No. 4; development of inter-jurisdictional training information, and delivery in cooperation with the committee established in Project No. 5; and IPA inter-jurisdictional resource assistance in technical services and unification planning.

2. Priority and Ranking of Project

At the state level, and within the central personnel agency, this would be the number one project to continue the expansion and coordination of recruitment and placement; provide information and assisting Project No. 4 in the delivery of training to state managers and supervisors, as well as assistance in inter-jurisdictional training for upgrading skills and specialized training in Project No. 5. The number one project to continue development of Equal Employment Opportunity-Affirmative Action orientation and technical assistance to state agencies; and to serve as an IPA Resource, Information and Planning Center.

3. Project Director - State Merit Employment Director.

4. Need for the Project

The original outline of the project needs are expanded to take advantage of the results accomplished and ongoing from the first year.

a. While possible sources of recruitment and contacts were broadened considerably to assure dissemination of information regarding state government employment during the first half of the two-year project, there remains need to establish better, more responsive contacts, with personal follow-up for more effective results.

b. Training of counselors and interviewers working with veterans, minorities, and handicapped, as well as those at local employment service offices and manpower programs, on how to understand and work with state government, have been well received, but requests for assistance from other groups reflect the need for further activity next year.

c. Minority group application and selection statistics which have been tabulated during the first year need to be assessed in order to plan a better program for successful minority recruitment, selection, and placement.

d. Current turnover figures need to be looked at and projected manpower needs surveyed so that objectives can be set for inter-agency coordinated recruitment planning in the next year.

e. In order to overcome recruitment time-lag problems, particularly in those areas having to deal with job-ready appli-

cants, utilization of recruitment and testing facilities in area school and local state employment service offices are being considered. Planning and implementation will require at least another year.

f. Development of image-building printed material is progressing well, but other media contacts should be developed and expanded for maximum results.

g. It is recognized that current certification procedures may not necessarily provide for the certification of the best qualified and job-ready applicants in all areas. A review should be made of current rules, regulations, and administrative procedures to ascertain what problems they create, investigate possible alternatives, and then propose revisions that would help solve the problems.

h. The investigation and possible development of alternate selection devices is being considered but was not advanced measurably during the last project year. A few pilot projects by analysts and state agencies should be encouraged next year. Suggestions to Technical Services on classes in which there seem to be the greatest need for more than content and construct written exams will be offered from the recruitment area.

i. Inter-jurisdictional cooperation on recruitment has yet to be explored. Information has been requested by us from Regional IPA on successful programs elsewhere, and in the upcoming year, feasibility studies should be undertaken for coopera-

tion in Iowa.

j. Groundwork has been laid in orientation, plans, and studies regarding Equal Employment Opportunities-Affirmative Action during the first year of the project, but this is a comprehensive undertaking and the need for assessment, revision and expansion of the present effort is required for more effective results next year.

k. Follow-up on nominations for training that were submitted the first year by state agencies, and commitments made to schedule coursework for those whose nominations were not accepted due to overload, should be carried through with new planning and scheduling procedures.

l. Development of audio-visual presentations on opportunities for employment in state government, pre-test orientation, benefits, availability, certification and the "rule of three" which were planned only as to possible subject matter, should be given consideration and developed next year. The "as time permits" approach of last year should be supplanted with a direct unified orientation package this upcoming year.

In addition, in conjunction with the new program of Project No. 4, and as a result of last year's study to assess training needs in state government, direct responsibilities will be assigned to Project No. 3 in implementing the delivery of the training program for supervisors and managers which will be proposed in Project No. 4. Dissemination of information concerning eligibility and related matter, scheduling of personnel, and

available facilities will become the responsibility of Project No. 3.

Also, in Project No. 3 will be the responsibility for assisting Project No. 5's Advisory Committee by bringing to their attention the available training for the acquiring or upgrading of skills or other specialized training, as well as the relaying of information and scheduling of trainees once the committee has made a determination of priorities, funding, etc.

The need for two-way communication through a central source on Iowa IPA resources, planning, and assistance and related information could be met through Project No. 3 serving as a resource, planning and information center. This would involve developing a system for receiving input and providing output through a time-cycled newsletter to state and local agencies (in cooperation with other jurisdictions at the federal and local level), plus answering inquiries regarding assistance in Affirmative Action, technical services, training, mobility of personnel, and unification of personnel administrative functions planning.

5. Results and Benefits Expected

a. In the area of recruitment:

(1) The broader and more effective dissemination of information with minority groups, veterans, vocational, education and guidance counselors, manpower programs and women's groups. More participation in Career Days, Job Fairs, Black Opportunity Programs, etc.

(2) More effective follow-up and utilization of pro-

grams developed within Iowa Employment Service, Area Schools, Vocational Rehabilitation Centers, Manpower Programs.

(3) Promotion for establishment and use of more entry-level and trainee positions for appointment of minorities, handicapped, veterans and women.

(4) Study made of predictable manpower needs by means of better communications with agencies on projected programs, retirements, promotions, etc., and by studying turnover statistics according to classification and agency.

(5) Talent bank for promotions or transfers in state government (and possibly other jurisdictions).

(6) Audio-visual presentation developed for use on recruitment trips and also for use by any interested groups concerning general information on the benefits of state government employment.

(7) Greater utilization of news media and public information sources through personal contacts and providing newsworthy information more often.

(8) Improvement of the Merit Employment application process and selection procedures in order to respond to urgent needs or unusual kinds of vacancies.

(9) Identification of major problem areas in certification process and formulation of solutions.

(10) Cooperation with federal and local jurisdictions in trying to develop unified approach to recruitment.

b. In the area of EEO-Affirmative Action:

(1) Assist Governor's Office on Statewide Affirmative Action Plan.

(2) Survey state agencies on their progress and needs.

(3) Computer programming assistance from the State Comptroller in making possible the breakdown of the state work force by race and sex.

(4) With MED Affirmative Action Committee, review original goals in our plan and evaluate progress. Revision and redirection of the program as appropriate.

(5) Follow-up of studies on minorities in examination, placement and utilization.

c. In Training and Staff development:

(1) Catalog of training sources and scheduling of classes.

(2) Catalog of facilities, equipment and materials in use by and available to state agencies.

(3) Audio-visual self-help materials for orientation of new employees, pre-test help, and other aspects of personnel.

(4) Assistance to Project No. 4 in the delivery of their training program.

(5) Assistance to Project No. 5 in the delivery of their training program.

d. IPA Resource, Information and Planning Center:

(1) Visits to other Iowa IPA projects to better understand the purpose of the projects, the facilities being used, services available, and to determine areas of responsibility to better answer inquiries concerning IPA.

(2) Establishment of communications sessions with Merit analysts on IPA purposes, projects, problems and goals. Cooperation in dovetailing analysts' work with IPA.

(3) Holding of small group sessions with agency personnel officers to explain IPA more thoroughly and acquire information about the ways to gain participation in ongoing projects.

(4) Survey of state agencies' materials on orientation, handbooks, OSHA, Affirmative Action and other materials for the purpose of exchange between agencies.

(5) Design of format of newsletters and decision on time-frames for accomplishing release of newsletter.

(6) Preview of all IPA materials and related informational material to give or gain information which will be included in the IPA newsletter.

(7) Attendance at personnel officers' meetings to give and/or gain information.

(8) Means for input and storing of all information appropriate to IPA projects.

(9) Enlistment of assistance of other jurisdictions in acquiring pertinent materials for information for the

newsletter.

(10) Individual inquiries answered regarding sources for technical assistance.

6. Approach and Timetable

The present Analyst and Clerk Typist positions established for the initial part of this project would be continued. The Analyst now working in the completed Project No. 4 would be transferred to this project. In addition, another Analyst would be added to augment the staff in carrying out the additional responsibilities of the expanded Project No. 3.

In general, the responsibilities would be divided thus:

Continuation of recruitment expansion and coordination would be the responsibility for the original Analyst in this project.

Because of the broadening areas of concern that developed as a result of the Affirmative Action responsibility in this project during the first year, there was not sufficient time or staff to carry through on all that was started, nor answer all the related questions that needed answers as outlined in the August 1972 Progress Report from Project No. 3. Now it appears to be a good time to look at the recruitment contacts, material, plans, studies, surveys, etc., and concentrate on the ten objectives listed under 5a. of this application. Dovetailed with this would be continued Affirmative Action responsibility in which the five objectives would be shared with the Analyst to be transferred from Project No. 4. That Analyst also has been involved with Affirmative Action orientation, training, and plans. As-

signments in Affirmative Action would have to be kept flexible to be effective, but objectives can be defined.

The chief responsibility of the transferred Analyst would be the IPA information, Resource, and Planning Center. Included in his responsibilities would be the five objectives outlined in 5c. and the ten in 5d. of the application.

The new Analyst hired as the third professional on this staff would first be trained to work in all the units of the Merit Employment Department on a structured training basis which would be outlined by the Analyst working in the information center. This outline would be developed as a module which later could be used for training of any new Analysts coming into the Merit Employment Department.

Following initial training, the new Analyst would concentrate on more effective and in-person minority contacts, inquires into the IPA Information Center on questions involving minority recruitment, would assist in Affirmative Action studies, would have the chief responsibility for writing and circulating news releases and the time-cycled newsletter to state agencies and other jurisdictions.

All three Analysts would assist each other as possible. Because of the interrelated nature of the work in all areas of Project No. 3, no area of responsibility can be carried out separately without dovetailing with the others.

Present clerical and technical personnel of the central per-

sonnel agency would continue to be utilized as the needs direct. The project should be continued as of December 1, 1972, and be continuing within the concept outlined.

7. Evaluation

a. In the area of recruitment:

(1) The IPA unit will keep a log on active recruitment participation including minority, disadvantaged, handicapped and women group contacts, and where possible, follow-up on the group contacts will be evaluated for effectiveness.

(2) Applicants referred by the various manpower and counseling programs will be monitored to determine where and how well applicants are referred and placed, and in what classifications, and with what outside training do applicants experience the most success.

(3) All position reallocations and establishment of new positions will be reviewed on a periodic basis to determine if the number of entry-level or trainee positions being established or reallocated are on the rise.

(4) The compiled manpower study will be constructed to provide us with information on a statewide profile, and future recruitment efforts will be geared in those directions. The various agencies and departments will be surveyed at regular intervals (annually or semi-annually) to find out if the original predictions are still holding.

(5) When the talent bank has been provided all necessary input, pilot requests will be submitted to determine

the speed and accuracy of the program. The pilot program will be one in which the information on qualified personnel has been constructed manually for comparison.

(6) The finished audio/visual presentation will be presented to selected groups for evaluation and comment. Modifications will be made accordingly.

(7) Media utilization reports will be maintained which will indicate who was contacted, purpose of the contact, material submitted, and anticipated benefit of the contact. Where possible, follow-up evaluations of the contacts will be made.

(8) Comparative figures will be made available on current application time-frames and compared to application time-frames after revision or modification.

(9) A listing of Rules, Regulations, and Administrative Procedures that are ascertained to be Certification problem areas will be made. Suggestions for possible solutions on each will accompany original list. Our recommendations for best solution will be pinpointed.

(10) Efforts being made in other jurisdictions through IPA for the establishment of joint recruitment efforts will be monitored to select applicable material and evaluate existing efforts for possible use in Iowa.

b. In the area of EEO-Affirmative Action:

(1) Continued review, cooperation, and input into the

proposed statewide Affirmative Action Plan.

(2) The various components of the computerized utilization report program will be tested for accuracy as they are constructed.

(3) When the survey on Affirmative Action needs and progress is completed, it will be used to plan future efforts, and evaluate past action.

(4) With the Merit Employment Affirmative Action Committee, review original action plan goals and evaluate progress.

c. In training and staff development:

(1) The catalog process will be proven effective when it can be assumed to be a regular function within an operating unit in the department.

(2) The ongoing benefit of this catalog development will be realized when the construction is regularized within the department.

(3) Effectiveness of the audio/visual presentation will be determined by a presentation to a sample group of personnel from various agencies. Their comments and suggestions will be solicited concerning content and value.

d. In the area of the IPA Resource, Information and Planning Center:

(1) An easy-reference inventory of the various IPA

programs and activities with notation on person(s) to contact, and location of the project will be the determination of the usefulness of our visits.

(2) The functions currently within IPA that will be assumed by the Technical Services Staff of MED will be logged as work starts dovetailing with progress on each entry evaluated quarterly.

(3) Small group sessions with Personnel Officers will be evaluated in terms of the feedback that is received from participating personnel.

(4) Reference library completed with response from all state agencies and institutions on OSHA, Affirmative Action, employee orientation, or any other material used in-house for operating programs. Semi-annual check-off of agencies regarding up-dated or new materials.

(5) Effectiveness of the IPA newsletter will be evaluated in terms of the responses elicited both from whom and number.

Because many of the objectives of this program are evaluative unto themselves, specific means of evaluating them cannot be determined at this time, but will lend themselves to assessment once results are gained later in the project.

PROJECT NO. 3

BUDGET NARRATIVE

Travel:

Three major aspects of the second year of this project will require travel, and all three professional positions proposed in the project will be traveling in the course of their work.

Recruitment responsibilities are going to be more in-person contacts with counselors and placement people, traveling throughout the state and possibly out of the state. This is planned in an effort to sharpen up our program and do what paper announcements cannot do. All three Analysts will be involved, one much more often than the others.

Affirmative Action orientation and assistance to state agencies and institutions will require ability to go where need dictates. Mobility such as this will involve travel expense.

Training responsibilities, both in assessing needs and resources, plus delivery of training, will involve travel, probably by two of the professionals in this unit.

Travel will also include attendance at various conferences and seminars having to do with areas that are both topical and sensitive to good personnel administration. Admittedly, there may be times the Analyst will be covering the same areas more than once, but when dealing with sensitive problem areas, visibility as well as action has impact.

Conferences:

The sum for conferences is intended to include not only conferences attended, but also to conduct Merit Employment Conferences to promote state government employment and eliminate some of the misconceptions concerning the Iowa Merit System. This will involve scheduling and payment for facilities and their accompanying costs.

Appendix C

PROGRAM OR PROJECT BUDGET

Program or Project Title: _____

I. FUNDING OF CURRENT-YEAR COSTS	1. ESTIMATED FEDERAL FUNDS UNUSED FROM PREVIOUS PERIOD	2. NEW FEDERAL FUNDS REQUESTED	3. NON-FEDERAL FUNDS APPLIED	4. TOTAL CURRENT-YEAR BUDGET
Dec. 1, 1972-Nov. 30, 1973	\$ None	\$40,451.80	\$13,483.94	\$53,935.74

II. DETAIL BUDGET (Current-Year)		
A. Direct Costs:		
1. PERSONNEL:	FULL-TIME OR PART-TIME (INDICATE %)	DOLLAR AMOUNT OF COST
a. Position Title and Annual Salary of Project Director		
Merit Employment Director \$18,500	7.5%	1,387.50
b. Total Number of Administrative, Professional and Technical Staff: <u>3</u>		
Personnel Analyst III	Full	12,528.00
Personnel Analyst III	Full	11,928.00
Personnel Analyst I	Full	8,904.00
c. Total Number of Clerical and other Support Staff: <u>1</u>		
Clerk Typist III	Full	5,736.00
Fringe Benefits (If direct cost)		4,752.24
		Subtotal: 45,235.74
2. TRAVEL:		5,000.00
3. EQUIPMENT:		700.00
4. CONTRACTUAL AND CONSULTING SERVICES:		
5. OTHER DIRECT COSTS:		3,000.00
		Total Direct Costs: 53,935.74
B. Indirect Costs:		
(1) <input type="checkbox"/> Rate not established under Office of Management and Budget Circular No. A-87, but negotiated with the Commission at _____ % of <input type="checkbox"/> Salaries and Wages, or <input type="checkbox"/> Allowable Direct Costs		
(2) <input type="checkbox"/> Rate negotiated under OMB Circular A-87 at _____ % of <input type="checkbox"/> Salaries and Wages, or <input type="checkbox"/> Allowable Direct Costs		
		Total Project Budget: \$53,935.74

Appendix C

III. SOURCE OF NON-FEDERAL SHARE (Current-Year)	
1. From Grantee Resources (Show source by budget category) Salaries, social security, health and life insurance, retirement benefits	\$13,483.94
2. From Other Sources	\$
Total:	\$13,483.94

IV. BUDGET ESTIMATES FOR THE PROGRAM OR PROJECT AFTER FIRST-YEAR				
	2ND YEAR	3RD YEAR	4TH YEAR	5TH YEAR
Total Program Budget After First-Year				

V. FURTHER DISCUSSION	
<u>Equipment</u>	
one chair	50.00
one desk	320.00
one typewriter	330.00
<u>Direct Costs</u>	
Conferences	900.00
Resource materials	800.00
Postage	100.00
Printing	700.00
Office Materials	500.00

PROJECT NARRATIVE STATEMENT

1. Descriptive Title of Project. Development of Managers and Supervisors in State Government.
2. Priority of Ranking of Project. This project has high priority in two respects. First, the Iowa State Plan for the Intergovernmental Personnel Act calls for preference to be given to (a) projects which are intergovernmental, or at the state level, interdepartmental, (b) projects which are aimed at the recruitment, in-service training, and retention of persons in administrative positions, and (c) projects which are developmental and continuing, with long-range impact.

Secondly, the survey made this last year of state government training needs concluded that management and supervisory development and training were among the several top priority items for carrying out an over-all employee development approach in state government. (See below for more on this point.)
3. Project Directors. Clayton Ringgenberg, Associate Director of the Institute of Public Affairs, The University of Iowa, and Wallace Keating, Director, State Merit Employment Department, will coordinate the project.
4. Need for Project. Career development programs for supervisors and managers in state government in Iowa are the exception rather than the rule. A few departments are undertaking these programs, but most departments have little or nothing in the way of a formalized system of supervisory and management development and training, and there is no over-all approach in state government.

Much of the management and supervisory training now provided is sporadic (one-shot, unrelated training) rather than planned training aimed at specific needs of individual supervisors and managers. There is a need for training for these persons which is job related, results oriented, and aids these supervisors in their own personal growth and development.

There is a need in state government in Iowa for a system of development of managers and supervisors that will enhance improved departmental performance, employee development, and the use of modern managerial systems and personnel practices.

The report made last year which was referred to above lists three major training and development needs related to management and supervision in state government:

- (a) A state public executive development program;
- (b) A supervisory development program at all levels of supervision aimed at making them more effective supervisors and more competent work group leaders for the development of their employees;
- (c) A network of persons within state government to handle a significant share of the in-service training provided by state government.

A number of changes that are occurring in state government in Iowa seem to make now an especially appropriate time to start an over-all program of manager and supervisory development. These are, for example, significant reorganization of state departments in recent years, the implementation of the merit employment system since 1968, and a governor who is particularly concerned about over-all economy of departmental operations through such things as improved systems and work simplification.

5. Results and Benefits Expected. The pay-off from this project, as stated in the goals and sub-goals which follow, will be long-range and continuing. However significant progress toward those goals should occur within the first and second years of the project, for its development and implementation can be accomplished at the same time because it will be a combination of activities within one project.

The major goals (results and benefits) are to achieve improved job performance by all managers and supervisors, and thus, improved departmental performance; to achieve a high plane of morale in the management ranks of state government which will filter to all employees; and to have the concept of career development accepted and implemented to such an extent that state government can be assured of an adequate supply of competent, highly trained managers and supervisors. Managers are more likely to have had training and other career development opportunities than supervisors; so this program will be aimed foremost at middle-managers and supervisors.

To get started on those major, long-terms goals, the following sub-goals are set:

- (a) Top administrative support for management and supervisory development, by July, 1973.
- (b) Basic supervisory training for each person in state government who supervises others, by July, 1974, aimed at:
 - His improved job performance
 - His appreciation for his role as developer of others
 - His having a more meaningful and effective role as a work group leader.
- (c) Diagnosis of the personal development needs of all managers and supervisors beyond basic supervisory training and then providing

work experiences and learning opportunities geared to those individual needs. This should be a continuing process, with the original needs known by early in 1974.

- (d) An awareness by top and middle management of organizational development and management by objectives concepts (a) so that training and development is linked to the program objectives of departments and work units and (b) so that departments will begin to use organizational development as a training device.
- (e) In-house capability to provide one-half of the supervisory training contemplated in Item "(b)" above.

6. Approach and Timetable. This program will be continuing and flexible so that it can be aimed at meeting real organizational and administrative needs and so that it will fit the particular state government situation we have in Iowa.

The project will complement and strengthen what is being done by departments that have started their own management and supervisory development programs, and we will take advantage of their experiences. We will aim to use as many of the resources already available, for example materials and instructors, in the Des Moines area, in the area community colleges, and in other educational institutions throughout the state.

A timetable for the sub-goals was included above. A wide variety of activities will have to be carried out over the next two to three years to achieve those sub-goals. Keeping flexibility in mind, we foresee the following types of activities and organization as illustrative of what should be accomplished during that period, with substantial progress the first year, both in development and in actual training provided.

Activities

- (a) **Top Administrative Support**
- Governor make policy statement.
 - Hold one, or series of, top level administrative workshops related to management and supervisory development particularly, and employee development generally.
 - Written commitment of department heads.
- (b) **Basic Supervisory Training**
- Set objectives for the training and select materials to be used.
 - Survey persons in supervisory positions to determine who has already had this training.
 - Train persons who will do the training initially, and who will train in-house trainers.
 - Schedule and carry out basic supervisory training.
- (c) (1) **Diagnosis of Personal Development Needs**
- Develop a system(s) that departments can use to diagnose individual needs and supervisory-management potential.
 - Develop a planned experience and training model that departments can use to plan each manager's or supervisor's development and training program.
 - Train several persons in each department to use the system and model.
 - Departments develop an on-going system.
- (2) **Provision for Work Experiences and Learning Opportunities**
- Develop modules of training to meet supervisory and management needs. Modules could be on such topics as work planning, work simplification, affirmative action, employee performance appraisal, job instruction, and determining employee training needs.
 - Schedule periodic workshops where these modules would be taught for any manager or supervisor.
 - Train persons in-house to teach these modules.
 - Select persons from other educational institutions to teach these modules.
 - Provide self-instruction materials and opportunities to supervisors and managers, using modules.
 - Use other training materials that meet specific needs.
 - Encourage continuing public administration education by universities, colleges, and area schools.
- (d) **Organizational Development and Management by Objectives**
- Provide information about organizational development and management by objectives at the top level administrative workshops in Item "(a)" above.
 - Provide consultation service to several departments to try organizational development and/or management by objectives on a pilot basis.

- (e) In-house Teaching Capabilities
 --See above.
 --Develop policy that will give special considerations to those who teach.

Organization

The following organization and division of tasks could be used for developing, administering, and implementing the project.

- (a) The Merit Employment Department and the Institute of Public Affairs will be given the chief responsibility for the program. As noted above, these departments will call on other resources both in and outside state government, for advice and assistance.
- (b) A "Management and Supervisory Development Committee" composed of management, supervisory, and personnel director representatives will assist in planning the program and getting support. Some form of management review will be provided. -- This committee will also help determine which individual training and development activities contemplated by this project should be supported using Intergovernmental Personnel Act funds.
- (c) The departments will be expected to play a major role in determining needs and carrying out the other "in-the-department" aspects of the program. The Merit Employment Department, with the assistance of the Institute of Public Affairs, will provide guidance and help to the departments when needed.
- (d) The top level administrative workshops will be arranged by the Institute of Public Affairs, with the cooperation of the Governor's Office, the Merit Employment Department, and the Governor's Policy Committee on Training and Development.
- (e) The selection of basic supervisory training materials will be the responsibility of the Institute of Public Affairs, the Merit Employment Department and the "Management and Supervisory Development Committee."
- (f) The Institute of Public Affairs will be responsible for finding instructors for the basic supervisory training courses, and for training in-house trainers.
- (g) The Merit Employment Department will be responsible for scheduling the basic supervisory training courses.

- (h) The Institute of Public Affairs will have the responsibility for finding or developing modules for supervisory and management training, or for having modules developed.
- (i) The Merit Employment Department will have the responsibility for scheduling modular training sessions and for making self-instruction materials available.
- (j) The Institute of Public Affairs will serve as Organizational Development and/or Management by Objectives consultant-trainer to state departments or assist in arranging for such trainers.

7. Project Evaluation. A concerted effort will be made by the project staff to evaluate the results of this project in terms of improved job performance and personal development, plus the degree of acceptance of the concepts of manager and supervisory development, rather than to rely on immediate, short-term, oftentimes vague, judgments of participants in single training or development activities.

Objectives for each activity will be set and then measured at the completion of the activity. Also, to the extent possible, the training will include on-the-job assignments related to the topics covered in the courses.

Evaluation will be made each year, but it also must be done on a continuing and cumulative basis as this program evolves over the years. For the long-range evaluation, information could be gathered on such matters as (a) how many departments have started management and supervisory development programs, (b) whether internal advancement in supervisory and management positions has increased, (c) whether turnover in these positions has been reduced, (d) whether increased training for all levels of employees and increases in departmental budgets for training occur, and (e) whether training and employee development increasingly becomes job

related and results oriented, and accordingly, more acceptable to management and employees alike.

More immediate evaluations could be made in terms of the following items related to the sub-goals.

- (a) Top Administrative Support
 - Number of department heads actively participating in executive workshops.
 - Number of subordinates participating in supervisory development training activities.
 - Number of department heads who give written commitment to training and development.

- (b) Basic Supervisory Training
 - Attitude change as measured by pre and post training testing on attitude scale, or similar device.
 - Employee rating of supervisor's performance using work connected measures related to course objectives.
 - Extent to which supervisors plan and provide for training and development of their employees.

- (c) (1) Diagnosis of Needs
 - Number of departments using diagnostic system.
 - Number of departments using training model.
 (2) Work Experiences and Modular Training
 - Extent to which training has resulted in savings in time or money.
 - Evidence of other kinds of improvement in job performance by supervisor or his employees.
 - Extent to which supervisors use self-instructional materials related to their individual diagnosed needs.

- (d) Organizational Development and Management by Objectives
 - Number of organizational development projects undertaken or requested.
 - Extent to which management by objectives, or similar management systems, are undertaken. Evaluation of quality of objectives developed.

- (e) In-house Capability for Supervisory Training
 - Number of persons trained to teach basic supervisory training or modular training programs and number of courses they have taught.

THE UNIVERSITY OF IOWA

IOWA CITY, IOWA 52240



December 1, 1972

Institute of Public Affairs
Area 319: 353-3270

Mr. Wallace L. Keating, Director
Merit Employment Department
Grimes Building
Des Moines, Iowa 50319

Dear Wally:

This is in reply to Irv Shapiro's suggestions concerning the IPA project applications for the coming year.

My remarks will be directed primarily at Project 4-- "Development of Managers and Supervisors in State Government"-- but I will also comment briefly on (1) what I see as the Merit Employment Department's role in training for the coming year (see the point made at the top of page 3 of Irv's remarks) and (2) what I see as a major purpose of Project 3.

Length of Project 4

Project 4 should be a continuing project. It may take as long as three years to set up the kind of supervisory and management development program for state government that we envision. But the program should be well established by that time, and should be able to function well then.

Time Frames, Number of Trainees and Trainers, and Instructors

It was not possible at the time that this project application was written to develop time frames and estimates of numbers of persons to be served by the program. It took considerable time to conceptualize the project in the form it was submitted--to set immediate and long-term goals and to tell what needed to be done to get this project started in Iowa state government.

Frankly, we tried to "think BIG" in putting this project together. We may not be able to achieve all the goals, but we need to give it a try and to think imaginatively at this stage.

Mr. Wallace Keating
December 1, 1972
Page two

This means that there will have to be planning time permitted during the project itself. As those plans are made, we can keep Irv informed as to time frames, numbers of persons to be served, how we plan to go about getting the job done, and other things he asked about. But the program is not set; it will have to unfold, always aiming at the goals and objectives we have already set. We need flexibility in plans and financing at this stage. -- This does not mean that there will be a long delay before training begins; for example, we think the basic supervisory training can be started early in 1973.

The main point is that without IPA help we could not get started now on this kind of comprehensive program. With that help, however, we can now make solid plans, get commitments, get departments involved, and move in the direction of upgrading supervision and management in every way possible through training and employee development techniques.

Top Level
Time of Commitments

Everything possible will be done to get early commitments from top management (Governor's statement, support of department heads). Hopefully this can be done by January or February. The reason that the date July, 1973, was given as a target date for item "a" on page 3 is that the top level administrative workshop may have to be scheduled in May or June because top department heads are likely to be reluctant to attend a workshop while the legislature is in session, which starts in January.

Further Breakdowns of the Budget

Regarding the budget for Project 4, the types of expenditures involved in the travel cost estimates are known, but the breakdown must be kept flexible at this stage. The same is true for the contractual and consulting services costs. Under travel, most of the travel expense would be for persons who will become trainers, for persons attending special management and supervisory training that cannot be provided in-house, and for Institute of Public Affairs staff. There will also be some travel money used for consultants.

Under contractual and consulting services, the bulk of the money would be for payment of instructors for courses, payment of tuition for training the trainers, payment of tuition for supervisors and managers for specialized training that cannot

Mr. Wallace Keating
December 1, 1972
Page three

be provided in-house. Other expenses in this category will be the costs of an executive development seminar, some consulting fees for program and course development, and rental for space for holding courses when such space is not available in the State House complex.

--I was not clear where the \$8,000 for course materials should be budgeted. In our final application, we can put it under "Other Direct Costs" rather than "Equipment".

Training Roles of Merit Employment Department

Regarding the role of the Merit Employment Department in training under Project "3", we feel that Project 4 can be most successful if some of the Merit Employment staff time for Project 3 can be used to facilitate Project 4. However, the role of the Merit Employment Department regarding training should be broader than just being concerned with supervisory and management training as contemplated in Project "4". It should be concerned with facilitating many types of training in state government. It should be assisting departments in finding resources, determine training needs, providing better orientation programs, etc. for a wide range of employees.

A Major Purpose of Project 3

There is one other point concerning Project 3 that we should be sure Irv understands. The kinds of activities that took place this past year and that are planned for the coming year are aimed at developing certain functions in the Merit Employment Department that very likely would not have been possible without IPA assistance. Last year it was largely recruitment and selection that was emphasized. This year, more attention will be given to affirmative action and training. I will agree that to the extent possible specific tasks and goals should be set for this project (so that there is direction and so that there can be some measurement of the results), but I think that the important thing is that these functions be firmly established now and for the future to help state departments. *A good start was made last year.*

Sincerely,

Clayton

Clayton L. Ringgenberg
Associate Director

CLR:tk

Appendix C

PROGRAM OR PROJECT BUDGET

Program or Project Title: Development of Managers and Supervisors in State Government

I. FUNDING OF CURRENT-YEAR COSTS	1. ESTIMATED FEDERAL FUNDS UNUSED FROM PREVIOUS PERIOD	2. NEW FEDERAL FUNDS REQUESTED	3. NON-FEDERAL FUNDS APPLIED	4. TOTAL CURRENT-YEAR BUDGET
Dec. 1, 1972- Nov. 30, 1973	\$ None	\$ 44,135	\$ 15,954	\$60,089

II. DETAIL BUDGET (Current-Year)		
A. Direct Costs:		
1. PERSONNEL:	FULL-TIME OR PART-TIME (INDICATE %)	DOLLAR AMOUNT OF COST
a. Position Title and Annual Salary of Project Director		
Associate Director, Institute of Public Affairs	One-fourth	\$ 4,550
b. Total Number of Administrative, Professional and Technical Staff: <u>3</u>		
Personnel Development Coordinator	One-half	5,250
Personnel Development Coordinator	One-sixth	1,750
Personnel Development Coordinator	One-sixth	2,400
c. Total Number of Clerical and other Support Staff: <u>1</u>		
Secretary	One-fourth	1,380
Fringe Benefits (If direct cost) <u>15% of Salaries</u>		2,300
		Subtotal: \$ 17,630
2. TRAVEL:		2,000
3. EQUIPMENT:		8,000
4. CONTRACTUAL AND CONSULTING SERVICES:		27,000
5. OTHER DIRECT COSTS:		400
		Total Direct Costs: \$ 55,030
B. Indirect Costs:		5,059
(1) <input checked="" type="checkbox"/> Rate not established under Office of Management and Budget Circular No. A-87, but negotiated with the Commission at <u>33%</u> % of <input checked="" type="checkbox"/> Salaries and Wages, or <input type="checkbox"/> Allowable Direct Costs		
(2) <input type="checkbox"/> Rate negotiated under OMB Circular A-87 at _____ % of <input type="checkbox"/> Salaries and Wages, or <input type="checkbox"/> Allowable Direct Costs		
		Total Project Budget: \$ 60,089

Appendix C

III. SOURCE OF NON-FEDERAL SHARE (Current-Year)	
1. From Grantee Resources (Show source by budget category)	\$
Salaries	10,780
Fringe Benefits	1,617
Indirect Costs	3,557
2. From Other Sources	\$
None	
Total:	\$ 15,954

IV. BUDGET ESTIMATES FOR THE PROGRAM OR PROJECT AFTER FIRST-YEAR				
	2ND YEAR	3RD YEAR	4TH YEAR	5TH YEAR
Total Program Budget After First-Year	\$ 60,000	\$ 50,000	---	---

V. FURTHER DISCUSSION	
Equipment	
(Printing and purchase of course materials)	\$ 8,000
Contractual and Consultants	
(Instruction, consultation on course development, space, tuition for courses, and other costs to provide programs)	27,000
Other Direct Costs	
Long distance tolls	100
Supplies	200
Printing	100
	<hr/> \$ 35,400

PROJECT NARRATIVE STATEMENT

1. Descriptive Title of Project. Manpower Management Training and Technical Assistance Program.
2. Priority Ranking of Project. The Iowa State Plan for implementation of the Intergovernmental Personnel Act of 1970 (adopted November, 1971) places highest priority on projects which: (1) are intergovernmental in nature; (2) are designed to upgrade skills of local policy making and administrative officials; and (3) will provide continuing and long-range benefits. This project is (1) designed to involve and serve all 952 cities and towns in the state (subject to the practical limits of resources available); (2) will be directed to both elected policy making officials and administrative personnel; and (3) will result in the development, installation and training in the use of organizational and management concepts and practices which will be of lasting value.
3. Project Director. R. E. Hays, Executive Director, League of Iowa Municipalities, 444 Insurance Exchange Building, Des Moines, Iowa 50309. Telephone (515) 288-2119.
4. Need for Project. Iowa is primarily a state composed of small towns and medium-sized cities with only a few larger cities as indicated in the table below.

POPULATION OF IOWA CITIES & TOWNS

<u>No. of Units</u>	<u>Population Range</u>
505	0 - 500
308	501 - 2,000
112	2,001 - 10,000
27	10,001 - 201,000 (max)

A. It is obvious from the above that only a handful of these communities are of a size that enables them to recruit and retain adequately trained and experienced professionals. The majority are also so small as to preclude the economic utilization of private consultants.

It is therefore imperative that trained, experienced and competent professional assistance and guidance be made available through joint action or cooperative programs such as proposed herein.

The availability of IPA assistance comes at a most fortuitous time in the history of Iowa municipal government. For years local officials have been severely hampered in their ability to organize and operate municipal government to effectively meet the challenges of an urbanizing society. The dead hand of the past in the form of the "Dillon Rule" had too long prohibited the use of modern and responsive policy making and management techniques.

In 1968 a constitutional amendment granted "home rule" to Iowa cities and towns. In 1972 the Iowa General Assembly substantially repealed the antiquated mass of law that had so severely limited local authority and prerogatives and substituted therefor a new and modern City Code of Iowa (Chapter 1088, Acts of the 64th General Assembly).

No longer will municipalities be dependent upon and restricted to the minutia which had existed in the state law. They are now empowered to develop and establish their own governmental structure; their own body of basic law and their own administrative procedures and codes as they deem necessary and appropriate to meet the needs of their constituents.

The freedom granted by the home rule amendment and the new city code carries with it the obligation for responsible action and the opportunity for innovation and experimentation.

Under the terms of the new City Code of Iowa each city and town must, by July 1, 1974, develop and adopt the following:

- (1) A charter establishing its form of government.
- (2) A procedure for codifying its local ordinances at least once each five years.
- (3) Local administrative procedures and codes.

In addition:

- (4) Passage in 1972 of the Iowa Occupational Safety and Health Act will also require cities and towns to become familiar with the provisions and regulations of that Act and to develop programs for compliance therewith.
- (5) There is a continuing need to identify functions amenable to inter-governmental action and assist in the development and implementation of joint agreements in such functions.
- (6) Even with the increasing degree of simplification of the federal grant process there is still a great demand for information, training and assistance related thereto to enable local officials to maximize the potential of such federal programs.

B. Only a few of the twenty-seven cities having a population over 10,000 people currently have in their employ a professional personnel officer. One of the conclusions developed as a result of Project 1 of Iowa's first-year program under IPA was that in the competition for allocation of scarce resources at the local government level improved personnel administration did not rank sufficiently high on the priority scale in the minds of city councils to receive funding adequate to employ a personnel officer.

5. Results or Benefits Expected.

A. It is anticipated that through the fully coordinated activities encompassed in this project and other programs of the League of Iowa Municipalities, the universities and the State Division of Municipal Affairs that the following will be accomplished:

- (1) A substantial number of cities and towns will have reviewed their form of government; determined appropriate modifications of present form and adopted new charters.
- (2) An economical procedure and system will have been developed for the modernization and codification of local ordinances with local attorneys and city clerks trained and assisted in the use of this system thereby enabling a number of new and modern city codes to be completed and adopted.
- (3) In conjunction with the review of governmental structures and development of local codes in 1 and 2 above, improved administrative codes and procedures

will be developed and adopted.

(4) A source of information, interpretation and compliance assistance will be available with respect to OSHA.

(5) There will be an increased awareness of the benefits of intergovernmental cooperation and an increase in the actual number of joint ventures in such fields as purchasing, solid waste disposal, planning, law enforcement, personnel administration, etc.

(6) More communities will be informed as to the nature and scope of Federal aids available; better able to prepare acceptable applications and properly administer approved programs.

B. It is expected that the availability of "start-up" or "seed" money through IPA will result in the establishment and professional staffing of personnel offices in up to three cities not now having such offices.

6. Approach and Timetable. Project supervision and policy guidance will be provided by the Board of Directors of the League of Iowa Municipalities through their Executive Director. Immediate supervision and program development will be the responsibility of the League's Assistant Director for Technical Services. Additional personnel will be secured providing the equivalent of one professional (a municipal management specialist) and one secretary at one-half time. Extensive field and on-site training and consultation by the municipal management specialist will be backed up by additional professional and clerical support presently available in the League office.

The training and assistance proposed herein is envisioned as a continuing program extending, with appropriate modifications, for a number of years.

Professional recruitment efforts have been initiated, orientation plans developed and preliminary work programs designed. The project should be fully operational within thirty days of final approval.

7. Project Evaluation. Evaluation of this project will be undertaken on a continuing basis by the League Board of Directors and Executive Director.

Objective criteria to assist in evaluation may consist of reports indicating the number of local charters prepared and adopted, number of city codes completed or undertaken, administrative codes prepared and adopted, informational pieces prepared, type and number of personnel trained, etc.

Subjective evaluation may be secured from local officials, state agencies and others involved through questionnaires and interviews.

MEETING OF THE EXECUTIVE BOARD OF THE
LEAGUE OF IOWA MUNICIPALITIES
HELD AT THE SUNNYSIDE GOLF AND COUNTRY CLUB,
WATERLOO, IOWA, ON WEDNESDAY, OCTOBER 25, 1972

MEMBERS PRESENT: Mayor L. J. "Sam" Wise, President, Altoona
Mayor Lloyd Turner, Vice President, Waterloo
Mayor Richard D. Johnson, Immediate Past President, Sheldahl
City Administrator Charles W. Coates, Director, Muscatine
Attorney R. N. Russo, Director, Dubuque
Mayor Pro Tem Jerry C. O'Sullivan, Director, Sioux City
Councilman Howard E. Hilburn, Director, Chariton
Mayor Stuart N. Smith, Director, Ames
Mayor Raymond Bumann, Director, Schleswig
Mayor Joseph B. Katelman, Director, Council Bluffs
Councilman Robert L. Rasmussen, Director, Fairfield
Mayor George M. Strayer, Director, Hudson

MEMBERS ABSENT: City Clerk Virtus J. Clasen, Director, Bellevue

ALSO PRESENT: R. E. Hays, Executive Director
R. W. Harpster, Administrative Assistant
Councilman Loren Hickerson, Past President, Iowa City
Mayor Chester Lee, Past President, Clarinda

President Wise called the meeting to order at 10:30 p.m.

Letter of resignation from Mayor Jackie R. Holder, Director, LeClaire, was received and accepted.

Robert E. Hays, Executive Director, opened the discussion by explaining the current status of grant applications for money through state I.P.A. funds. It was explained that this money may be available to improve and expand services to the League's member communities.

Discussion followed and after a series of questions and answers concerning the League's optimum policy-making potential on the National League of Cities, it was moved by Smith, seconded by Rasmussen that the Executive Board of the League of Iowa Municipalities authorize the Executive Director to proceed with the necessary I.P.A. grant applications needed to implement the proposed "Manpower Management Training and Technical Assistance Program." Carried.

The Board reviewed and discussed the presentations made by Mr. William Prouty, The Prouty Company, Des Moines; Washington National Insurance Company, Evanston, Illinois; and Mr. John Rosensteel of the Aetna Insurance Company of Hartford, on deferred compensation at our September 9, 1972, Board meeting and following a lengthy discussion it was moved by Turner, seconded by Smith that action on deferred compensation be deferred until the first meeting of the newly elected Executive Board. Motion carried.

A discussion on the proposed airport head tax and its impact on the cities of Iowa was discussed in light of the anticipated veto by the President. Following

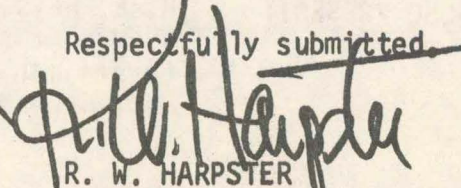
a short discussion it was moved by Coates, seconded by Smith that the League Board and its Executive Director take what action was necessary to encourage the President to veto the prohibition on airport head taxes. Unanimous.

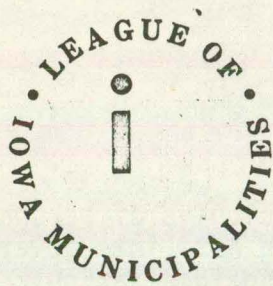
Following a discussion of the current activities of the Iowa State Commerce Commission and the direct impact on municipal government in the State of Iowa, it was moved by Smith, seconded by Katelman that the Executive Director be authorized to receive information from the Commerce Commission and to disburse this information to those individuals or cities that are so interested. The Executive Director was also directed to set up a meeting of the Executive Board with the Commerce Commission or its representatives at the earliest possible opportunity.

Because of the lateness of the hour and the amount of unfinished business that was still before the Board, it was decided to set the next Board meeting within the month to discuss and re-evaluate developments at that time.

Moved by O'Sullivan, seconded by Coates that the meeting be adjourned. Carried.

Respectfully submitted.


R. W. HARPSTER
Administrative Assistant



The Voice of Iowa's United Towns and Cities
444 Insurance Exchange Bldg. • Des Moines, Iowa 50309 • Ph. 515-288-2119

November 25, 1972

Mr. W. L. Keating
Director
Merit Employment Department
Grimes State Office Building
East Fourteenth & Grand
Des Moines, Iowa 50319

12-1-72
OK - FILE INV. S.
BECOMES PART
OF PROJECT
MANPOWER Mgt. TRN.
& TECH. ASST.
PROGRAM.

Dear Mr. Keating:

In accordance with your request of November 20, 1972, we submit the following for attachment to the Iowa application for IPA projects as requested by Mr. Shapiro in his letter of November 15, 1972.

We will respond to Mr. Shapiro's comments on Project 7 beginning on page 5 of his letter in the order of their appearance.

Comment No. 1. (1) Relation of Project 7 to NLC/USCM Pilot Project and Iowa Project No. 2 (Local Government Personnel Center). The work program for all three projects -- the NLC/USCM Project, the Local Government Personnel Center Project, and the Manpower Management Training and Technical Assistance Program under specific consideration were instigated and substantially developed by the Executive Director of the League of Iowa Municipalities. The three projects were very carefully structured and delineated so that each could stand independently and yet when considered concurrently present a totally integrated approach to providing sorely needed assistance to Iowa local governments in those areas of greatest concern and with the greatest potential for demonstrable improvements in the administration of local government.

Full and complete coordination of the efforts undertaken in each of the three programs is assured by virtue of the Executive Director of the League being the program manager for the NLC/USCM Project and Project No. 7 under the Iowa program and his participation as a member of the Board of Directors of the Local Government Personnel Center under Iowa Project No. 2.

The relationship of the projects may simply be stated as follows: Iowa Project No. 2 (the Local Government Personnel Center) is designed exclusively to improve local government personnel administration by providing technical assistance and training and those functions normally considered under the broad heading of personnel administration.

(2) Iowa Project No. 7 (Manpower Management Training and Technical Assistance Program) contemplates only incidental, if any, involvement in the general field of personnel administration. Rather, its thrust is directed to the other basic municipal management

problem areas of structure, law, administrative procedures (exclusive of personnel procedures), compliance with the Occupational Safety and Health Act (intergovernmental cooperation) and knowledge of federal assistance programs and administration.

(3) The NLC/USCM Project will address itself to the fiscal management of local government.

Although each of the above three projects is, and can be operated as, an independent entity, our experience over the last fifteen years provides solid evidence that the only realistic approach is a total, coordinated approach to the problems facing over 700 small communities in Iowa. We are enclosing a photocopy of a newspaper report of the comments of Floyd Hyde, Assistant Secretary of HUD, at the National League of Cities' meeting last year describing the need for a "general practitioner" if we are going to solve the problems of our cities. It was these comments by Mr. Hyde that led us to exploring the possibilities of somehow making it possible for the hundreds of local officials in Iowa to become competent "general practitioners."

Comment No. 2. Eligibility of Activities A-1, A-3, and A-5. Each of the activities under paragraph (a) of Section 5 contemplates the training of local administrators and professionals in the indicated subject areas. Again, our experience over the last fifteen years has proven the futility of relying on the traditional training concepts of workshops, seminars, extended extension courses, etc. When full consideration is given to the educational level, experience, background, and tenure of the vast majority of local officials in Iowa one realizes that such traditional training efforts are not adequate. In effect, a one-to-one training situation is absolutely essential. We do not by any means wish to imply that traditional group training efforts should be discontinued or diminished. On the contrary, an increased level of such training activities can be extremely helpful. Once again, coordination of training efforts is essential. That coordination and cooperation is present in Iowa as a result of the extremely close working relationships developed over the years between the universities the area colleges, various state operating departments and the League of Iowa Municipalities. There will be no duplication of effort, but a coordinated, complementary training effort.

With specific reference to Item A-1, the new Iowa City Code requires all 952 cities and towns in the State of Iowa to adopt a charter by July 1, 1974. We feel safe in saying that in 900 of these communities no local official knows what a charter is, the options available to them, the procedures required to develop a charter, or where to get such information. A city's charter is its basic document upon which all the rest of its structure, functions and activities is built. It is a city's constitution. We do not in this element anticipate actually writing a charter for a community; rather we anticipate providing the information and guidance necessary for the locally elected officials to perform their statutory obligations.

Item A-3 "Administrative Codes and Procedures" is a second level of building blocks undergirding the functions and activities of a city. Again, the "Home Rule" concept and new City Code of Iowa have stripped from state law the mass of stipulated administrative procedures and guidelines which our communities have used for the last 100 years. As soon as possible after July 1, 1974, it will be necessary for each Iowa city or town to have developed its own administrative procedures and codes to

supplant those previously mandated by state code. Once again we recognize that it is totally unrealistic to think that the state or the League of Iowa Municipalities will be able to actually prepare all of these necessary documents. Rather, it is our intent to provide training and assistance to local officials so that they may perform effectively and properly.

Item A-5 (Intergovernmental Cooperation). Iowa has had one of the best intergovernmental agreements acts applicable to state and local governmental units since 1967. The tremendous potential benefits of such joint activities have not been realized because local officials are unaware of the act, confused by prescribed procedures and frankly too preoccupied and harassed to fully utilize the powers granted. It is our intent in this project "to spread the word" as to the benefits of joint agreements, to perhaps develop some model agreement forms, and to assist local officials in understanding and utilizing our intergovernmental agreements act.

Comment No. 3. Item 5B (Establishment of Personnel Offices). The intent of this element was to encourage individual cities not now having in their employ a professional personnel officer responsible for a formal personnel function to take action in that direction. Each of the 27 cities over 10,000 population not now having a full-time personnel officer will be invited to submit a proposal for consideration under this element. Those cities which submit proposals which indicate the greatest continuing commitment on the part of the city to establish and operate a professional personnel office would be recipients of available funds. Although hesitant to state that those communities which agree to commit the largest number of local dollars to go along with the IPA "seed money" would be the recipients, that would certainly be a major indicator of the desire and commitment of those communities to the objectives embodied in the intergovernmental personnel act for improving local personnel administration. A second major criteria would be the commitment to continue the local personnel function at the same, or increased, activity level following the completion of the grant period. The full range of personnel activities is envisioned; i.e. recruitment, selection, promotion, classification, pay plans, rules and regulations, etc.

Comment No. 4. Section 6 (Approach and Time Table). We find it extremely difficult to attempt to establish specific target dates for each of the activities contemplated with exception of Item 5B. We would project that with respect to 5B that proposals from cities could be received within 30 to 60 days of the announcement of grant availability and the determination of recipients made and contracts entered into within another 30 days. The program would, of course, terminate at the conclusion of the grant period. Each of the other items can be initiated almost immediately with the rate of completion highly dependent upon the competence and drive of the officials in each city involved. For planning purposes we have estimated that Items 5A (1, 2, and 3) will require three to six meetings each with local officials over a time span of several months as dictated by their meeting schedules and ability to assimilate and perform the necessary local work.

Item 5A (4) will be on a "response" basis with inquiries generated from local communities and directives from the State Labor Commissioner which trigger action on our part. Items 5A (5 and 6) will be both on a response basis as well as integrated into other activities under this program and other activities of the League.

We do not have any experience which will provide us the reasonable base upon which to make realistic estimates of time requirements at this time. We feel confident that

Mr. W. L. Keating
November 25, 1972
Page 4

within the first quarter we will have gained enough experience that at that time we could submit, if desired, a more detailed projection of a time table.

Comment No. 5. (Budget Estimates). Budget estimates were developed as follows: travel expenses were based upon an estimated 25,000 miles reimbursed at 10¢ per mile, lodging for two nights per week for 50 weeks and meals at \$7.00 per day assuming the equivalent of three full days per week in the field. Space rental was calculated upon the cost to rent an additional 160 square feet in the same office building in which the League offices are currently housed to provide room for an additional secretary and the additional professional staff members.

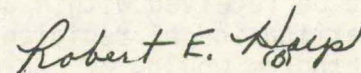
The contractual and consulting services item was developed for Item 5B and anticipates grants of \$5,000 to each of three cities plus the required local match. We will admit to the degree of uncertainty as to how to handle this element of the application and would, of course, welcome suggestions as to how to more properly account for this element.

Comment No. 6. The principal qualification for the professional position contemplated will be extensive experience in responsible municipal management positions in Iowa. Our experience and appraisal of the needs of Iowa communities has convinced us that in order to provide the training necessary the person filling this position must be able to provide immediate and accurate guidance and assistance while in the field. A secondary, yet almost as important qualification, will be either education or experience in the training field. An advance degree is not considered mandatory as the back-up staff currently employed by the League consists of three individuals possessing masters degrees in public or governmental administration.

Please accept our apologies for not re-writing the application so that we had a nice, neat proposal. However, the urgency of need and the press of time weighs heavily.

If we can provide any further clarification or elaboration, please do not hesitate to call upon us.

Cordially,



ROBERT E. HAYS
Executive Director

REH:bjs

Enc.

'general practitioner' for urban ills recommended

Cities will never solve their monumental urban problems if they continue to rely on "specialists" for every problem, according to Floyd H. Hyde, an assistant secretary of the U.S. Department of Housing and Urban Development.

Hyde's recommendation is that city government leaders take a strong leadership role in coordinating the specialists and assimilating innovative programs for institutional change, such as Model Cities.

Hyde is assistant secretary for Model Cities and governmental relation.

SPEAKING at a Congress of Cities workshop on institutional change in city government, Hyde said such problems as housing cannot be solved just by building more houses, which is what housing specialists recommend.

"We have to examine the whole range of symptoms and causes of substandard housing and what caused housing to deteriorate in the

first place, or we simply will be building the same problem all over again," he said.

Hyde said the proliferation of urban specialists has caused a breakdown in communications, because the specialists often fail to recognize they are part of a team working on various parts of the over-all problem.

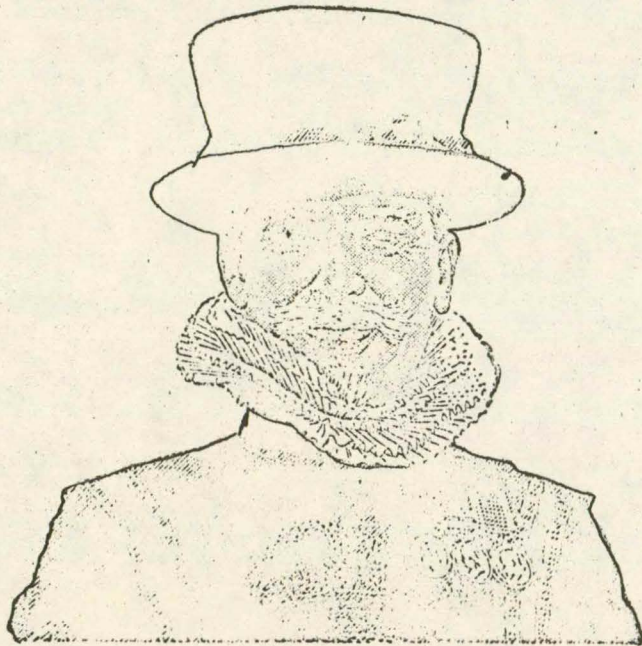
"IF WE ARE ever going to revive our cities, we need to have the good old family doctor again," he said. "It's up to the generalist to provide this role and take leadership, and that usually means it's up to the mayor."

Hyde had some unkind words about the U.S. Office of Economic Opportunity and its community action programs, which he said intended to effect change but failed.

The problem with OEO, he said, was that it did not integrate with existing local government agencies, and did not give government officials any voice over the spending of money.

"THE AGENCIES didn't trust the local governments, and decided to do the jobs themselves," Hyde said. "The government officials then said 'fine, do them yourself and leave us alone.' The result was no institutional change."

He said the same thing almost happened in Model Cities, but the program was saved and made more effective through involvement of city officials in the decision-making process, with meaningful citizen participation.



First name
for the martini
Enjoy the



PROGRAM OR PROJECT BUDGET

Program or Project Title: Municipal Manpower Management Training & Technical Assistance Program

I. FUNDING OF CURRENT-YEAR COSTS	1. ESTIMATED FEDERAL FUNDS UNUSED FROM PREVIOUS PERIOD	2. NEW FEDERAL FUNDS REQUESTED	3. NON-FEDERAL FUNDS APPLIED	4. TOTAL CURRENT-YEAR BUDGET
	\$ -0-	\$ 38,008	\$ 12,670	\$ 50,678

II. DETAIL BUDGET (Current-Year)

A. Direct Costs:

1. PERSONNEL:	FULL-TIME OR PART-TIME (INDICATE %)	DOLLAR AMOUNT OF COST
a. Position Title and Annual Salary of Project Director Executive Director, League of Iowa Municipalities \$24,752	5%	\$1,238
b. Total Number of Administrative, Professional and Technical Staff: <u>3</u>		
1) Assistant Director, League of Iowa Municipalities \$16,000	25%	4,000
2) Admin. Assistant, League of Iowa Municipalities 13,200	15%	1,980
3) Urban Management Specialist 10,800	100%	10,800
c. Total Number of Clerical and other Support Staff: <u>1</u>		
Secretary \$5,000	50%	2,500
Fringe Benefits (If direct cost)		1,630
Subtotal:		22,148
2. TRAVEL:		5,050
3. EQUIPMENT:		975
4. CONTRACTUAL AND CONSULTING SERVICES:		20,000
5. OTHER DIRECT COSTS:		2,505
Total Direct Costs:		50,678
B. Indirect Costs:		-0-
(1) <input type="checkbox"/> Rate not established under Office of Management and Budget Circular No. A-87, but negotiated with the Commission at _____ % of <input type="checkbox"/> Salaries and Wages, or <input type="checkbox"/> Allowable Direct Costs		
(2) <input type="checkbox"/> Rate negotiated under OMB Circular A-87 at _____ % of <input type="checkbox"/> Salaries and Wages, or <input type="checkbox"/> Allowable Direct Costs		
Total Project Budget:		91 \$50,678

III. SOURCE OF NON-FEDERAL SHARE (Current-Year)		
1. From Grantee Resources (Show source by budget category)		\$
Personnel Salaries	\$7,218	
Other Direct (rent, eqpt.)	452	7,670
2. From Other Sources		\$
Subcontractors	\$5,000	5,000
Total:		\$ 12,670

IV. BUDGET ESTIMATES FOR THE PROGRAM OR PROJECT AFTER FIRST-YEAR				
	2ND YEAR	3RD YEAR	4TH YEAR	5TH YEAR
Total Program Budget After First-Year	56,000	61,500	80,000	90,000

V. FURTHER DISCUSSION		
Equipment:		
1 - Dictation equipment	\$475.00	
1/2 - Typewriter	280.00	
1/2 - File cabinet	75.00	
1/2 - Steno desk and chair	<u>145.00</u>	
	\$975.00	\$975.00
Direct Costs:		
Telephone	\$975.00	
Supplies	400.00	
Postage	600.00	
Space rental	460.00	
Law books	<u>70.00</u>	
		\$2,505
Contractual Costs:		
Up to three cities will subcontract with the League of Iowa Municipalities to establish and staff a professional personnel office in each city.		\$20,000

JURISDICTIONS COVERED BY THIS APPLICATION

1. Legal Name of Each Jurisdiction and Projects applying to that Jurisdiction.

Project services will be made available to all incorporated cities and towns.

2. The following documentation of agreement or authority for coverage of these jurisdictions is attached (please list):

See attached copy of minutes of League of Iowa Municipalities Board of Directors authorizing this application.

This application does not cover any jurisdictions other than the applicant.

PROJECT NARRATIVE STATEMENT

1. Descriptive Title of Project: Special course work training for specific skills, orientation and upgrading of state, municipal or county employees, as the needs are determined and demonstration made for utilization. Determination will be made by a committee consisting of:

- a. Donald L. Cleveland, Executive Director, Iowa State Association of Counties, Des Moines, Iowa.
- b. Robert E. Hays, Executive Director, League of Iowa Municipalities, Des Moines, Iowa.
- c. Maurice Baringer, State Treasurer, State of Iowa, Member of the Executive Council of the State of Iowa, Des Moines, Iowa.
- d. Clayton Ringgenberg, Associate Director, Institute of Public Affairs, University of Iowa, Iowa City, Iowa.
- e. Paul Lowery, Superintendent, Des Moines Area Community College, Des Moines, Iowa.

2. Priority of Ranking Project: This project would have a high priority for two reasons:

- a. It will serve as an adjunct to the project for the "Development of Managers and Supervisors in State Government". As this project is developed and implemented there will be an increasing awareness of further needs for specific types of, or modules of, advanced supervisory training in various areas. These will not be necessary on an overall basis, but will

be necessary for supervisory and management personnel who have completed the basic supervisory course work; e.g. modules for in service training, motivation, use of service reviews and evaluation and utilization of personnel. Further, it is indicated, from past experience, as supervisors are trained they will become more aware of specific training needs or upgrading of skills for their subordinate personnel. There needs to be an avenue to take care of these needs which cannot be definitely determined at this time.

b. The Resource, Information and Development Center within the central personnel unit, as part of their duties, will be directly involved in the aforementioned project (a. above), as well as ancillary informational sources. From these it will become evident for the utilization of various sources or needs; e.g. a Federal course through the Civil Service Commission may demonstrate need and interest to state, local or municipal units, but there is a problem of funds for course fees; a special course in new aspects of Municipal and County Home Rule may show the need for orientation to newly elected officials; special short course (key punch training) needs may develop that should be implemented but can only be accomplished through use of I.P.A. funds; study materials (how to take tests, short course in taking tests, etc.).

3. Project Director: W. L. Keating, State Merit Employment Director.

4. Need for Project: This project is in effect a pilot for future implementation of specific course skill and upgrading on an expanded basis. Last year's project to determine the needs of State government in the area of training, revealed specific course skill needs in various areas, but more importantly verified the need for training of middle management personnel and supervisors. Without this training and utilization, the recognition and utilization of various training courses would not accomplish the desired results. Training just for training's sake, without acceptance, support and utilization, is a waste of time and money all too often. To institute a training course without background and study would be of little use. At this time we do not have the informational sources developed for such utilization. However, we know such needs are present and will become evident as the projects are pursued and intermeshed. It is necessary that we have the ability to satisfy these needs on a pilot basis for study, effectiveness and expansion.
5. Results and Benefits Expected: The most tangible results to be expected would be the ability to implement particular course skill training, upgrading and orientation as these became evident for the most advantageous use of funds. And, the use of funds in the pilot projects to determine methodology for expansion into specifics other than supervisory and management training. In addition, we would have the ability to project and approximate how many special needs for consideration would or could be normally expected.

6. Approach and Timetable: It is expected the project would be started as of January 1, 1973, and would be ongoing within the concept outlined. Suggestions and needs for various use of monies for course, facilities, personnel, etc. would be submitted to the Committee for determination of acceptance and priority as they were evolved. The Committee's review and selection would be determined within the following criteria:

- a. Requests will be accepted for consideration only from units of state, municipal or county government or sub-divisions thereof.
- b. The project will be publicized to such units through the facilities of the Iowa State Association of Counties, the League of Iowa Municipalities and the I.P.A. Resource, Information and Development Center of the Iowa Merit Employment Department.
- c. Each applicant for funding will be required to submit:
 1. The need for funds for the specific training assistance proposed.
 2. The reason why such training cannot be accomplished through their own funding; there are no other federal programs or other funds available for such specific training assistance; what funding or other sources the unit will provide, such as travel, per diem, etc.

3. The specific results and benefits that can be expected from the training assistance requested including, but not limited to, the number of personnel involved, the classification or position they occupy, how the training will be utilized, others that may be benefited, the importance of such assistance within the unit, etc.
 4. How the training assistance will be evaluated by post determination of effectiveness. This will include, as a minimum, a written statement of evaluation of the training assistance received by the trainee or trainees and a written statement from each supervisor of the trainee of evaluation of the training assistance received.
 5. The designation of a person who will be responsible for accountability for funds granted and furnishing such information and compliance as is needed.
- d. The types of training assistance approved for funding would be restricted to the purposes contained within the Intergovernmental Personnel Act and all funding approvals by the Committee would certify that training assistance funded is eligible for I.P.A. financial assistance. To insure such purposes and certification, all selections

tentatively made by the Committee will be submitted to the Grants Manager, I.P.A., St. Louis Region, U.S. Civil Service Commission, for review and comment before final approval of funding is made by the Committee.

The project would not be related to other federal grants, nor will federal funds be utilized for payment of state, municipal or county cost share.

7. Project Evaluation: Evaluation will be made by the Committee and the Project Director on a continuing basis by review of:
- a. The number of requests submitted to the Committee for their consideration.
 - b. The number of requests funded.
 - c. The actual utilization of training assistance funded - did the training actually accomplish that for which it was approved; to what degree?
 - d. Related skill or upgrading course training to be considered for expanded implementation.
 - e. How effectively can this project method handle a specific "one-shot" impact in areas which may be contemplated in the overall picture of training.
 - f. The effectiveness of training funded in relation to the use of facilities, instruction, preparation, availability.

g. Overall evaluation of training assistance funded for:

1. Inclusion of types of training funded on a continuing expanded basis.
2. Communication of training sources, information, costs, programs, etc. to all interested parties.

Appendix C

PROGRAM OR PROJECT BUDGET

Program or Project Title: SPECIAL COURSE WORK TRAINING FOR SKILLS, ORIENTATION AND UPGRADING

I. FUNDING OF CURRENT-YEAR COSTS	1. ESTIMATED FEDERAL FUNDS UNUSED FROM PREVIOUS PERIOD	2. NEW FEDERAL FUNDS REQUESTED	3. NON-FEDERAL FUNDS APPLIED	4. TOTAL CURRENT-YEAR BUDGET
Dec.1,1972 - Dec.1,1973	\$ None	\$ 15,513	\$ 5,000	\$ 20,513

II. DETAIL BUDGET (Current-Year)

A. Direct Costs:

1. PERSONNEL:	FULL-TIME OR PART-TIME (INDICATE %)	DOLLAR AMOUNT OF COST
a. Position Title and Annual Salary of Project Director		
Merit Employment Director \$18,500	5%	925.00
b. Total Number of Administrative, Professional and Technical Staff: _____ None		
c. Total Number of Clerical and other Support Staff: <u>1</u>		
Secretary	5%	350.00
Fringe Benefits (If direct cost)		--
	Subtotal:	\$1,275.00
2. TRAVEL:		None
3. EQUIPMENT:		None
4. CONTRACTUAL AND CONSULTING SERVICES:		None
5. OTHER DIRECT COSTS:		19,238.75
	Total Direct Costs:	20,513.75
B. Indirect Costs: <u>None</u>		
(1) <input type="checkbox"/> Rate not established under Office of Management and Budget Circular No. A-87, but negotiated with the Commission at _____ % of <input type="checkbox"/> Salaries and Wages, or <input type="checkbox"/> Allowable Direct Costs		
(2) <input type="checkbox"/> Rate negotiated under OMB Circular A-87 at _____ % of <input type="checkbox"/> Salaries and Wages, or <input type="checkbox"/> Allowable Direct Costs		
	Total Project Budget:	20,513.75

P R O G R A M A D M I N I S T R A T I V E
C O S T S

The Iowa Merit Employment Department has been designated as the state coordinating agency for the development, administration and coordination of the December 1, 1973 - November 30, 1974 I.P.A. state-wide plan and projects.

During the first year, December 1, 1971 - November 30, 1972, an evaluation of the various projects were made on quarterly basis, both within the individual projects and with the representatives of the U.S. Civil Service Commission responsible for the I.P.A. administration. On Friday, September 27, 1972, a meeting was held by the Iowa Advisory Council at which time an overall report, to that date, was made by each of the project leaders. Also, at that time the Advisory Council authorized a core committee, consisting of Maurice Baringer, Clayton Ringgenberg, Robert Hays, Donald Cleveland, Paul Lowery and W. L. Keating to formulate projects for the Iowa state-wide plan for the period December 1, 1973 - November 30, 1974. This has been done.

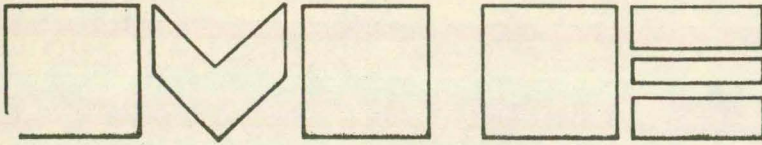
The Merit Employment Director will again be responsible for monitoring the progress of the projects, the submission of project reports, consultation with the U.S. Civil Service Commission staff and handling of the fiscal details of the projects as required. Merit Department Staff will be used to handle the administrative details necessary.

BUDGET

PROGRAM DEVELOPMENT AND PROGRAM ADMINISTRATION COSTS:

Iowa Intergovernmental Personnel Program
December 1, 1972, to November 31, 1973

I. PERSONNEL COSTS:	
Director, State Merit Employment Department Part-time, 1/10	\$1,850.00
Secretarial, Merit Employment Department Part-time, 1/5	<u>800.00</u>
	\$2,650.00
II. OTHER COSTS:	
Travel	\$ 500.00
Auditing, I.P.A. Fund Account (Estimate)	500.00
Telephone	350.00
Postage	300.00
Supplies	250.00
Printing	<u>1,800.00</u>
	\$3,700.00
TOTAL: Costs December 1, 1972 to November 31, 1973	\$6,350.00
Federal Funds requested	\$3,677.58
Non-Federal Funds applied	2,672.42
Merit Employment Department Salaries, Printing time and equipment	
TOTAL BUDGET: I.P.A. Administrative December 1, 1972 to November 31, 1973	<u><u>\$6,350.00</u></u>



IOWA MERIT EMPLOYMENT DEPARTMENT

GRIMES STATE OFFICE BUILDING EAST FOURTEENTH & GRAND DES MOINES, IOWA 50319

November 16, 1972

Honorable Robert D. Ray
Governor
Office of the Governor
State Capitol
LOCAL

Dear Governor Ray,

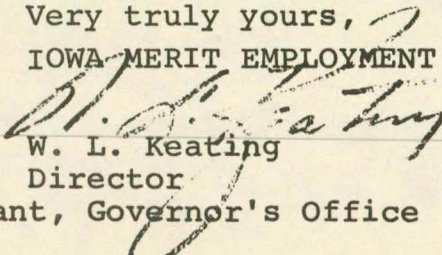
Enclosed are four copies of the grant application for Iowa for the second year of the Intergovernmental Personnel Act of 1970. The application covers the period December 1, 1972 through November 30, 1973.

The grant application presented for your review was approved by the Iowa Advisory Council on Public Personnel Management on November 15, 1972 in a meeting held in the Social Service Conference Room #1, Lucas Building. A previous meeting of the Advisory Council had been held on September 27, 1972 for preliminary planning for the application. A core committee of the Council was appointed to prepare the specific application projects. This core committee consisted of Mr. Robert Hays, Mr. Don Cleveland, Mr. Maurice Baringer, Mr. Paul Lowery and Mr. W. L. Keating. The projects were prepared and mailed to the members of the Advisory Council one week prior to the meeting of November 15, 1972. At the same time, the preliminary draft was submitted to the U. S. Civil Service Commission, Regional Office, I.P.A., St. Louis, Missouri. Tentative approval of the draft was received from Mr. Shapiro, I.P.A. Coordinator on November 15, 1972.

If the submitted grant application meets with your approval, a covering letter should be prepared to accompany two copies of the grant application and submitted to:

Mr. Francis Yanek
Regional Director
U. S. Civil Service Commission
St. Louis Region
Federal Building
St. Louis, Missouri 63103.

Very truly yours,
IOWA MERIT EMPLOYMENT DEPARTMENT


W. L. Keating
Director

cc: Bill Smith, Adm. Assistant, Governor's Office

ecc: Bill Smith

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