

State of Iowa  
Department of Administrative Services  
Human Resource Enterprise

# Review of State Hiring Practices

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**Submitted by:**



**CPS Human Resource Services**

Consulting Services Group  
444 North Capitol Street  
Suite 544  
Washington, DC 20001  
Phone: (608) 536-3590  
Fax: (916) 561-8446  
Tax ID: 68-0067209  
[www.cps.ca.gov](http://www.cps.ca.gov)

Connie Champnoise  
Principal Consultant

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## Executive Summary

The State of Iowa and the Hiring Practices Working Group commissioned this review of the State's hiring practices in response to recent concerns about these practices involving racial discrimination claims against the Departments of Human Services, Transportation, and Iowa Workforce Development.

The State of Iowa should be commended for undertaking this review. The State has a longstanding Affirmative Action Program and commitment to diversity – they instituted their Affirmative Action Program in 1973, and continue their commitment to its success by making the changes necessary to ensure the program is viable and sustainable.

### **Iowa Department of Administrative Services**

In July 2003, the State created the Iowa Department of Administrative Services (DAS) as a way to manage and coordinate the major resources of state government. DAS provides human resource services through an entrepreneurial management model. Entrepreneurial management is a customer-focused approach to delivering services. The customer departments have input about what services and products they want from DAS and in turn DAS is funded by the customer departments through purchases of DAS services and products. DAS looks to offer new and additional services (for example recruitment support and coordination) to various customers on a fee-for-service basis. A customer council is charged with approving the DAS business plan, establishing the rate for services, and reviewing service delivery and complaints.

Under this entrepreneurial model, human resource services are provided by DAS-HRE (Human Resources Enterprise) central staff, 12 DAS-HRE Personnel Officers located at the customer departments, and customer agency staff. The majority of the recruitment and hiring functions are done by the customer (hiring) departments and their staff. Applications for employment are submitted using the BrassRing system with applicants being qualified by DAS-HRE employees. Since the creation of Human Resources Enterprise, DAS-HRE has strived to provide human resource tools to the departments. The Screening Manual and the Supervisor's Manual are just two examples of the resources created for the hiring departments. They also provide Supervisor Training for newly appointed supervisors. Larger departments have dedicated staff assigned to human resource activities. The staff at the departmental level may or may not have a human resources background.

### **Iowa Population and Workforce**

The 2000 U.S. Census indicated that Iowa's population was 2,926,324. According to this census, 92.6 percent of Iowa's population identified their race as white (alone). The non-white alone or minority population (including Black or African American, Asian, Native Hawaiian or Pacific Islander, Hispanic or Latino, American Indian or Alaska Native, two or more races, or some other race) was 7.4 percent.

Iowa's minority population is not uniformly located throughout the State or its 99 counties. Over a third of Iowa's counties have minority populations of 2 percent or less. Several counties did have significant higher minority population including Buena Vista County (17.9%), Woodbury County (16.4%), Muscatine County (14.3%), Louisa County (13.6%), Polk County (13.6%), Scott County (13.4%), Black Hawk County (12.3%), Marshall County (11.9%), and Johnson County (11.2%).

Although Iowa's overall minority population was 7.4 percent (2000 Census), the State's available minority workforce represents a smaller percentage of the total available labor force (see Table 1 below).

**Table 1: Available Iowa Workforce\***

Fiscal Year	% Minority State Workforce		Available Iowa Labor Force	% Non-Min State Workforce	Non-Min Available Iowa Labor Force
<b>2006</b>	<b>5.22%</b>		<b>6.03%</b>	<b>94.78%</b>	<b>93.97%</b>
1-Black	408	2.1%	1.7%	19,246	
2-Asian	232	1.2%	1.4%		
3-Native Am	121	0.6%	0.2%		
4-Latino	268	1.4%	2.3%		
Total	19,726				
<b>2005</b>	<b>5.04%</b>		<b>6.03%</b>	<b>94.96%</b>	<b>93.97%</b>
1-Black	384	2.0%	1.7%	18,234	
2-Asian	225	1.2%	1.4%		
3-Native Am	120	0.6%	0.2%		
4-Latino	239	1.2%	2.3%		
Total	19,202				
<b>2004</b>	<b>5.10%</b>		<b>6.03%</b>	<b>94.92%</b>	<b>93.97%</b>
1-Black	390	2.0%	1.7%	18,222	
2-Asian	225	1.2%	1.4%		
3-Native Am	121	0.6%	0.2%		
4-Latino	240	1.3%	2.3%		
Total	19,198				

\* Note: Data submitted by DAS-HRE.

## CPS Review

CPS' comprehensive review of Iowa's hiring practices focused on the recruitment, hiring, promotion and employee retention processes. Our methodology included the following steps:

1. Reviewing background information, State policies and procedures, applicant flow and employment data.
2. Conducting focus group meetings with six departments' staff and employees to gain their perspective of the processes. Examining the six department's documentation for a representative sample of recently filled positions.
3. Developing and administering questionnaires sent to those departments not participating in focus group meetings; reviewing results.
4. Developing and administering a survey sent to over 6,500 individuals that had recently participated in the state recruitment and hiring process; reviewing results.

## Recruitment

### *General Findings*

1. While racial minority individuals comprise approximately 7.4 percent of the Iowa's population and 6.0 percent of the workforce, 12.7 percent of the applications submitted for employment with the State of Iowa over the last three fiscal years are from minority applicants. The total number of applications from minority applicants has increased each year over this three-year period.
2. Reviewing the number of applications by Equal Employment Opportunity Job Category for the last three fiscal years confirms that there is relatively no difference in the percentage at which applicants identified as minorities and applicants identified as white applied for positions by job category. The Job Categories with the lowest percentage of applications regardless of race/ethnicity were for positions in Protective Services (EEO 04), Skilled Craft (EEO 07), and Service/Maintenance (EEO8).
3. CPS surveyed individuals who recently participated in the State's recruitment and hiring process on their overall satisfaction with the process. On a scale of 1 (very dissatisfied) to 5 (very satisfied), the average overall rating was 3.13. Respondents who identified their race as Black or African American were the least satisfied with the process, with about 15 percent lower satisfaction than respondents who identified their race as white.
4. Almost 80 percent of applications for state employment submitted their applications online; this was similar for all races.

## *Recommendations*

1. **Identify a Recruitment Coordinator.** Recruitment is full-time work that cannot be done as a sideline. It requires concentrated planning, action and follow-up, and it requires proactive effort on the department's part. DAS-HRE is in the process of hiring a recruitment coordinator. The coordinator would maintain recruitment contact lists, share best recruitment practices, contract for recruitment advertising, provide training to departments that do few hires, participate in job fairs or career day programs, create a comprehensive recruitment packet for prospective applicants and colleges and universities, and maintain records of recruitment efforts.
2. **Require departments to complete a recruitment plan.** Requiring departments to complete a recruitment plan will compel the departments to think through the recruitment and hiring process, and identify specific recruitment sources.
3. **Focus on Targeted Recruitments.** Targeted recruitment is a specific effort to recruit underutilized groups. This recommendation suggests actively recruiting minorities for all open positions
4. **Seek collaborative recruiting relationships** with community, academic and governmental groups to improve outreach and access to employment opportunities for minority individuals. Participation and support from community groups and advocacy organizations can help increase the applicant flow of minorities, females and persons with disabilities.

## **Screening and Selection**

### *General Findings*

1. A review of applicant flow data for the three-year period FY2004-2006 found that qualified minority applicants are interviewed less frequently than qualified white applicants (13.46 percent for minorities and 20.24 percent for whites). This would result in fewer opportunities to hire minorities and may support the perception of discriminatory hiring practices.
2. The greatest disparity is between the percent of qualified African American applicants in the qualified applicant pool and the percent of African Americans who were hired. While African Americans constituted 6 percent of the total qualified pool, they represented no more than 2.8 percent of the total hires for the years FY2004-06. In comparison, whites were 88 percent of qualified applicants, but were 91 percent of the total hires.
3. This statistic appears to arise from the process between the referral step and the interview step (African Americans were reduced from 5.95 percent referred to 3.47 percent interviewed of the total applicant pool for FY04-06 combined), and the process between the interview step and the hire decision (African Americans were reduced to 2.82 percent while whites increased to 91.52 percent). Since the total rates for whites were consistent at 91 percent for both interviews and hires, it appears that the actual personnel decisions may create a rebuttable inference of adverse impact.

4. Departments that have underutilized classes are not required to consider underutilization in the screening and interview process.
5. The Uniform Guidelines require that organizations keep records that allow it to determine if its selection procedures are causing adverse impact in employment decisions.
6. Departments develop their affirmative action plans using state-wide utilization statistics rather than regional data. This does not allow departments to take into consideration the differences in the demographics of their particular region.
7. With the exception of the HR Personnel Officers statewide, there are few professionally trained HR staff in state departments.

### *Recommendations*

1. DAS-HRE and state agency designated staff should work more collaboratively in the beginning of the planning process to develop a screening plan which specifically outlines which job-related criteria will be used to assess the knowledge, skills, and abilities, (KSAs) prior to list certification. Doing so will ensure that departments receive smaller and more manageable certification lists of the best qualified candidates, and those candidates not meeting the requirements will not be certified on eligible lists.
2. DAS-HRE should institute a policy of providing regular and systematic oversight of state departments to ensure compliance with the policies and procedures outlined in the Applicant Screening Manual.
3. Departments should exercise caution and carefully evaluate effectiveness when using resumes and cover letters as an initial assessment tool.
4. When determining which applicants should be interviewed, consideration should be given to underutilized classes to ensure that minority, female, and disabled applicants are included in the screening process for job-related criteria.
5. Use regional utilization data in the hiring process.
6. Increase staff resources as needed to more effectively support the volume of applications processed on any annual basis
7. DAS-HRE should provide regular and mandatory training of all department staff involved in the hiring process.

## **Promotion**

### *General Findings*

1. Departments use the same process for promotion and non promotional screening and interviewing.
2. Minorities within state service have a greater desire than whites to retire from state service; however African Americans indicated that opportunities for advancement

could be improved (66.7 percent on average for minorities versus 46.9 percent for whites). Similar results were found for training opportunities.

### *Recommendations*

1. Ensure that staff involved in the hiring process receive training on an ongoing basis, specifically in the development of interview questions and scoring criteria.
2. Job-related examples for each of the rating scales should be defined prior to the interview process.
3. Ensure that recruitment processes are consistent with the DAS Screening Manual through annual audit of departmental records and processes.
4. Determine the best use of “All Applicants” certifications for promotional opportunities. This can be a very useful tool for increasing workforce diversity. If the goal is to increase diversity, DAS-HRE in collaboration with the hiring authority should develop a targeted outreach process to ensure that certification lists include a diverse applicant pool.
5. If a department plans to promote from within, we recommend not using the “All Applicant” process. This leads to frustration for all of the applicants and can seem to outside applicants as if they have no chance in getting hired.

## **Employee Retention and Turnover**

### *General Findings*

1. Overall, the State of Iowa had an annual turnover rate of 6 percent in FY2006. The low turnover rate – although highly desirable – results in more limited opportunities to diversify the workforce.
2. Although some departments have higher turnover in certain classifications (e.g., Social Workers, RN’s in the metro areas, and IT), the biggest concern across the board for most departments is with retirements. In many departments/occupations, a large percentage of employees have reached or are near retirement age.
3. None of the six departments that we met with consistently conduct exit interviews with departing employees.
4. Based on data from both the DAS-HRE’s Departure Survey and our employee/applicant survey, minority employees are generally less satisfied than non-minority employees.

### *Recommendations*

1. Gathering data from a larger base (all employees vs. former employees) would allow a more detailed demographic and organizational analysis.
2. Although Iowa’s overall turnover rate is low, consistently using exit interviews/surveys can provide useful information about why higher turnover rates

exist in some classifications/occupations, geographic areas/facilities, and race/ethnic groups.

3. If the State is truly committed to becoming a more diverse employer, we recommend that the State engage in a concerted effort to heighten awareness of the importance and benefits of having a diverse workforce.
4. The goal of achieving a more diverse workforce can be enhanced by retaining a greater percentage of minorities.

## Conclusions

1. One of the realities of DAS' entrepreneurial management model is limited human resources expertise at the hiring agency level and a lack of resources at DHS-HRE. This limits the ability of DHS-HRS to conduct oversight of HR processes. Consequently, responsibility and accountability for hiring has shifted to the hiring department without the needed guidance and expertise of DAS-HRE.  

Personnel Officers are assigned to several departments and have limited time to provide professional human resource expertise at the departmental level (by design in the entrepreneurial model, DAS-HRE provides services to customer departments as requested, but the departments perform the majority of their own human resource functions). DAS-HRE and the State department-designated staff should work more closely in the beginning of the planning process to develop a screening plan which specifically outlines the job-related criteria that will be used to assess the knowledge, skills, and abilities (KSAs) prior to list certification. DAS-HRE should institute a policy of providing regular and systematic oversight to State departments to ensure compliance with the policies and procedures outlined in the Applicant Screening Manual.
2. The screening processes used in some cases to reduce large certification lists down to a manageable number of applicants to interview appear to be artificial screens (i.e., submission of a cover letter and a resume in order to be considered further, or grammar and spelling errors on the application were used to remove the candidate from further consideration).
3. DAS-HRE staffing: During our focus group meetings with the hiring departments (authorities) and in a review of our hiring practices survey, supervisors indicated a concern about the qualification process conducted by DAS-HRE in the BrassRing system. Supervisors indicated certification lists had unqualified applicants on the list and that qualified candidates were screened out of the process. Some managers and supervisor expressed concern about the quality of the certification lists in general. We believe this is due to a staffing issue at DAS-HRE. Currently only two individuals review over 54,170 applications per year (FY2006). Increasing the staffing in this function will allow more time for a careful review and would in turn restore confidence in the certification lists.

4. While a review of data and survey results did not uncover any obvious discrimination or bias in the recruitment process, there are opportunities to improve recruitment practices to increase diversity in the State of Iowa workforce. Our recommendation to identify a Recruitment Coordinator reflects recognized best practices and builds on suggestions included in the DAS-HRE Applicant Screening Manual. The importance of a position dedicated to recruitment will continue to increase as the competition for qualified workers increases. Potential retirements and the service expectations of a growing minority population will likely stress the State's ability to deliver service.
5. Overall minority turnover was 6.3 percent, which is virtually identical to the state's overall turnover rate. However, there is room for better understanding of the workforce through employee attitude surveys and increased focus on exit interviews to learn why employees are leaving state service.
6. The State's applicant tracking system does not track individual people over time, but rather applications. An individual candidate can apply many times. From the data we received, we are unable to distinguish which or how many applications belong to which candidates. Given this issue, it is difficult to identify with any certainty the exact makeup of the applicant pool, or the actual number of applicants. We recommend the State review their applicant tracking methods and identify whether their current system can track individual candidates and their applications over time.

In summary, more Human Resources Enterprise involvement in the hiring process at the hiring department (authority) level will yield a better human resources program for the State. The addition of a recruitment coordinator will assist the departments in developing recruitment plans that will ensure a diverse and qualified applicant pool. Attention to employee attitudes while employed and when exiting state service will allow the DAS-HRE to make revisions to their programs and will assist the agencies in retaining a talented, engaged and diverse workforce.

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# Background and Project Scope

## Iowa Department of Administrative Services

In July 2003, the State created the Iowa Department of Administrative Services (DAS) as a way to manage and coordinate the major resources of state government. The DAS mission is to provide high-quality, affordable infrastructure products and services to Iowa state government customers in a manner that empowers them to provide better service to the citizens of Iowa and support the State of Iowa in achieving economic growth. DAS provides these services through an entrepreneurial management model. Entrepreneurial management is a customer-focused approach to delivering services.

DAS provides services in four business areas: Human Resources, General Services, Information Technology, and State Accounting. The customer departments have input about what services and products they want from DAS and in turn DAS is funded by the customer agencies that are purchasing DAS services and products. DAS looks to offer new and additional services (for example recruitment) to various customers on a fee-for-service basis. A customer council is charged with approving the DAS business plan, establishing the rate for services, and reviewing service delivery and complaints.

Under this entrepreneurial model, human resource services are provided by DAS-HRE (Human Resources Enterprise) central staff, 12 DAS-HRE Personnel Officers located at the customer departments, and customer agency staff. The majority of the recruitment and hiring functions are done by the customer (hiring) departments and their staff. Applications for employment are submitted using the BrassRing system with applicants being qualified by DAS-HRE employees. Since the creation of Human Resources Enterprise, DAS-HRE has strived to provide human resource tools to the departments. The Screening Manual and the Supervisor's Manual are just two examples of the resources created for the hiring departments. They also provide Supervisor Training for newly appointed supervisors. Larger departments have dedicated staff assigned to human resource activities. The staff at the departmental level may or may not have a human resources background.

## BrassRing

BrassRing is the recently implemented application tracking system for State of Iowa Employment. BrassRing is a component of I/3 (Integrated Information for Iowa) – the State of Iowa's Enterprise Resource Planning (ERP) system. In addition to application tracking, I/3 supports state financial processes, such as Accounts Payable, Accounts Receivable, Procurement, General Accounting, Fixed Assets and Budget preparation. Individuals began submitting applications for state employment using BrassRing in June 2006. BrassRing is the vehicle to submit applications, resumes, and cover letters for state employment.

## Hiring Practice Review

The State of Iowa commissioned this review of its hiring practices in response to reports that the State had paid out about \$850,000 in lawsuits involving racial discrimination claims by nine people against the Departments of Human Services, Transportation, and Iowa Workforce Development. It was also reported that eleven people had filed complaints in May 2006 with the Iowa Civil Rights Commission claiming systemic discrimination at Iowa Workforce Development.

Former Governor Vilsack, responding to these reports, directed the heads of the Department of Administrative Services (DAS) and Iowa Workforce Development to work with leaders of Iowa's African American community and the employee unions to review state government hiring and promotion practices.

The State formed the Hiring Practices Working Group (see Appendix B for membership) in response to the Governor's directive. This group was charged with:

- Reviewing the State's hiring policies and practices, from recruitment to final employee selection.
- Making recommendations to the Governor regarding steps that should be taken to prevent or eliminate racial bias in the State's hiring process.
- Developing recommendations on immediate steps to increase the diversity in the State's workforce.

The Iowa Department of Administrative Services contracted with CPS Human Resource Services (CPS) to complete a review of the State of Iowa's recruitment and hiring practices.

## Project Proposal

CPS' project proposal outlined the following steps for conducting a review of the State of Iowa's recruitment and hiring practices:

- Reviewing documents (i.e., Human Resource Rules and Regulations, Merit System Rules and Regulations, and affirmative action processes – see Appendix C).
- Meeting with Hiring Practices Working Group to discuss the review process and to ensure all of the issues are identified and understood.
- Meeting with Department of Administrative Services – Human Resource Enterprise (DAS-HRE) staff to gain a comprehensive understanding of the recruitment and hiring practices and any related issues.
- Reviewing the last three fiscal years of applicant and employment data in the following areas:
  - Baseline Applicant Data (applicant flow)
  - Recruitment Data
  - Retention/Turnover Data
  - Promotion Data

- Meeting with selected departments and conducting focus groups and interviews to understand the hiring practices at the department and employee level.
- Distributing a questionnaire to the departments that did not participate in focus group meetings.
- Developing a web-based survey using Zoomerang online surveys ([www.Zoomerang.com](http://www.Zoomerang.com)). Administering the survey to individuals who have recently participated in the State's hiring process.
- Preparing a draft report based on the analysis of the data, meetings with state employees, results from departmental questionnaires, and results of the Zoomerang survey. Sharing the draft report with DAS-HRE staff.
- Preparing a final report that will include the results of the review and recommendations. Meet with Hiring Practices Working Group to discuss the final report.

## Scope Limitations

The foundation for this review of the recruitment and hiring practices is applicant flow, promotion, and retention/turnover data provided by DAS-HRE.

This review is focused on positions filled through the merit system. The review did not include:

- Positions at state universities and community colleges.
- At-will or non-merit positions such as Governor appointments, limited-term or temporary positions.
- Positions filled through recall (lay offs).
- Positions filled under collective bargaining agreements, such as transfers.

This review is further focused on the recruitment and hiring practices as it relates to racial/ethnic minorities. The impact of these practices as they relate to gender, age and persons with disabilities was not within the scope of this review.

Parallel to our review of the recruitment and hiring practices is a review of eleven discrimination complaints. The Rose and Rose P.C. law firm based in Washington, D.C. was hired to investigate these complaints; the results of their investigation are not part of this report.

## Considerations

We found a number of issues regarding Iowa's applicant and employee data which require consideration in conducting the hiring review:

- The database system the State uses to track applicant data and the system used to track employee/payroll data are separate. In addition, each system's records consist of different fields. As a result, it is extremely difficult to relate information across the

two systems. For example, we found it prohibitively difficult to extract data on promotions (applicants who were hired and therefore whose records reside in the payroll system) along with the data associated with those who applied for the same position but who weren't hired (whose records reside in the applicant database).

- The applicant tracking system does not track individual people over time, but rather applications. An individual candidate can apply many times. From the data we received, we are unable to distinguish which or how many applications belong to which candidates.
- The data in the Applicant Status code field is not static. In other words, as an application moves through the process, the data in this field is replaced with the information that is most current for that application. In this way, the history of the steps that application went through is lost.
- Many fields in the applicant system contain multiple pieces of information, making it difficult to accurately query against the data.
- The coding for certain fields appears to be ambiguous. For example, for the Applicant Status code, it is not completely clear which codes would belong to the major applicant status categories (Qualified, Referred, Interviewed, Hired). It is unclear when querying against this field for any of these categories whether the codes are categorized consistently.

## The CPS Project Team

The CPS Project Team that conducted the review of the State's recruitment and hiring practices included experienced and senior-level consultants with expertise in providing human resources management services to public agencies. Connie Champnoise, working out of CPS' Madison, Wisconsin office, served as overall project director as well as a member of the team. Ms. Champnoise was assisted by Brian Hanke, Charlene Harris, and Mike Masternak. Peter Janick was also available as technical advisor. CPS' approach was to conduct a thorough review of the hiring practices based on the areas identified as concerns by the Hiring Practices Working Group (i.e., recruitment, selection, retention/turnover and promotion).

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# Methodology

CPS' comprehensive review of Iowa's hiring practices focused on the recruitment, hiring, promotion and employee retention processes. Our methodology included the following steps:

1. Reviewing background information, State policies and procedures, applicant flow and employment data.
2. Conducting focus group meetings with six departments' staff and employees to gain their perspective of the processes. Examining the six department's documentation for a representative sample of recently filled positions.
3. Developing and administering questionnaires sent to those departments not participating in focus group meetings; reviewing results.
4. Developing and administering a survey sent to over 6,500 individuals that had recently participated in the state recruitment and hiring process; reviewing results.

CPS met with DAS-HRE staff to get an overview of recruitment and hiring practices. CPS also met with the Hiring Practices Working Group to discuss the project methodology, answer the Group's questions, and gain a comprehensive understanding of the Group's concerns. DAS-HRE staff also provided a demonstration of BrassRing, the State's new web-based application submission and tracking system (<http://das.hre.iowa.gov/iowa.jobs.html>).

## *Step 1 – Review*

CPS began its research by reviewing relevant articles in The Des Moines Register, documents, data, and web-site references provided by DAS-HRE (see Appendix C for a list of State resources). Documents and data reviewed included:

- Application flow data for FY2004-06
- Length of service data for FY2006
- Employee Separations data for FY2002-06
- Promotions data for FY2006
- Human resource rules and regulations
- Merit system rules and regulations
- Affirmative action plans
- State of Iowa Applicant Screening Manual
- State of Iowa Competency Guide
- Selective Lists
- State of Iowa Managers and Supervisors Manual
- State of Iowa Application Process

- DAS Administrative Rules
- Underutilized job class lists

DAS-HRE provided three fiscal years (FY04, FY05, and FY06) of applicant flow records, including the following fields (see Appendix D for a code key for applicant flow fields):

- Year
- Location
- Department
- EEO-4 Category
- Requisition Number
- ST/ACTN Code (Applicant Status Code)
- Race
- Intra Prom List (y/n)
- Inter Promo List (y/n)
- Non Promo List (y/n)

### *Step 2 – Meet with Staff*

CPS conducted focus group meetings with select departments and employees to gain their perspective of the recruitment and hiring process. We selected six departments based on the following criteria:

- Number of employees (the six largest departments, equaling 63 percent of the State's employees).
- Applicant activity (60 percent of the State's applicants were to these six departments).
- Hiring activity (70 percent of the State's hiring took place in these six departments).
- Recommendations from Hiring Practices Working Group.

The departments we selected to meet with included:

1. Revenue
2. Natural Resources
3. Transportation
4. Corrections
5. Human Services
6. Public Safety

CPS developed a department recruitment and hiring practices questionnaire. In the six selected departments, we distributed the questionnaire to department heads or their designee, staff involved with making department hiring decisions, and a group of newly hired employees. We then conducted focus groups with each of these three groups to discuss their responses to the questionnaires. In addition, CPS requested and received copies of the department's documentation for a representative sample of recently filled positions. The CPS project team reviewed 56 closed requisition files.

### *Step 3 – Administer Departmental Questionnaire*

CPS used the information gathered from the focus groups to develop and refine a departmental questionnaire that we sent to all departments not participating in the interview/focus group meetings. Twenty-four departments responded. See Appendix E for a copy of the departmental questionnaire and Appendix F for the survey results.

### *Step 4 – Administer Applicant Questionnaire*

CPS developed a 24-question survey for job applicants who had recently participated in the State hiring process. The survey was developed in Zoomerang, a third party web-based survey tool ([www.zoomerang.com](http://www.zoomerang.com) – see Appendix G for a copy of the survey). We emailed an invitation to take the survey to 4,817 applicants who either selected email as their preferred contact, or did not indicate a preferred method of contact and supplied an email address.

We mailed a hard copy version of the Zoomerang survey to 1,711 applicants (see Appendix H) who selected the US Postal Service as their preferred contact, and those applicants who did not have a preferred contact and did not provide an email address. Completed surveys were returned to CPS; CPS staff keyed responses from the hard copies into the Zoomerang tool in order to analyze all survey results together.

The total number of surveys emailed or mailed was 6,528. The overall survey response rate was 28 percent (1,835 / 6,528); 1,479 surveys submitted via Zoomerang and 365 surveys submitted by hard copy

The Zoomerang survey contained several opportunities to provide open-ended comments. For example, Question 13 asks, "Do you have any additional comments on the timing of the recruitment and process?" Over 500 comments were listed. Question 20 asked applicants, "How could the State of Iowa have improved your experience with the recruitment and hiring process?" Over 900 responses were listed.

The survey also provided applicants an opportunity to list their contact information if they were willing to be contacted for clarification or elaboration on any of their responses. Almost 300 applicants indicated a willingness to be contacted. Because of this overwhelming response, not every applicant could be contacted. CPS focused on contacting all of the minority respondents and a sample of other respondents that indicated their willingness to be contacted.

See Appendix I for a complete summary of the applicant survey responses received via Zoomerang.

The final steps in this project are preparation of draft and final reports based on the analysis of the data, meetings with state employees, results from departmental questionnaires, and results of the Zoomerang survey. Subsequently, CPS will meet with DAS-HRE and the Hiring Practices Working Group to present the report and discuss the findings and recommendations.

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## Population, Workforce and Underutilization

To adequately understand the opportunities for minority recruitment and hiring it is important to know the race/ethnic representation in the population and workforce.

The 2000 U.S. Census indicated that Iowa's population was 2,926,324. According to this census, 92.6 percent of Iowa's population identified their race as white (alone). The non-white alone or minority population (including Black or African American, Asian, Native Hawaiian or Pacific Islander, Hispanic or Latino, American Indian or Alaska Native, two or more races, or some other race) was 7.4 percent. It can be confusing when trying to add up the individual racial categories to 100 percent because individuals completing Census 2000 forms were allowed to check more than one racial category, consequently the category of two or more races. Also individuals were able to indicate if they were of Hispanic or Latino origin. Because the federal government regards race and Hispanic origin as two separate concepts, Hispanics may be in any racial group. The non-white alone population was the 7.4 percent. Iowa ranked 47th of the 50 states in terms of minority population as a percentage of total population. Iowa's neighboring states also have small minority populations, Wisconsin, Minnesota, Nebraska, South Dakota have minority populations of about 12 percent, while Missouri had a minority population of 16.2 percent, and 32.2 percent of Illinois' population identified themselves as minorities in the 2000 U.S. Census.

It should be noted that Iowa's minority population is not uniformly located throughout the State or its 99 counties. Over a third of Iowa's counties have minority populations of 2 percent or less. Several counties did have significant higher minority population including Buena Vista County (17.9%), Woodbury County (16.4%), Muscatine County (14.3%), Louisa County (13.6%), Polk County (13.6%), Scott County (13.4%), Black Hawk County (12.3%), Marshall County (11.9%), and Johnson County (11.2%).

### Workforce and Underutilization

Population statistics can provide some insight about the labor pool, but population does not provide the most accurate estimate of people looking for work and therefore candidates for State of Iowa employment. State-wide Census labor pool data indicated that 6.0 percent of Iowa's workforce identified themselves as a minority.

When the availability of females, minorities, and persons with disabilities within the relevant labor market pool is below the percentages of those groups present in the work force, the work force is considered underutilized. DAS-HRE does not use the 6.0 percent figure alone to set any affirmative action/underutilization goals. These goals are set by also integrating EEO Occupational Code and Job Category data into the calculations. For Iowa Departments with state-wide operations, their workforce goals are based on state-wide data.

# Recruitment

Recruitment is commonly defined as the process of finding possible/qualified candidates for a job. The recruitment process actually begins when the vacancy occurs and decisions are made regarding filling the vacancy and reviewing the position description, competencies, and minimum qualifications. At the State of Iowa, recruitment is a bifurcated responsibility of the Department of Administrative Services – Human Resources Enterprise (DAS-HRE) and the Hiring Departments with the Hiring Department having the primary responsibility.

## Current Process

DAS-HRE has drafted an Applicant Screening Manual (see Appendix C). Chapter 4 of the manual is dedicated to the Recruitment Process and includes tips for finding and attracting qualified candidates, drafting the State of Iowa vacancy announcement (job announcement), and contact information for colleges and universities. Table 2 below summarizes the recruitment process as described in Chapter 4:

**Table 2: Current Iowa DAS-HRE Recruitment Process**

Process Step	Primary Responsibility <sup>†</sup>
Develop and draft Administrative Rules for the hiring process; draft standards, manuals, forms, and publications; produce underutilization reports; maintain application submission and tracking system	DAS-HRE
Determine whether vacancy can be filled and how it can be filled; review budget and collective bargaining agreements; review the relevant labor force and identify recruitment sources; confirm whether or not the position is in an underutilized job class*	Hiring Department
Establish recruitment and hiring time frame, announcement timing and advertising costs, and Hiring Department contact person	Hiring Department with DAS-HRE consultation
Define the job and update Position Description Questionnaire (PDQ) as needed	Hiring Department with DAS-HRE consultation
Establish and validate the competencies required to perform the job	Hiring Department with DAS-HRE consultation
Determine the application and selection process; decide if resumes and/or cover letters will be required, what screening tools will be used, and interview questions	Hiring Department with DAS-HRE consultation

Process Step	Primary Responsibility <sup>†</sup>
Develop vacancy announcement and recruitment ads; decide whether the vacancy will be posted externally or intra-agency; determine if applicants will be required to submit a cover letter and resume to hiring department in addition to submitting application materials to DAS-HRE	Hiring Department
Post the vacancy information	DAS-HRE post vacancy announcements on its BrassRing web-based system
Distribute recruitment announcements and advertise vacancies	DAS-HRE and Hiring Department both participate in recruitment activities, with primary recruitment the responsibility of the Hiring Department. <a href="#">Advertising</a> is a common part of the recruiting process and may include newspapers, professional publications, at a job center, through campus interviews, job fairs, and community organizations.
Receive and log in applications	DAS-HRE receives all applications (and other related materials as requested) either on paper or through BrassRing web-based system. When required, a paper copy of the application materials is sent by the applicants to the Hiring Department.
Qualify applicants for a vacant position based on minimum qualifications for the job Classification, and meeting Selective requirements, or responses to qualifying questions	DAS-HRE
Send a list of applicants eligible for hiring consideration to Hiring Departments	DAS-HRE
Screen qualified applicants referred to them by DAS-HRE	Hiring Department
Conduct interviews, complete reference and background checks, and make hiring decisions	Hiring Department

<sup>†</sup> DAS-HRE is available to provide assistance to the Hiring Departments at any step in the process. In addition DAS-HRE has Personal Officers that are each assigned to provide human resources support and consultation to one or more Hiring Departments.

\* The supervisor needs to be aware whether the job class is underutilized before starting the hiring process, so that targeted recruitment of qualified candidates within the underutilized groups can be undertaken, if necessary. Chapter 7, page 36 of the Iowa Applicant Screening Manual

### *Department of Administration's Role in Recruitment*

Department of Administration Rule Chapter 54 and Chapter 19B of the 2007 Iowa Code/Statutes provide direction on DAS-HRE's role and responsibilities in the administration and promotion of equal opportunity and affirmative action in recruitment and hiring.

DAS Administrative Rule Chapter 54<sup>1</sup> lists requirements for the recruitment process. Chapter 54 requires positions to be open for a minimum of ten days and recruitment announcements to be posted publicly, recruitment may be limited to a specific geographic area or a specific selective background area or both, and announcements shall specify the job title, vacancy number, salary range, location, method for making application, closing date for receiving applications, minimum qualifications, and any selective requirements, and all announcements must include a statement indicating that the State of Iowa is an affirmative action and equal employment opportunity employer.

According to Chapter 19B of the 2007 Iowa Code/Statutes<sup>2</sup> the Department of Administrative Services is responsible for the administration and promotion of equal opportunity and affirmative action efforts in the recruitment, appointment, assignment, and advancement of personnel by all state agencies except the state board of regents and the institutions under its jurisdiction. In carrying out this statutory mandate, DAS is directed to do the following:

- Designate a state affirmative action administrator.
- Propose affirmative action standards applicable to each state agency based on the population of the community in which the agency functions, the population served by the agency, or the persons that can be reasonably recruited.
- Gather data necessary to maintain an ongoing assessment of affirmative action efforts in state agencies.
- Monitor accomplishments with respect to affirmative action remedies identified in affirmative action plans of state agencies.
- Establish a state recruitment coordinating committee to assist in addressing affirmative action recruitment needs.
- Address equal opportunity and affirmative action training needs of all state agencies.
- Coordinate and develop equal employment opportunity reports.

DAS-HRE provides leadership in the recruitment and hiring process by writing and distributing a comprehensive Applicant Screening Manual (see Appendix C) that provides guidelines and standards, step-by-step instructions, a hiring checklist, recall and labor

<sup>1</sup> [http://www.legis.state.ia.us/ACO/IAChtml/011.htm#chapter\\_11\\_54](http://www.legis.state.ia.us/ACO/IAChtml/011.htm#chapter_11_54), DAS Administrative Rule Chapter 54, *Recruitment, Application and Examination*.

<sup>2</sup> [http://nxtsearch.legis.state.ia.us/NXT/gateway.dll/2007%20Iowa%20Code/2007code/1/2/1555/1558?f=templates\\$fn=defaultURLQueryLink.htm\\$q=\[field%20folio-destination-name:'ch\\_19B'\]\\$x=Advanced](http://nxtsearch.legis.state.ia.us/NXT/gateway.dll/2007%20Iowa%20Code/2007code/1/2/1555/1558?f=templates$fn=defaultURLQueryLink.htm$q=[field%20folio-destination-name:'ch_19B']$x=Advanced)  
2007 Iowa Code/Statutes, Chapter 19B, *Equal Opportunity and Affirmative Action*.

contract requirements, and sample forms for the recruitment and hiring process. All merit-covered vacant positions are advertised on the DAS-HRE website. Some positions may be advertised through The Des Moines Register, in community-based newsletters, in professional organization or trade publications, and at regional college and university career centers. Most positions are recruited for and filled locally, while vacant positions in pay grade 21 and higher may be advertised at the statewide, regional or national level.

## Findings

### *Number of Applications by Race/Ethnicity*

While racial minority individuals comprise approximately 7.4 percent of the Iowa's population and 6.0 percent of the workforce, they have submitted 12.7 percent of the applications for employment with the State of Iowa over the last three fiscal years. The total number of applications from minority applicants has increased each year over this three-year period. The number of applications from Black or African American and Hispanic/Latino applicants has been consistent with this overall annual increase (see Table 3 below).

**Table 3: Number of Applications by Race/Ethnicity**

<b>FY</b>	<b>Black/ African American</b>	<b>Asian/ Pacific Islander</b>	<b>Hispanic/ Latino</b>	<b>American Indian/ Alaska Native</b>	<b>Un- specified</b>	<b>White</b>	<b>Total</b>
FY2004	1,952	900	779	274	490	29,027	33,422
FY2005	2,352	1,058	984	386	448	38,183	43,411
FY2006	3,909	862	1,290	496	451	47,162	54,170
Total	8,213	2,820	3,053	1,156	1,389	114,372	131,003
Per Cent of Total Applications	6.3%	2.1%	2.3%	0.9%	1.1%	87.3%	100%

*Note: The number of applications is not equal to the number of individuals/applicants; individuals may submit numerous applications and commonly do.*

### *Number of Applications by Equal Employment Opportunity Job Category*

Reviewing the number of applications by Equal Employment Opportunity Job Category for the last three fiscal years confirms that there is relatively no difference in the percentage at which applicants identified as minorities and applicants identified as white applied for positions by job category. For example, 41 percent of the applications received from minorities were for positions in the 02 Professional Job Category, while 38 percent of the applications submitted by individuals identified as white were for positions in the 02 Professional Job Category. The Job Categories with the lowest percentage of applications regardless of race/ethnicity were for positions in Protective Services (EEO 04), Skilled Craft (EEO 07), and Service/Maintenance (EEO8). The low percentage of applications may reflect the limited number of vacancies in these job categories (see Table 4 below).

**Table 4: Number of Applications by EEO Job Category – FY2004-2006**

2006							
EEO Name	African American	Asian/PI	Latin American	Native American	Un-specified	White	Grand Total
Administrative Support	936	179	371	95	120	10523	12224
Officials/ Administrators	430	48	77	52	37	4127	4771
Professional	1464	446	458	180	202	17348	20098
Protect Svc: Sworn	120	11	62	36	21	2374	2624
Service/Maint	151	29	52	29	19	1813	2093
Skilled Craft	74	13	39	38	14	2441	2619
Technicians	734	136	231	66	38	8536	9741
2005							
EEO	African American	Asian/PI	Latin American	Native American	Un-specified	White	Grand Total
Administrative Support	631	212	225	96	65	9190	10419
Officials/ Administrators	254	98	110	51	86	3993	4592
Professional	879	570	424	127	205	14814	17019
Protect Svc: Sworn	52	22	27	21	9	1426	1557
Service/Maint	113	27	47	32	25	1856	2100
Skilled Craft	53	19	20	22	31	2275	2420
Technicians	370	110	131	37	27	4629	5304
2004							
EEO-4	African American	Asian/PI	Latin American	Native American	Un-specified	White	Grand Total
Administrative Support	574	223	223	62	100	7781	8963
Officials/ Administrators	205	80	100	33	71	3123	3612
Professional	762	487	304	103	233	11178	13067
Protect Svc: Sworn	71	9	26	18	15	1545	1684
Service/Maint	75	18	31	16	26	1467	1633
Skilled Craft	27	9	16	14	10	928	1004
Technicians	228	74	75	28	31	2928	3364

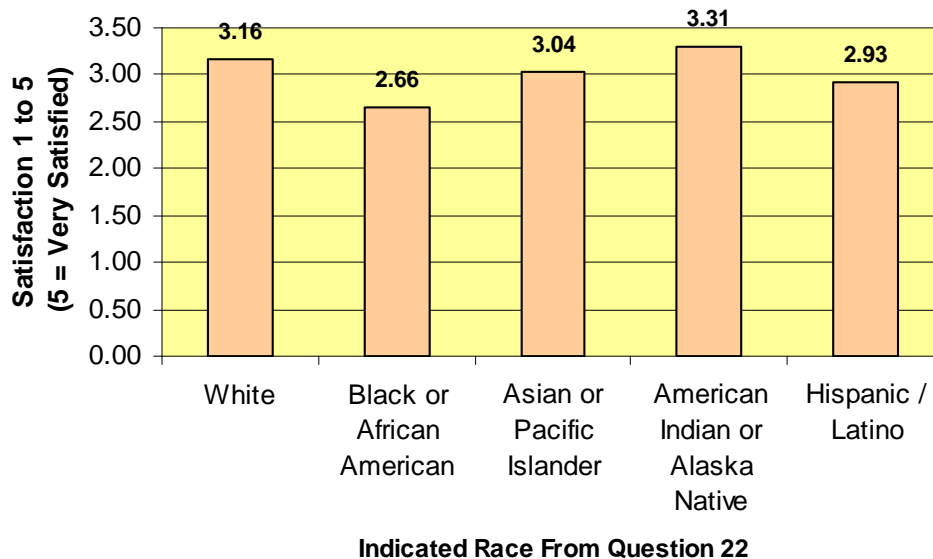
*Note: The number of applications is not equal to the number of individuals/applicants; individuals may submit numerous applications and commonly do.*

### Overall Satisfaction with Recruitment and Hiring Process

CPS conducted a mail-in survey of 6,528 individuals that have recently participated in the State of Iowa's recruitment and hiring process. We received over 1,800 survey responses. Approximately 10 percent of the survey respondents identified themselves as a minority, compared to their 7.4 percent representation in the population and 6.0 percent representation in the workforce.

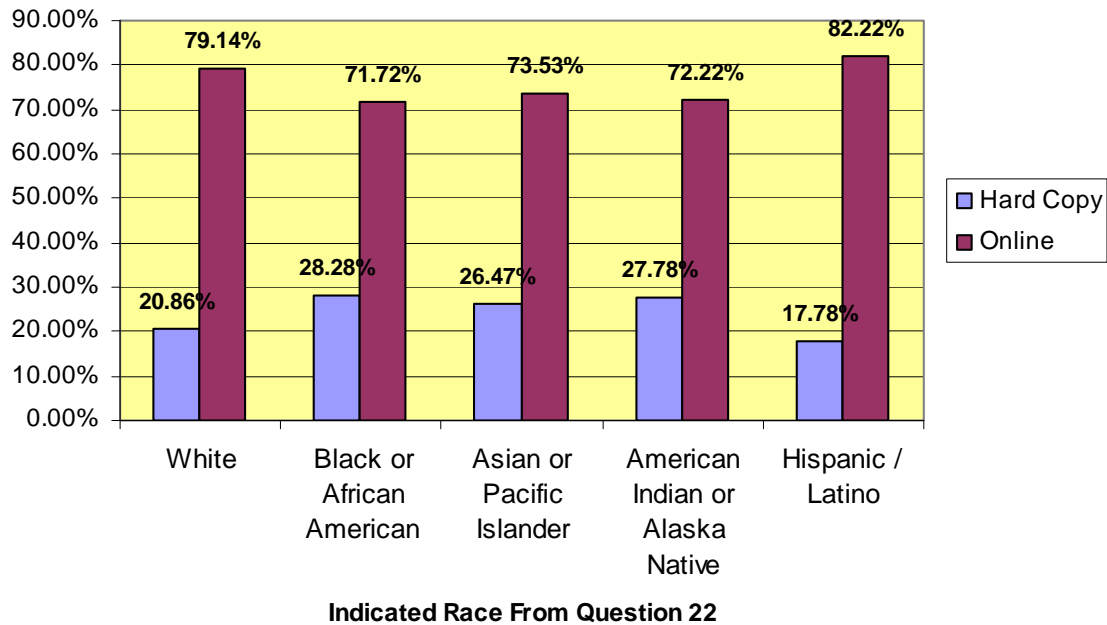
We asked the survey respondents to rate their overall satisfaction with the recruitment and hiring process ranging from a rating of 5 (very satisfied) to 1 (very dissatisfied). The average overall rating was 3.13, with the individual ratings by race displayed in the graph below. Respondents that identified their race as Black or African American were the least satisfied with the process, with about 15 percent lower satisfaction than respondents that identified their race as white.

**Graph 1: Overall Satisfaction with Recruitment and Hiring Process**



### How Application Was Submitted

About 50 percent of all respondents learned about state job vacancies from the DAS-HRE website. The survey asked individuals how they submitted their Iowa Job Application, online (through internet) or by hard copy (paper). Overall, almost 80 percent of all applications were submitted online. Respondents who identified their race as white or Hispanic/Latino were the most likely to submit their job application online, but the responses were similar for all races as illustrated in Graph 2 below.

**Graph 2: How Application Was Submitted, by Race**

### Conclusion

Our review did not uncover any recruitment practices that could be considered discriminatory. This review included:

- Identifying the number of applications for the last three fiscal years.
- Identifying the types of job categories for which individuals applied.
- Conducting a survey of satisfaction with the recruitment and hiring process.
- Identifying how applications were submitted.
- Identifying where applicants learned about the job openings.

Similarly, we discovered no discrimination or bias in the recruitment process in the responses on the department questionnaires, in meetings with six departments and the corresponding sample review of hiring documentation.

DAS-HRE has met its mandates on recruitment requirements as identified in DAS Administrative Rule Chapter 54 and in promoting equal employment opportunity and affirmative action as outlined in Chapter 19B, Iowa Code/Statutes.

While the current recruitment processes do not appear to be discriminatory, they can be enhanced to attract more diversity in the applicant pool.

## Recommendations

While a review of data and survey results did not uncover any obvious discrimination or bias in recruitment process, there are opportunities to improve recruitment practices to increase diversity in the State of Iowa workforce. The recommendations below either reflect recognized best practices or build on suggestions included in the DAS-HRE Applicant Screening Manual (see Appendix C).

### *1) Identify a Recruitment Coordinator*

Recruitment is full-time work that cannot be done as a sideline. It requires concentrated planning, action, and follow-up, and it requires proactive effort on the department's part. DAS-HRE does not currently have a recruitment coordinator or recruitment coordinating committee, but DAS-HRE is in the process of hiring a recruitment coordinator. DAS-HRE's approach has been to establish an AA/EEO contact in each department and work with those individuals directly, along with any recruitment staff the department may have. The importance of a position dedicated to recruitment will continue to increase as the competition for qualified workers increases. Potential retirements and the service expectations of a growing minority population will likely stress the State's ability to deliver service.

During the department interviews, some of departments expressed the need for a recruiter. This recommendation is to create a recruitment coordinator position in DAS-HRE.

The recruitment coordinator would be responsible for:

- Maintaining recruitment contact lists and making them available to all departments. DAS-HRE does have contact lists, but department questionnaires identified additional contacts not included on the DAS-HRE list.
- Sharing best recruitment practices; department interviews and questionnaires identified some best practices (such as using hiring teams, communicating through identified local groups or shopper publications, or e-mailing all openings to all employees) that were not widely shared between departments.
- Contracting for recruitment advertising. It is likely that advertising could be obtained at a reduced per unit cost through negotiated prices and state-wide contracts for sources like Monster.com, CareerBuilder.com, or newspapers.
- Providing training to departments that do few hires. Because of low turnover and recent budget reductions some departments and department staff haven't done recruitment or hiring in a while.
- Participating job fairs or career day programs; become the "face" of State of Iowa recruitment. Cultivating contacts at university and other placement offices to ensure they are aware of the State's interest and vacancies. Effective recruiting is based on establishing and nurturing relationships.
- Creating a comprehensive recruitment packet for prospective applicants and colleges and universities; develop print and web-based advertisements and a list of media to place ads; and increase use of web-based services.

- Maintaining records of recruitment efforts and auditing recruitment practices for effectiveness and bias.

## 2) Recruitment Plan

Two of the EEOC's common barriers to recruitment and hiring<sup>3</sup> are the lack of formal systems for recruitment and reliance on informal networks of recruitment or word-of-mouth. Developing a Recruitment Plan for each job opportunity and/or key classifications will help overcome these barriers. Requiring departments to complete a recruitment plan will compel the departments to think through the recruitment and hiring process, and identify specific recruitment sources. In addition, a recruitment plan would provide documentation if any questions arose about fairness or bias of the process. See Appendix J for two examples of recruitment plans. Most recruitment plans contain the same basic information:

- Job information
- Sources of print recruitment
- Sources of personal contacts
- Other recruitment activities

The development of a recruitment plan could be added as a step in the DAS-HRE Hiring Checklist.

## 3) Targeted Recruitment

Targeted recruitment is specific efforts to recruit underutilized groups.<sup>4</sup> Four of the EEOC's common barriers to recruitment and hiring apply to targeted recruitment<sup>5</sup>, including:

- Lack of knowledge of where to recruit
- Failure to advertise widely
- Recruitment practices that overlook or fail to seek all qualified individuals
- A limited pool of targeted groups of persons with required qualifications.

Recruitment doesn't need to be limited to one person or only human resource professionals. This recommendation goes beyond just using targeted recruitment for underutilized positions, and suggests actively recruiting minorities for all open positions. There are many low cost or no cost recruitment sources, including:

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<sup>3</sup> [http://www.eeoc.gov/abouteeoc/task\\_reports/practice.html](http://www.eeoc.gov/abouteeoc/task_reports/practice.html), The U.S. Equal Employment Opportunity Commission, *Best Practices of Private Sector Employers*.

<sup>4</sup> <http://www.kumc.edu/eoo/glossary.html>, Equal Opportunity Office, University of Kansas Medical Center, *Affirmative Action/Equal Opportunity/Disability Glossary*.

<sup>5</sup> [http://www.eeoc.gov/abouteeoc/task\\_reports/practice.html](http://www.eeoc.gov/abouteeoc/task_reports/practice.html), The U.S. Equal Employment Opportunity Commission, *Best Practices of Private Sector Employers*.

- Announcing all job vacancies by e-mail and encouraging all current employees to refer other individuals to the State.
- Using current employees as ambassadors or liaisons to their alma maters for recruiting; personal experience and loyalty are powerful recruitment tools.
- Forming department search committees and peer recruitment teams with diverse membership to attend college career days and job fairs. Minority enrollment comprises approximately 9 percent of the total enrollment at both the University of Iowa and Iowa State University.

According to responses to department questionnaires, most departments rely on the DAS-HRE website, The Des Moines Register, and colleges or professional organizations as their primary sources for publicizing job openings. Lack of a recruitment budget has limited DAS-HRE and the hiring departments to free or minimally-priced recruitment, resulting in limited groups that could be targeted for a more diverse applicant pool. Because of the low minority population and labor pool in Iowa and neighboring states, departments will likely need to allocate some funds for recruitment and expand recruitment beyond Iowa or even the Midwest.

Targeted recruitment should also focus on the next generation of state employees. Look for opportunities to increase the visibility of the State as a viable employer through minority internships, limited-term employment, summer employment opportunities, high school (and even elementary and middle school) career days.

#### *4) Involve the Community*

Seek collaborative recruiting relationships with community, academic and governmental groups to improve outreach and access to employment opportunities for minority individuals. Participation and support from community groups and advocacy organizations can help increase the applicant flow of minorities, females and persons with disabilities. An example of one such positive collaboration is the Department of Natural Resources' (DNR's) Advocates for Embracing Diversity. This group of minority and community leaders has assisted the DNR in identifying issues and recruitment sources.

DAS-HRE and Iowa Workforce Development should also look for opportunities to collaborate with community groups to offer training on how to apply for state employment, writing cover letters, writing resumes, and how to use the BrassRing on-line application system.

Implementing a comprehensive recruitment strategy that includes appointing a recruitment coordinator, requiring recruitment plans, expanded targeted recruitment, and more community involvement should lead to increased minority interest in state employment.

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## Screening and Selection

The Civil Rights Act of 1964 established that employment decisions based on race, color, religion, sex, or national origin are discriminatory and illegal. In 1978, the U.S. Civil Service Commission, the Department of Labor, the Department of Justice, and the Equal Opportunity Commission jointly adopted the Uniform Guidelines on Employee Selection Procedures<sup>6</sup> to establish uniform standards for employers regarding selection procedures and to address adverse impact, validation and record-keeping.

In February 2005 the Iowa Department of Administrative Services – Human Resources Enterprise (DAS-HRE), published an Applicant Screening Manual (see Appendix C) for use in the State’s hiring process. The manual, distributed to all state departments, effectively documents the State’s employment practice and selection standards, complies with the Uniform Guidelines, and is widely used by departments throughout the State.

In fiscal year 2005, DAS-HRE, in cooperation with the Governor’s Office, established the Minority Recruitment Task Force in response to the awareness that the State’s workforce must better represent the increasing diversity in Iowa. The Diversity Work plan, developed and implemented by DAS-HRE, provides tools and strategies for state departments and clearly outlines the purpose, action steps, and expectations to more effectively build and maintain a diverse workforce. Key to successfully building a diverse, high-quality workforce, begins with strong leadership commitment, knowledge of the existing workforce and demographics of the community, and the commitment of necessary and adequate resources (people and funding) to make the initiative a reality. It is clear from our review that the State and departments statewide are committed to a diverse workforce and diligently strive to create an inclusive work environment that represents the community and respects all employees.

In evaluating existing processes and practices, however, CPS identified several systemic issues that negatively impact the employment system and contribute to the State’s inability to effectively meet its goal of establishing a more diverse workforce.

### Current Process

In brief, the State of Iowa’s current selection process includes the following.

Responsibilities of DAS-HRE:

- Develop administrative rules for the hiring process
- Develop class descriptions
- Develop minimum qualifications
- Approve selectives
- Post vacancies on the DAS website

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<sup>6</sup> [http://www.dol.gov/dol/allcfr/Title\\_41/Part\\_60-3/toc.htm](http://www.dol.gov/dol/allcfr/Title_41/Part_60-3/toc.htm), U.S. Department of Labor, *Uniform Guidelines on Employee Selection Procedures*.

- Qualify applicants based on the minimum qualifications
- Notify applicants of their status
- Send list of certified applicants to departments

#### Responsibilities of Hiring Agencies:

- Follow all hiring steps in the collective bargaining agreements and DAS administrative rules
- Conduct recruitment activities
- Screen qualified applicants referred by DAS
- Conduct interviews
- Complete reference and background checks
- Make hiring decisions

See Appendix K for the complete Screening and Hiring Process Checklist from the Applicant Screening Manual.

DAS-HRE completes the initial review of the application and certification of lists. The interview is conducted by the individual department. Many public agencies use written and/or oral exams or supplemental screening tools where possible to determine which applicants out of all those who meet the minimum qualifications are the most qualified. As indicated in the report, the State of Iowa eliminated the written testing process for most departments.

## Findings and Recommendations – Departmental Screening

A review of applicant flow data for the three-year period FY2004-2006 found that qualified minority applicants are interviewed less frequently than qualified white applicants (13.46 percent for minorities and 20.24 percent for whites). This would result in fewer opportunities to hire minorities and may support the perception of discriminatory hiring practices.

The greatest disparity is between the percent of qualified African American applicants in the qualified applicant pool and the percent of African Americans who were hired. While African Americans constituted 6 percent of the total qualified pool, they represented no more than 2.8 percent of the total hires for the years FY2004-06. In comparison, whites were 88 percent of qualified applicants, but were 91 percent of the total hires.

This statistic appears to arise from the process between the referral step and the interview step (African Americans were reduced from 5.95 percent referred to 3.47 percent interviewed of the total applicant pool for FY04-06 combined), and the process between the interview step and the hire decision (African Americans were reduced to 2.82 percent while whites increased to 91.52 percent). Since the total rates for whites were consistent at 91 percent for both interviews and hires, it appears that the actual personnel decisions may have a rebuttable inference of adverse impact. Furthermore, the disparity between African Americans and white interview rates indicates that this step itself violates the 80 percent rule. Although violating the 80 percent rule does not in and of itself demonstrate actual

discrimination, it does however, create an inference of adverse impact and should trigger further review.

The EEOC established the "80 percent or 4/5 rule" as the primary benchmark to determine if a test was discriminatory against a protected minority group. This rule provides that if the selection rate for a protected group is not at least 80 percent or 4/5ths of the selection rate for the group with the highest representation, then this will be taken as evidence of adverse impact (if each of these groups constitutes more than 2 percent of the labor force in the relevant labor area). Under the Guidelines, adverse impact is a substantially different rate of selection in hiring, promotion or other employment decision which works to the disadvantage of members of a race, sex or ethnic group. This "4/5ths" or "80 percent" rule of thumb is not intended as a legal definition, but is a practical means of identifying serious discrepancies in rates of hiring, promotion and other selection decisions.

There could be, however, very legitimate reasons why the percentage of African Americans is reduced so dramatically between referral and interview. First, those who are referred as qualified need only meet the minimum qualifications for the position. When departments screen applicants from the referral list to determine who to interview, they may be identifying those who exceed the minimum requirements by having more than the minimally required education and experience. Secondly, if the position being filled is not underutilized – as is most often the case – the screening officials are unaware of the race or ethnicity of the applicants.

While the team was unable to determine a definitive reason(s) for these outcomes, it is our opinion that the choices of initial selection assessments in the selection process to help reduce the applicant pool are contributing factors.

Table 5 below provides a summary of applicant flow rates for FY2004 through FY2006.

Table 5: Applicant Flow Summary, FY2004-2006

Data	African American	Asian/PI	Latin American	Native American	Unspecified	White	Min	Grand Total
<b>2006</b>								
APPLIED	3909	862	1290	496	451	47162	6557	54170
QUALIFIED	2864	614	942	369	342	36371	4789	41502
REFERRED	2597	555	856	316	300	33395	4324	38019
INTERVIEWED	262	88	123	36	55	6048	509	6612
HIRED	50	18	36	9	13	1392	113	1518
Percentage Qualified (Qualified/Total Qualified)	6.90%	1.48%	2.27%	0.89%	0.82%	87.64%	11.54%	100.00%
Percentage Referred (Referred/Total Referred)	6.83%	1.46%	2.25%	0.83%	0.79%	87.84%	11.37%	100.00%
Percentage Interviewed (Inter/Total Interviewed)	3.96%	1.33%	1.86%	0.54%	0.83%	91.47%	7.70%	100.00%
Percentage Hired (Hired/Total Hired)	3.29%	1.19%	2.37%	0.59%	0.86%	91.70%	7.44%	100.00%
Interview Rate (Interviewed/Referred)	10.09%	15.86%	14.37%	11.39%	18.33%	18.11%	11.77%	17.39%
80% Test – Interview Rate	55.71%	87.55%	79.34%	62.90%	101.23%	100.00%	65.00%	
Hire Rate (Hired/Interviewed)	19.08%	20.45%	29.27%	25.00%	23.64%	23.02%	22.20%	22.96%
80% Test - Hire Rate	82.92%	88.87%	127.17%	108.62%	102.70%	100.00%	96.46%	
<b>2005</b>								
APPLIED	2352	1058	984	386	448	38183	4780	43411
QUALIFIED	1758	738	714	271	351	29815	3481	33647
REFERRED	1655	685	666	245	325	27677	3251	31253
INTERVIEWED	153	124	89	44	81	5580	410	6071
HIRED	29	33	26	6	22	1262	94	1378
Percentage Qualified (Qualified/Total Qualified)	5.22%	2.19%	2.12%	0.81%	1.04%	88.61%	10.35%	100.00%
Percentage Referred (Referred/Total Referred)	5.30%	2.19%	2.13%	0.78%	1.04%	88.56%	10.40%	100.00%
Percentage Interviewed (Inter/Total Interviewed)	2.52%	2.04%	1.47%	0.72%	1.33%	91.91%	6.75%	100.00%
Percentage Hired (Hired/Total Hired)	2.10%	2.39%	1.89%	0.44%	1.60%	91.58%	6.82%	100.00%
Interview Rate (Interviewed/Referred)	9.24%	18.10%	13.36%	17.96%	24.92%	20.16%	12.61%	19.43%
80% Test – Interview Rate	45.85%	89.79%	66.28%	89.08%	123.62%	100.00%	62.55%	
Hire Rate (Hired/Interviewed)	18.95%	26.61%	29.21%	13.64%	27.16%	22.62%	22.93%	22.70%
80% Test - Hire Rate	83.81%	117.67%	129.17%	60.29%	120.09%	100.00%	101.37%	

Data	African American	Asian/PI	Latin American	Native American	Unspecified	White	Min	Grand Total
<b>2004</b>								
APPLIED	1952	900	779	274	490	29027	3905	33422
QUALIFIED	1319	588	506	201	338	21335	2614	24287
REFERRED	1190	531	466	181	296	19591	2368	22255
INTERVIEWED	205	97	78	39	75	4698	419	5192
HIRED	38	19	21	8	24	1143	86	1253
Percentage Qualified (Qualified/Total Qualified)	5.43%	2.42%	2.08%	0.83%	1.39%	87.85%	10.76%	100.00%
Percentage Referred (Referred/Total Referred)	5.35%	2.39%	2.09%	0.81%	1.33%	88.03%	10.64%	100.00%
Percentage Interviewed (Inter/Total Interviewed)	3.95%	1.87%	1.50%	0.75%	1.44%	90.49%	8.07%	100.00%
Percentage Hired (Hired/Total Hired)	3.03%	1.52%	1.68%	0.64%	1.92%	91.22%	6.86%	100.00%
Interview Rate (Interviewed/Referred)	17.23%	18.27%	16.74%	21.55%	25.34%	23.98%	17.69%	23.33%
80% Test – Interview Rate	71.84%	76.18%	69.80%	89.85%	105.66%	100.00%	73.79%	
Hire Rate (Hired/Interviewed)	18.54%	19.59%	26.92%	20.51%	32.00%	24.33%	20.53%	24.13%
80% Test - Hire Rate	76.19%	80.51%	110.66%	84.31%	131.53%	100.00%	84.36%	
<b>2004-2006</b>								
APPLIED	8213	2820	3053	1156	1389	114372	15242	131003
QUALIFIED	5941	1940	2162	841	1031	87521	10884	99436
REFERRED	5442	1771	1988	742	921	80663	9943	91527
INTERVIEWED	620	309	290	119	211	16326	1338	17875
HIRED	117	70	83	23	59	3797	293	4149
Percentage Qualified (Qualified/Total Qualified)	5.97%	1.95%	2.17%	0.85%	1.04%	88.02%	10.95%	100.00%
Percentage Referred (Referred/Total Referred)	5.95%	1.93%	2.17%	0.81%	1.01%	88.13%	10.86%	100.00%
Percentage Interviewed (Inter/Total Interviewed)	3.47%	1.73%	1.62%	0.67%	1.18%	91.33%	7.49%	100.00%
Percentage Hired (Hired/Total Hired)	2.82%	1.69%	2.00%	0.55%	1.42%	91.52%	7.06%	100.00%
Interview Rate (Interviewed/Referred)	11.39%	17.45%	14.59%	16.04%	22.91%	20.24%	13.46%	19.53%
80% Test – Interview Rate	56.29%	86.21%	72.07%	79.24%	113.19%	100.00%	66.49%	96.49%
Hire Rate (Hired/Interviewed)	18.87%	22.65%	28.62%	19.33%	27.96%	23.26%	21.90%	23.21%
80% Test - Hire Rate	81.14%	97.40%	123.06%	83.10%	120.23%	100.00%	94.16%	99.80%

With the elimination of pre-employment tests which are traditionally used to identify the most qualified applicants, DAS-HRE certifies unranked eligible lists to all departments (pre-employment tests continue to be used for sworn positions in the Department of Public Safety (DPA), for Corrections Officers in the Department of Corrections, and some clerical positions throughout state government). For some recruitments and in some departments, these lists can be long and difficult to manage. Consequently, state departments are responsible for developing screening tools and applying job-related criteria to reduce the number of applicants interviewed to a more manageable number. Based on the samples provided of selection and hiring decisions, most departments are doing a satisfactory job of documenting the job-related screening and selection methods used. Some inconsistencies, however, were noted:

1. A certification list with 181 applicants was referred to the DPA for a Criminal Intelligence Analyst. DPA had three vacancies to fill. The certification list was designated as underutilized for female, minority, and disabled (FMD). One hundred and fifty-six applicants (156) were not contacted; eighty-seven (87) of those were some variation of the underutilized classes. Documentation from the department shows that sixty-three (63) applicants were screened and twenty-two (22), primarily female, were invited to interview. Of the 63, 39 were some variation of FMD. Two females and one non-minority applicant were hired for the vacancies. While the hiring decision resulted in hiring two females, the fact remains that a large number of underutilized applicants were never contacted. The hiring process questionnaire completed by the department indicated that “too many people were placed on the list who did not meet the screening criteria.” Table 6 below clearly illustrates that African Americans, in particular, are contacted less frequently than other ethnicities.

**Table 6: Numbers and Percentages of Applicants Referred, but Not Contacted, by Race – FY2004 - 06**

<b>2006</b>	<b>African American</b>	<b>Asian/PI</b>	<b>Latin American</b>	<b>Native American</b>	<b>Unspecified</b>	<b>White</b>	<b>Total Minority</b>	<b>Grand Total</b>
APPLIED	3909	862	1290	496	451	47162	6557	54170
QUALIFIED	2864	614	942	369	342	36371	4789	41502
REFERRED	2597	555	856	316	300	33395	4324	38019
INTERVIEWED	262	88	123	36	55	6048	509	6612
HIRED	50	18	36	9	13	1392	113	1518
Of Referred, coded 220 (not contacted)	539	79	138	57	43	5128	813	5984
% Referred of total Applied	66.44%	64.39%	66.36%	63.71%	66.52%	70.81%	65.94%	70.18%
% Referred of Total Qualified	90.68%	90.39%	90.87%	85.64%	87.72%	91.82%	90.29%	91.61%
<b>Of Referred, % Not Contacted</b>	<b>20.75%</b>	<b>14.23%</b>	<b>16.12%</b>	<b>18.04%</b>	<b>14.33%</b>	<b>15.36%</b>	<b>18.80%</b>	<b>15.74%</b>
<b>2005</b>	<b>African American</b>	<b>Asian/PI</b>	<b>Latin American</b>	<b>Native American</b>	<b>Unspecified</b>	<b>White</b>	<b>Total Minority</b>	<b>Grand Total</b>
APPLIED	2352	1058	984	386	448	38183	4780	43411
QUALIFIED	1758	738	714	271	351	29815	3481	33647
REFERRED	1655	685	666	245	325	27677	3251	31253
INTERVIEWED	153	124	89	44	81	5580	410	6071
HIRED	29	33	26	6	22	1262	94	1378
Of Referred, coded 220 (not contacted)	314	98	120	53	39	4629	585	5253
% Referred of total Applied	70.37%	64.74%	67.68%	63.47%	72.54%	72.49%	68.01%	71.99%
% Referred of Total Qualified	94.14%	92.82%	93.28%	90.41%	92.59%	92.83%	93.39%	92.88%
<b>Of Referred, % Not Contacted</b>	<b>18.97%</b>	<b>14.31%</b>	<b>18.02%</b>	<b>21.63%</b>	<b>12.00%</b>	<b>16.73%</b>	<b>17.99%</b>	<b>16.81%</b>
<b>2004</b>	<b>African American</b>	<b>Asian/PI</b>	<b>Latin American</b>	<b>Native American</b>	<b>Unspecified</b>	<b>White</b>	<b>Total Minority</b>	<b>Grand Total</b>
APPLIED	1952	900	779	274	490	29027	3905	33422
QUALIFIED	1319	588	506	201	338	21335	2614	24287
REFERRED	1190	531	466	181	296	19591	2368	22255
INTERVIEWED	205	97	78	39	75	4698	419	5192
HIRED	38	19	21	8	24	1143	86	1253
Of Referred, coded 220 (not contacted)	252	103	96	26	53	3743	477	4273
% Referred of total Applied	60.96%	59.00%	59.82%	66.06%	60.41%	67.49%	60.64%	66.59%
% Referred of Total Qualified	90.22%	90.31%	92.09%	90.05%	87.57%	91.83%	90.59%	91.63%
<b>Of Referred, % Not Contacted</b>	<b>21.18%</b>	<b>19.40%</b>	<b>20.60%</b>	<b>14.36%</b>	<b>17.91%</b>	<b>19.11%</b>	<b>20.14%</b>	<b>19.20%</b>

2. In addition to the above finding, twenty-one (21) additional issues from various departments and locations (Public Safety, Department of Corrections, Department of Human Services, Department of Transportation, and the Department of Workforce Development) are listed and described in Appendix P. The finding describes multiple issues for various department recruitments where inconsistencies in the selection process are noted.

While these examples are not sufficient to make a case for noncompliance or discrimination in the hiring process, it does suggest a lack of consistency in applying the policies and procedures outlined in the Applicant Screening Manual. Additionally, in the absence of DAS-HRE oversight, there is no way to accurately determine what level of agency compliance actually exists in state departments.

Staff from DPA and Corrections indicated that for some recruitments, resumes and cover letters are used to screen applicants in the initial assessment. Applicants who fail to include a resume and cover letter when requested or when spelling and/or grammatical errors are detected are automatically eliminated from further consideration. In one example from the Department of the Blind, approximately 41 out of 91 applicants failed to follow instructions outlined on the recruitment bulletin clearly instructing them to send their resume and cover letter to the hiring supervisor. These applicants were consequently eliminated from the hiring process.

While the use of resumes and cover letters as a screening tool may appear reasonable, reliable, and valid, fraud (someone other than the applicant prepares the documents) and the use of vague expressions that sound impressive, i.e., “thoroughly involved,” “worked closely with,” are well documented problems with resumes and cover letters. According to surveys conducted by the Bureau of National Affairs, resumes and cover letters have a moderate level of use among organizations. The most frequently used methods of initial assessment are education level, training and experience, reference checks, and initial interview.

### *Recommendations*

1. DAS-HRE and state agency designated staff should work more closely in the beginning of the planning process to develop a screening plan which specifically outlines which job-related criteria will be used to assess the knowledge, skills, and abilities, (KSAs) prior to list certification. Doing so will ensure that departments receive smaller and more manageable certification lists of the best qualified candidates, and those candidates not meeting the requirements will not be certified on eligible lists. The screening process may include training and experience questionnaires, oral exams, work performance exercises, etc. The elimination of the more formal testing processes does not preclude incorporation of these types of screening tools. These can be very helpful in determining the most qualified.
2. DAS-HRE should institute a policy of providing regular and systematic oversight of state departments to ensure compliance with the policies and procedures outlined in the Applicant Screening Manual, to evaluate employment practices, and to develop

improved methods for dealing with all employment issues related to equal employment opportunity and affirmative action, recruitment and selection, reference checks, and exit interviews to name a few areas.

3. Departments should exercise caution and carefully evaluate effectiveness when using resumes and cover letters as an initial assessment tool. When doing so, resumes and cover letters should be job-related for the position and consistent with business necessity; and should be used with other predictors such as education and training and experience. In the absence of these, the practice of using resumes and covers letters to screen applicants may appear arbitrary, without validity, and may eliminate qualified minority applicants from the interview process.
4. As part of the initial planning process in developing a screening plan, as previously recommended, hiring departments should work with DAS-HRE upfront to identify specific job-related and essential job functions, such as spelling and grammar as screening criteria.

## Findings and Recommendations – Underutilization

1. Departments that have underutilized classes are not required to consider underutilization in the selection process. Underutilization occurs when the percentage of employees in a protected group (women or minorities) is less than the availability percentage for that protected group. Underutilization is calculated for employees in each job group. The declaration of underutilization does not amount to an admission of impermissible conduct. It is neither a finding of discrimination nor a finding of a lack of good faith affirmative action efforts. Rather, underutilization is a technical targeting term used exclusively by affirmative action planners who seek to apply good faith efforts to increase in the future the percentage of utilization of minorities and women in a work force.

Because underutilization is not a consideration, this eliminates the ability to assess for adverse impact. Adverse impact occurs when there is a substantially different rate of selection that works to the disadvantage of members of race, gender, or ethnic groups. Adverse impact often occurs in racially neutral processes without specific intent to discriminate against a protected group. The presence of adverse impact does not require the elimination of a selection procedure, but rather its justification as job-related. Adverse impact may be determined from any individual component or element of a selection process.

2. The Uniform Guidelines require that organizations keep records that allow it to determine if its selection procedures are causing adverse impact in employment decisions.

A review of information provided revealed that when minority applicants are interviewed by state departments, they are hired at rates nearly comparable to white applicants. While this hiring outcome may appear balanced for all applicants and may not be discriminatory, the fact that underutilization is not considered at the beginning of the selection process results in fewer minority applicants included in

the interview process and, consequently, the hiring process. This tends to support the perception of discrimination in the hiring process.

3. One observation that corresponds to the utilization rates is the fact that departments develop their affirmative action plans using state-wide utilization statistics rather than regional data. This does not allow departments to take into consideration the differences in the demographics of their particular region. Therefore, workforce diversity is not representative of the communities in which the departments are located. For example, Des Moines, Davenport, and Waterloo have more diversity than some of the other cities in Iowa. Using state, rather than regional data, does not advance the state's goal of a diverse workforce that mirrors the population.

### *Recommendations*

1. When determining which applicants should be interviewed, consideration should be given to underutilized classes to ensure that minority, female, and disabled applicants are included in the screening process for job-related criteria. A department is provided a list of applicants who meet the minimum qualifications. The list, as previously mentioned, is often lengthy. It provides information regarding which candidates fall into underutilized categories. When departments take that list and apply screening criteria to determine which applicants will be interviewed, they should include all the minority, female, and disabled applicants. This is not to say that every applicant who is in an underutilized category should be interviewed; however, they should be included in the initial screening process to determine which of all the applicants are the most qualified. The department then needs to clearly document its actions and decisions.
2. Use regional utilization data in the hiring process.

### **Finding and Recommendation – Application Screening**

DAS-HRE is responsible for screening applications for all applicants applying for department vacancies. Two staff are responsible for this task and process approximately 54,000 applications annually. Some departments indicated that persons not meeting the minimum qualifications are certified to lists. In addition, some departments indicated that persons who did qualify did not appear on the lists.

### *Recommendation*

Increase staff resources as needed to more effectively support the volume of applications processed on any annual basis. Human Resources (HR) Personnel Officers, currently assigned to departments, could be used to assist with the review of applications.

### **Finding and Recommendation – Training of Department Staff**

With the exception of the HR Personnel Officers statewide, there are few professionally trained HR staff in state departments. Employees responsible for performing HR functions are typically employees with other job responsibilities. In effect, the State relies on non-professionally trained HR staff to administer the state employment system. While DAS-HRE has published an Applicant Screening Manual and provides training to department staff on human resource functions, in the absence of professionally trained HR department staff, the risk of unplanned recruitments, non-standardized and non-valid assessment of applicants, decision making based on non-job related qualification considerations, and lack of compliance with State employment practices, to name a few, becomes an issue.

Given the fact that DAS-HRE does not provide oversight, there is no way to know with any certainty, if department staff are appropriately and consistently applying policies and procedures outlined in the Applicant Screening Manual. Lack of consistently implementing policies and procedures may lead to practices that foster negative applicant reactions and risk noncompliance with applicable laws, regulations, and Affirmative Action guidelines.

### *Recommendations*

DAS-HRE should provide regular and mandatory training of all department staff involved in the hiring process.

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# Promotion

A sound and respected promotion process is fundamental to merit principles and to employee retention. Career advancement opportunities are often cited as deciding factors in whether to stay or leave an employer. As the State of Iowa prepares for the retirements of many of their employees, a sound promotion/career advancement process will help retain the talent within the State and attract talent by offering career advancement opportunities.

## Current Process

The State of Iowa Department of Administrative Services is governed by Chapter 59 of the Iowa Administrative Code specifically 59.1 (8A) Promotions

- **11—59.1(8A) Promotion.**
- **59.1(1)** An appointing authority may promote an employee with permanent status if the employee meets the minimum qualifications and other promotional screening requirements for the position. The employee must be on the list of eligible for the position and available under the conditions stated on the list request.
- **59.1(2)** Agencies shall collect and forward to the director data on the characteristics of applicants considered for promotion in accordance with the director's requirements and these rules.

The Departments and the Department of Administrative Services are also guided by the numerous collective bargaining agreements regarding transfers and recall rights to a position. Listed below are several examples of contract transfer language.

- **AFSCME Transfer rights** Permanent vacancy as defined in Article VII, Section 5 occurs, before a new or temporary employee is hired, employees shall be allowed to transfer or be recalled in the order set forth in Article VII, Section 6 ...first choose internal transfers; 2nd if no one in the department applies for a transfer then can go outside employing units. The most senior who meets the qualifications and selective certifications will be offered the job and that person has 3 days to decide.
- **Police Union** The vacancy must be posted for 7 days and those who are qualified are hired based on seniority.
- **UE Local 893** The applicant must have an evaluation above 3.0, no discipline within last 12 months. Employee files a request for transfer with department personnel office. The posting must be up for 5 days and the most senior qualified will be offered the position.

Once the steps in the collective bargaining process have been satisfied, the State's promotion process is identical to the selection process. If the department does not have any lateral transfers, the position is checked for inter-agency/employing unit transfers prior to internal posting. If the position does not have any recall or outplacement candidates, a request is made to DAS for a Promotional or Non-Promotional certification list.

For example, the Department of Transportation posts all positions not filled by transfer, recall or outplacement as open to “all applicants,” or a non-promotional certification list. All promotional recruitments are processed through DAS and BrassRing. DAS creates the certification list and sends it to the hiring department. The hiring department is instructed to follow the DAS Screening Manual (see Appendix C) in filing a promotional position. The DAS Applicant Screening Manual does not differentiate promotion from non-promotional recruitment process.

## Findings

We learned from our focus group meetings that once departments had complied with the labor contract requirements for transfers, they requested a certification list from DAS. The Department of Transportation has made it a policy to request an “ALL” applicant list in order to increase their opportunity to hire a more diverse workforce. Departments make the decision to either open the opportunity to their department only, the State only, or to the public.

CPS’ survey sent to all departments not included in our focus groups revealed that departments use the same process for promotion and non promotional screening and interviewing. Some of the smaller departments have not had an opportunity for a promotion due to low turnover and budget constraints. (See Appendix F for the complete responses to the department survey.)

Promotion opportunities not covered by the merit system are handled directly by the department involved.

Tables 7 and 8 below reflect the State’s overall statistics for promotions. Table 7 shows the promotions by ethnicity as a percentage of the total number of promotions. Table 8 reflects the percentage of promotions *within* each ethnic group for FY2006. The percentages in Table 8 are perhaps a better representation of actual promotion rates per ethnicity. From this comparison for one year of data there does not appear to be any disparity in the outcome of the promotion process.

**Table 7: Number and Percentage of Promotions, by Race – FY2004-06**

Fiscal Year	African American	Asian/PI	Latin American	Native American	Un-specified	White	Total Minority	Grand Total
2004	15	6	4	2	9	412	27	448
2004 % of Total	3.35%	1.34%	0.89%	0.45%	2.01%	91.96%	6.03%	100.00%
2005	7	14	9	3	10	534	33	577
2005 % of Total	1.21%	2.43%	1.56%	0.52%	1.73%	92.55%	5.72%	100.00%
2006	15	9	13	2	9	588	39	636
2006 % of Total	2.36%	1.42%	2.04%	0.31%	1.42%	92.45%	6.13%	100.00%
Grand Total	37	29	26	7	28	1534	99	1661
2004-06 % of Total	2.23%	1.75%	1.57%	0.42%	1.69%	92.35%	5.96%	100.00%

**Table 8: Number and Percentage of Promotions, by Race – FY2006**

2006	African American	Asian/PI	Latin American	Native American	Un-specified	White	Grand Total
No. of Promotions	15	9	13	2	9	588	636
Total No. of Employees	408	232	268	121	308	18388	19725
Percentage of Employees within each Race/Ethnic Group Promoted	3.68%	3.88%	4.85%	1.65%	2.92%	3.20%	3.22%
Percentage of Overall Workforce	2.07%	1.18%	1.36%	0.61%	1.56%	93.22%	100.00%
Percentage of Total Promotions	2.36%	1.42%	2.04%	0.31%	1.42%	92.45%	100.00%

Note: We received data on overall employee numbers for FY2006 only.

CPS conducted a hiring process survey of all applicants interviewed and not hired since July 2006. Tables 9-11 below indicates that of those responding to our survey, minorities within state service have a greater desire to retire from state service than whites. However African Americans who completed the survey indicated that opportunities for advancement could be improved (66.7 percent on average for minorities versus 46.9 percent for whites). Similar results were found for training opportunities.

**Table 9: Responses to Length of Service Survey Question, by Race**

<b>If you are currently an employee of the State of Iowa, how long do you envision continuing to work for the State of Iowa?</b>						
<b>Time Period</b>	<b>Total</b>	<b>White</b>	<b>Black or African American</b>	<b>Asian or Pacific Islander</b>	<b>American Indian or Alaska Native</b>	<b>Hispanic/Latino</b>
	1130	1011	54	22	10	33
Less than 1 year	20 1.8%	17 1.7%	0 0.0%	2 9.1%	0 0.0%	1 3.0%
1 to 2 years	21 1.9%	20 2.0%	1 1.9%	0 0.0%	0 0.0%	0 0.0%
3 to 5 years	41 3.6%	39 3.9%	0 0.0%	1 4.5%	0 0.0%	1 3.0%
6 to 10 years	96 8.5%	90 8.9%	4 7.4%	0 0.0%	0 0.0%	2 6.1%
11 to 20 years	44 3.9%	38 3.8%	2 3.7%	1 4.5%	1 10.0%	2 6.1%
Hope to retire from the state	419 37.1%	364 36.0%	24 44.4%	11 50.0%	6 60.0%	14 42.4%
Not currently an employee of the State of Iowa	489 43.3%	443 43.8%	23 42.6%	7 31.8%	3 30.0%	13 39.4%

**Table 10: Responses to Opportunities for Advancement Survey Question, by Race**

<b>If you are currently a State of Iowa employee, how satisfied are you with the state as an employer? Please rate the factors below. If you are not a current state employee, please skip this question.</b>						
<b>Ranking: Opportunities for Advancement</b>	<b>Total</b>	<b>White</b>	<b>Black or African American</b>	<b>Asian or Pacific Islander</b>	<b>American Indian or Alaska Native</b>	<b>Hispanic/Latino</b>
	656	580	33	14	7	22
1 Very Satisfied	95 14.5%	91 15.7%	2 6.1%	1 7.1%	1 14.3%	0 0.0%
2 Satisfied	199 30.3%	180 31.0%	7 21.2%	5 35.7%	4 57.1%	3 13.6%
3 Could be improved	319 48.6%	272 46.9%	22 66.7%	7 50.0%	2 28.6%	16 72.7%
4 Not important factor to my continuing employment	43 6.6%	37 6.4%	2 6.1%	1 7.1%	0 0.0%	3 13.6%

**Table 11: Responses to Training Opportunities Survey Question, by Race**

<b>If you are currently a State of Iowa employee, how satisfied are you with the state as an employer? Please rate the factors below. If you are not a current state employee, please skip this question.</b>						
<b>Ranking: Training Opportunities</b>	<b>Total</b>	<b>White</b>	<b>Black or African American</b>	<b>Asian or Pacific Islander</b>	<b>American Indian or Alaska Native</b>	<b>Hispanic / Latino</b>
	660	584	33	14	7	22
1 Very Satisfied	136 20.6%	126 21.6%	4 12.1%	2 14.3%	2 28.6%	2 9.1%
2 Satisfied	211 32.0%	186 31.8%	13 39.4%	7 50.0%	2 28.6%	3 13.6%
3 Could be improved	265 40.2%	230 39.4%	14 42.4%	4 28.6%	3 42.9%	14 63.6%
4 Not important factor to my continuing employment	48 7.3%	42 7.2%	2 6.1%	1 7.1%	0 0.0%	3 13.6%

In an attempt to create a more diverse workforce, Iowa departments tend to open all positions to the public. By doing so, departments create two issues:

1. Internal candidates feel frustrated that they have to compete with non-state applicants.
2. Non-state applicants feel that when a state employee is hired, the process was “wired” to hire an internal candidate. Survey responses indicate that these applicants feel they wouldn’t have bothered to go through the application process given that a state employee was identified for the open position.

Our randomly-selected review of the closed certification files provided by departments indicates a mix of processes used, and differences in how thorough departments are in their hiring processes. Each department maintains their own recruitment records; our review of promotional files indicates that there is little consistency between departments in the information the departments track.

Examples from our review include (see Appendix P for a complete summary of review notes):

Department:	Department of Corrections
Position:	Executive Officer 1
Certification List:	Intra- Promotional
Underutilized:	Female and Disabled
Comments:	
Interview questions with scoring criteria (criteria needs a little work to define quality and quantity scoring) 2 person interview panel at least one female on panel; 11 invited to interview, 4 declined interview 7 interviewed; 1 female hired for position.	

Department:	Department of Corrections
Position:	Correctional Counselor
Certification List:	Intra Promotional
Underutilized:	Female and Disabled
Comments:	
7 names were certified, 4 were interviewed including one female Did not indicate why the remaining 3 were not invited for an interview Candidates were asked to respond to an intake scenario and to make a group presentation. (All who were interviewed did well on the intake so the interview panel added the group presentation, nothing in the file to indicate that presentation experience is required for the position) Hired white male	

Department:	Workforce Development
Position:	Job Insurance Quality Auditor 2
Certification List:	Not in file

**Comments:**

AFSCME transfer rights posting. Copy of posting on DAS Website, Emails indicating applicant contested his status on the certification list and was added to the list. Thank you for interviewing letters included for 7 interviewed. Offer letter included.

Request for Approval to Hire Job Insurance Quality Auditor 2 narrative:

- Interview panel of two, interviewed 8 applicants and scored 3 higher than the person hired for the position. The reason for hiring the lower score is that she had unemployment compensation experience. Scoring criteria did not provide examples of acceptable answers. The scoring criteria consist of a rating scale from 1 being an unacceptable answer to 5 being an excellent applicant answer.
- The Interview consisted of 18 questions none of which were about unemployment compensation practices, procedures or regulations. The interviewers did not ask any questions about unemployment compensation benefits experience.

When only State employees are considered for a promotion, it does reduce the number of eligible candidates, and lessens the problems with having too many candidates on the certification list. The promotion files reviewed for this study had certification lists and or documentation that indicated a small number of candidates. However even with the small number of candidates not all were interviewed. Many of the files reviewed were not complete and did not indicate why some candidates were interviewed and others were not. This may be a factor of poor record keeping or a lack of consistency in applying the DAS Screening Manual.

In addition, the scoring criteria for the examples reviewed were not always clear; they were often ranges that were general in nature. Although the ranges are listed in the DAS Screening Manual, in chapter 17 it does suggest listing specific job-related examples for each of the scales defined. In most cases, records indicated departments asked the same questions to each candidate and used a panel for the interview process. The diversity of the interview panel was difficult to determine from the records unless it was an obvious female name; of the records we reviewed, some had female panel members.

We also learned from our department hiring practices survey that training and retraining on the hiring process is not always current. For example, all new supervisors are required to attend the DAS training on hiring and screening processes. However, newly trained supervisors may not have an opportunity to hire someone until long after they've completed their training.

## Recommendations

1. Ensure that staff involved in the hiring process receive training on an ongoing basis, specifically in the development of interview questions and scoring criteria.

2. Job-related examples for each of the rating scales should be defined prior to the interview process.
3. Ensure that recruitment processes are consistent with the DAS Screening Manual through annual audit of departmental records and processes.
4. Determine the best use of “All Applicants” certifications for promotional opportunities. This can be a very useful tool for increasing workforce diversity. If the goal is to increase diversity, DAS-HRE should develop a targeted outreach process to ensure that certification lists are diverse.
5. If a department plans to promote from within, we recommend not using the “All Applicant” process. This leads to frustration for all of the applicants and can seem to outside applicants as if they have no chance in getting hired.

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## Employee Retention and Turnover

An organization's ability to retain a quality workforce is critical to its long-term success. Even the best recruitment and selection systems will be only marginally effective if the organization is unable to retain the high-performing employees it has attracted and hired. However, low turnover can be a mixed blessing in organizations as they seek to become more diverse. Very low turnover results in relatively few openings and the competition to fill them can be fierce.

### Findings

Overall, the State of Iowa had an annual turnover rate of 6 percent in FY2006. Table 12 below shows that departments – or major organizational units of a department – of more than 100 employees had annual turnover rates ranging from a low of 1.5 percent to a high of 17.8 percent.

Typically the annual turnover rate is defined as the number of employees leaving the organization during the year divided by the average number of employees in that organization during the year. Because we were unable to obtain data on the *average* number of employees on the payroll during the entire year, we used the *total number* of people on the payroll at the end of the fiscal year for the denominator in this equation.

**Table 12: State of Iowa Turnover – Departments of over 100 Employees**

Department	No of EEs	% Minority	Overall Turnover	Minority Turnover	% Af. Am.	Af. Am. Turnover
Auditor	107	0.90%	17.80%	0.00%	0.00%	0.00%
DHS - Adm	313	8.00%	16.90%	8.00%	3.80%	3.80%
DHS - Toledo	115	3.50%	12.20%	25.00%	0.90%	100.00%
DHS - Glenwood	895	5.30%	10.90%	5.30%	0.40%	0.00%
Economic Development	127	6.30%	10.20%	12.50%	3.10%	25.00%
Public Defense	303	5.30%	9.60%	6.30%	3.00%	0.00%
DOC - Newton	323	3.70%	9.30%	16.70%	1.20%	25.00%
Admin. Services	367	9.00%	9.00%	12.10%	4.10%	6.70%
Veterans Home	799	3.60%	8.80%	6.90%	1.00%	25.00%
Commerce - All Divisions	295	6.10%	8.50%	0.00%	2.40%	0.00%
Education	241	5.40%	8.30%	23.10%	2.10%	0.00%
DHS - Cherokee	202	0.00%	7.90%	100.00%	0.00%	100.00%
Inspections & Appeals	260	6.20%	7.70%	0.00%	1.90%	0.00%
DHS - Woodward	693	3.80%	7.60%	11.50%	1.30%	11.10%
Agriculture	382	1.60%	7.30%	0.00%	0.30%	0.00%
DHS - Total	5519	4.70%	7.30%	8.50%	2.00%	10.00%
DOC - Mitchellville	199	10.60%	7.00%	4.80%	6.50%	0.00%
Justice	204	2.50%	6.90%	20.00%	2.00%	0.00%
DOC - Rockwell	109	2.80%	6.40%	33.30%	0.90%	100.00%
DOC - Clarinda	308	2.60%	5.80%	0.00%	0.00%	0.00%
DOC - All	2920	5.10%	5.80%	6.80%	2.00%	11.90%
Ed. Voc Rehab	355	5.90%	5.60%	4.80%	2.80%	0.00%
Workforce Development	766	14.00%	5.40%	6.50%	6.30%	6.30%
DOC - Ft. Dodge	359	5.00%	5.00%	11.10%	2.50%	22.20%
DHS - Community	2554	6.10%	4.90%	4.50%	2.70%	5.90%
Revenue	373	6.40%	4.80%	0.00%	2.40%	0.00%
DOC - Oakdale	317	6.00%	4.40%	0.00%	2.80%	0.00%
Natural Resources	928	5.40%	4.30%	2.00%	1.00%	0.00%
Public Health	410	7.10%	4.10%	6.90%	3.20%	0.00%
Lottery	112	5.40%	3.60%	0.00%	3.60%	0.00%
DOC - Anamosa	346	2.90%	3.50%	0.00%	0.60%	0.00%
DOC - Ft. Madison	518	7.10%	3.30%	0.00%	2.10%	0.00%
Public Safety	948	3.20%	3.20%	10.00%	1.40%	15.40%
DOC - Mt. Pleasant	313	4.80%	2.90%	6.70%	2.60%	12.50%
Transportation	3112	4.40%	2.70%	1.40%	1.50%	4.30%
Public TV	116	1.70%	1.70%	0.00%	0.00%	0.00%
DIA - Appellate	201		1.50%	5.50%	0.00%	0.00%
<b>State Total</b>	<b>19725</b>	<b>5.20%</b>	<b>6.00%</b>	<b>6.30%</b>	<b>2.10%</b>	<b>7.60%</b>

None of the departments responding to our survey, or the departments that we met with in person, considered their turnover rates to be a problem. Neither of the departments having a turnover rate of over 10 percent responded to our survey, making it impossible to determine if they consider turnover to be a problem or what steps they are taking to address it. Even departments with a turnover rate somewhat above the state average considered their turnover rates to be acceptable when compared to the “industry average.” For example, the Iowa Veterans Home believes their turnover rate (8.80 percent) to be extremely low for the “long term care industry.” The Department of Human Services considers its turnover rate (7.3 percent) to be quite low when compared to other public and private human services agencies nationally.

Although some departments have higher turnover in certain classifications (e.g., Social Workers, RN’s in the metro areas, and IT), the biggest concern across the board for most departments is with retirements. In many departments/occupations, a large percentage of employees have reached or are near retirement age.

As a result of historically low turnover, the State of Iowa has an experienced workforce. 17.8 percent of employees, statewide, have more than 25 years of service, and another 26.8 percent have between 15 and 25 years of service. Table 13 below shows the departments of over 300 employees with a higher-than-average number of employees with more than 25 years of service.<sup>7</sup> See Appendix L for years of service levels for all departments.

**Table 13: State of Iowa Turnover – Departments of over 100 Employees**

<b>Large Departments (over 300 employees)</b>	<b>% of Employees with over 25 Years</b>
Revenue (excluding Lottery)	32.4%
Workforce Development	27.4%
Transportation	25.0%
Administrative Services	23.4%
Natural Resources	22.0%
Human Services	19.8%

We met with employee focus groups, ranging in size from two to eight employees, from six different departments.<sup>8</sup> Virtually all of the employees we met with “love” working for the

<sup>7</sup> Although less than 10 percent of the employees in the Department of Corrections have more than 25 years of service, it is due to its rapid growth rather than a high turnover rate (overall turnover is 5.8 percent). Within the Corrections Department’s central office, almost 71 percent of the employees have at least 15 years of service and 26.8 percent of them have more than 25 years of service.

<sup>8</sup> Our primary purpose in meeting with the employee focus groups was to gather information to help us design our employee/applicant survey. We recognize that these groups were very small, and not as diverse as we would have liked.

State and envision themselves retiring from the State, though not necessarily from their current departments. They are very well satisfied with their pay, benefits, retirement plan and job security. They reported finding the work very satisfying, feeling valued by their supervisors, and having the job mobility to move around within state government. Many of them feel like they are “treated like family.”

When we asked what would cause workers to leave, we received responses like “Nothing” or “Winning the lottery!” Some did acknowledge that promotional opportunities were limited, and lack of opportunity could result in a few of them leaving. Others of them acknowledged that there were “downsides” to their jobs – inadequate staffing, weekend work, and undesirable shifts – but in the grand scheme of things, such things did not outweigh the positive aspects of state employment. One of the newer employees observed that “the old timers forget how good they’ve got it.”

For the past six fiscal years, the Human Resources Enterprise has conducted a Departure Survey with employees who have left state government or transferred from one department to another. The survey is mailed approximately 60 days after the employees has terminated employment or transferred. When asked to identify the reason(s) for separating from state employment, the top three reasons identified (excluding the responses from those who retired) include *Working Conditions*, *Quality of Supervision*, and *Career Advancement Opportunity*.

Because of the low turnover rate – perhaps coupled with the perceptions that little can be done to prevent the surge of retirements – most departments have not launched specific initiatives to address turnover. Those that have, however, appear to focus their initiatives on those areas the Departure Survey respondents have identified as problem areas, such as:

- Encouraging employees to attend PDS training, as well as participating in other training and development activities.
- Focusing on trying to improve communications within the department through newsletters, quarterly forums with all staff, “town-hall” meetings, and top management encouraging openness and sharing with employees.
- “Striving to maintain a workplace that is conducive to retention.”
- Encouraging supervisors to invite staff “to make suggestions to make their jobs better, or more enjoyable, while accomplishing our agency goals.”
- Expecting supervisors to provide training and coaching to help employees be more successful in their positions.
- Conducting an annual employee satisfaction survey that measures such things as satisfaction with work environment, supervision received, relationships within the agency, and equipment needs.
- Improving working conditions by reducing overnight travel, providing needed equipment and supplies, and soliciting employee input.

Despite the fact that the Departure Survey shows some level of dissatisfaction with working for the State, nearly three-quarters of the respondents “agreed to some extent” that they would apply for another position with the State of Iowa if they were looking for work. DAS-HRE points out in its conclusions to the 2006 Departure Survey Report,

*Based on the 6-year aggregate sample, it appears that out of the 35 individual items on the survey, only 14 items could be said to have received very positive responses (over 2/3rds agreement with an item). This is not too surprising as this is an exit survey and respondents are likely to be somewhat more negative/honest in their responses.*

The conclusion that former employees might be more negative/honest in their responses is not supported by our findings from the hiring survey we conducted. In response to question 17, almost three-quarters of the respondents plan to work for the state for over 10 years, and two-thirds plan to retire from the State. That is not inconsistent with the responses to the Departure Survey that shows that nearly three-quarters of former employees would consider working for the state in the future.

Furthermore, our survey question 18 asks current employees about their level of satisfaction with certain aspects of the State as an employer. Although the phrasing of our question about these factors differs somewhat from similar questions in the State's Departure Survey, Table 14 below certainly suggests that the former employees are not more negative in their feedback than current employees.

Minority respondents saw greater room for improvement than white respondents on each item except satisfaction with co-workers (where the "Could be improved" response was virtually identical). The greatest differences between minority and non-minority respondents were in the areas of "Salary" and "Training Opportunities." A greater percentage of white employees than minority employees indicated they were "Very Satisfied" in each of the survey categories. Although our recruitment and hiring survey was not designed to be a "job satisfaction" survey, the responses certainly suggest that minority and non-minority employees have different perspectives about the State as an employer, and a more in-depth review would be warranted.

**Table 14: Survey Responses from Former Employees and Current Employees**

Departure Survey Report – 2006		CPS Hiring Survey - Question 18	
Former Employees		Current Employees	
	Agreed to some degree	How satisfied are you with the state as an employer? Please rate the factors below.	Satisfied or Very Satisfied
I was paid fairly for the work I did	68.5%	Salary	60.5%
The benefits I received met my expectations	83.2%	Health and other insurances	83.3%
The benefits I received met my expectations	83.2%	Vacation, sick leave, and other paid leave types	78.6%
The training I received permitted me to update and expand my skills	56.9%	Training Opportunities	52.6%
There were career advancement opportunities for me if I had chosen to stay	22.2%	Opportunities for Advancement	44.8%
I had a good working relationship with my supervisor	68.0%	Supervisor	70.4%
I had a good working relationship with my co-workers	86.1%	Coworkers	74.3%

In fact, the former employees appear to express greater satisfaction in the areas of pay, training opportunities, and co-worker relationships. The responses of the two groups are virtually identical in the areas of benefits and supervisor relationships. The area of greatest difference between the groups, and the one where former employees were less satisfied is in the area of opportunity for career advancement. Only 22.2 percent of the former employees agreed that there were career advancement opportunities for them if they had stayed. Forty-five percent of current employees are at least satisfied with their perceived advancement opportunities.

This finding is not surprising. One would expect that a greater share of those employees who left would have done so because they saw their career opportunities as being limited.

### *Exit Interviews and Exit Surveys*

None of the six departments that we met with consistently conduct exit interviews with departing employees. Two of the departments, Transportation and Public Safety, provide an exit survey form to departing employees with instructions about where to return it. The Department of Transportation reports having a 50 percent response rate. The other four departments indicated that there is no consistent practice throughout the department to do either exit interviews or exit surveys.

Almost all of the departments responding to our Hiring Practices Questionnaire stated that they conduct either exit interviews or exit surveys with departing employees, at least to some extent. Some said that interviews are conducted with employees who ask for the opportunity. Others said that some supervisors in the department conduct exit interviews and others do not. Very few have a policy on exit interviews that is consistently followed.

Only one-third of the respondents to the HRE Departure Survey said that their previous departments conducted exit interviews with them before they left. On its face this may appear to be inconsistent with what we were told by departments. However, most of the respondents to the HRE Departure Survey are from large departments, where because of sheer size, most of the departures occur. The larger departments, for the most part, do not have a policy or consistent practice for the use of exit interviews and/or exit surveys.

### *Minority Turnover and Retention Issues*

As stated above, the overall turnover rate for FY 2006 was 6 percent. Table 15 below shows turnover by race for that same time period.

**Table 15: Statewide Turnover, by Race - FY2006**

Data	Total Minority		African American		Asian/PI		Latin American		Native American		Unspecified		White		Grand Total	
	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%
Total Transfers	11	1.1%	4	1.0%	2	0.9%	2	0.7%	3	2.5%	6	1.9%	163	0.9%	180	0.9%
Total Departures	54	5.2%	27	6.6%	9	3.9%	12	4.5%	6	5.0%	52	16.9%	906	4.9%	1012	5.1%
Grand Total - State	1029	5.2%	408	2.1%	232	1.2%	268	1.4%	121	0.6%	308	1.6%	18388	93.2%	19725	100.0%
Total Turnover	65	6.3%	31	7.6%	11	4.7%	14	5.2%	9	7.4%	58	18.8%	1069	5.8%	1192	6.0%

Overall minority turnover was 6.3 percent, which is virtually identical to the State's overall turnover rate. Based on these figures, the highest turnover rate is among African Americans (7.6 percent), followed closely by Native Americans (7.4 percent). Asian and Pacific Islanders had the lowest turnover rate (4.7 percent) with Latin American and white being in the middle (5.2 percent and 5.8 percent respectively).

It should be noted that the 58 transfers/departures of 308 employees whose race is "unspecified" are not included in the minority category, although they are included in the state total. If they were included in the minority category, the turnover rate for minorities would be 9.2 percent. Since there is no way to know with certainty, we can at least conclude that the minority turnover falls somewhere between 6.3 percent and 9.2 percent.

Appendix M shows turnover by race for all departments. Many of the departments identified in Appendix M are so small that analyzing turnover by race is meaningless – or worse – misleading. For example, if one of two minority employees leaves a small department, the turnover rate would be 50 percent.

Table 16 below shows the FY2006 turnover rate for departments and major subdivisions of departments of 100 or more employees.

**Table 16: Turnover Rates for Departments/Subdivisions of 100 or More Employees – FY2006**

Department	# of EEs	% Minority	Overall Turnover	Minority Turnover	% Afr. Am	Af. Am. Turnover
Admin. Services	367	9.0%	9.0%	12.1%	4.1%	6.7%
Agriculture	382	1.6%	7.3%	0.0%	0.3%	0.0%
Auditor	107	0.9%	17.8%	0.0%	0.0%	0.0%
<b>Commerce - All Divisions</b>	<b>295</b>	<b>6.1%</b>	<b>8.5%</b>	<b>0.0%</b>	<b>2.4%</b>	<b>0.0%</b>
DHS - Admin	313	8.0%	16.9%	8.0%	3.8%	3.8%
DHS - Cherokee	202	0.0%	7.9%	100.0%	0.0%	100.0%
DHS - Community	2554	6.1%	4.9%	4.5%	2.7%	5.9%
DHS - Glenwood	895	5.3%	10.9%	5.3%	0.4%	0.0%
DHS - Toledo	115	3.5%	12.2%	25.0%	0.9%	100.0%
DHS - Woodward	693	3.8%	7.6%	11.5%	1.3%	11.1%
DHS - Total	5519	4.7%	7.3%	8.5%	2.0%	10.0%
DIA - Appellate	201		1.5%	5.5%	0.0%	0.0%
DOC - Anamosa	346	2.9%	3.5%	0.0%	0.6%	0.0%
DOC - Clarinda	308	2.6%	5.8%	0.0%	0.0%	0.0%
DOC - Ft. Dodge	359	5.0%	5.0%	11.1%	2.5%	22.2%
DOC - Ft. Madison	518	7.1%	3.3%	0.0%	2.1%	0.0%
DOC - Mitchellville	199	10.6%	7.0%	4.8%	6.5%	0.0%
DOC - Mt. Pleasant	313	4.8%	2.9%	6.7%	2.6%	12.5%
DOC - Newton	323	3.7%	9.3%	16.7%	1.2%	25.0%
DOC - Oakdale	317	6.0%	4.4%	0.0%	2.8%	0.0%
DOC - Rockwell	109	2.8%	6.4%	33.3%	0.9%	100.0%
<b>DOC - All</b>	<b>2920</b>	<b>5.1%</b>	<b>5.8%</b>	<b>6.8%</b>	<b>2.0%</b>	<b>11.9%</b>
Economic Development	127	6.3%	10.2%	12.5%	3.1%	25.0%
Education	241	5.4%	8.3%	23.1%	2.1%	0.0%
Ed. Voc Rehab	355	5.9%	5.6%	4.8%	2.8%	0.0%
Inspections & Appeals	260	6.2%	7.7%	0.0%	1.9%	0.0%
Justice	204	2.5%	6.9%	20.0%	2.0%	0.0%
Lottery	112	5.4%	3.6%	0.0%	3.6%	0.0%
Natural Resources	928	5.4%	4.3%	2.0%	1.0%	0.0%
Public Defense	303	5.3%	9.6%	6.3%	3.0%	0.0%
Public Health	410	7.1%	4.1%	6.9%	3.2%	0.0%
Public Safety	948	3.2%	3.2%	10.0%	1.4%	15.4%
Public TV	116	1.7%	1.7%	0.0%	0.0%	0.0%
Revenue	373	6.4%	4.8%	0.0%	2.4%	0.0%
Transportation	3112	4.4%	2.7%	1.4%	1.5%	4.3%
Veterans Home	799	3.6%	8.8%	6.9%	1.0%	25.0%
Workforce Development	766	14.0%	5.4%	6.5%	6.3%	6.3%
<b>State Total</b>	<b>19,725</b>	<b>5.2%</b>	<b>6.0%</b>	<b>6.3%</b>	<b>2.1%</b>	<b>7.6%</b>

Even here, it is difficult to draw solid conclusions from the data. The Department of Administrative Services and the Department of Agriculture are approximately the same size (367 employees and 382 employees respectively). Minority turnover in DAS is 12.1 percent, compared to zero percent in Agriculture. However, nine percent of the employees in DAS are minority, while only 1.6 percent of the Agriculture employees are minority. Having a greater number of minorities in a department increases the likelihood that someone will leave.

Similarly, the Department of Public Safety and the Veteran's Home serve as examples where the turnover rates of minorities, and specifically African Americans, are somewhat higher than overall turnover. But, even here, the number of minorities is still so small, that one or two random minority departures can have a large impact on the percentages.

Based on our analysis of the data in Table 16, it appears that the Department of Corrections, overall, has a turnover rate among African Americans (11.9 percent) that is twice that of the overall turnover rate of 5.8 percent. The details in Appendix M show that 7 of 59 African Americans left the department in FY2006. These numbers, alone, suggest that a closer look at the circumstances would be warranted.

Although the published DAS-HRE Departure Survey does not provide an analysis of the survey responses by race/ethnicity because of the small number of responses, we received the minority/non-minority responses for three fiscal years (2004, 2005 and 2006), and the combined results for the three years.<sup>9</sup> Tables 17 and 18 provide basically the same information but display in different ways. Both Tables list each of the individual items (subjects or issues) from the DAS-HRE Departure Survey, the extent to which both the minority and non-minority respondents "disagreed-to-some-extent" and the percentage point differences between the two groups.

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<sup>9</sup> During FY2006, 65 minority employees left state employment or transferred to another department. Twenty of them responded to the HRE survey, giving a response rate of 31 percent. The non-minority response rate was 34 percent. Those response rates are lower than we would like, but not unusually low for exit surveys. By aggregating the data over the three year period, we are able to increase the number of responses, but not the response rate. The risk of relying on the findings of surveys with low response rates, of course, is that the respondents may not be representative of the total group – in this case, the group of employees who left or transferred. However, we have no reason to believe that the minority respondents are any more or less representative than the non-minority respondents.

**Table 17: Degree of Disagreement of Minority Employees with Survey Statements**

DAS-HRE Departure Survey Statement (question no.)	Disagreed to some extent Minority (percentage)	Disagreed to some extent Non-minority (percentage)	Difference
There were career advancement opportunities for me if I had chosen to stay (8)	80.0	76.0	4.0
Employees complaints and problems were appropriately handled in a timely manner (28)	75.5	55.4	20.1
All employees in my department were treated fairly (11)	71.4	57.3	14.1
I was never harassed or treated poorly at work (10)	65.3	44.8	20.5
My office environment helped me provide quality products and services (5)	62.0	50.4	11.6
I received timely and effective feedback about my performance (16)	60.0	50.9	9.1
Communication was open and informative within my work unit (13)	59.2	51.7	7.5
I was recognized when I did exceptional work (1)	58.0	50.5	7.5
The supervision provided to me was effective (23)	58.0	42.4	15.6
I was provided the necessary orientation and training to successfully carry out my job duties (9)	54.2	38.5	15.7
I was encouraged to develop to my maximum potential (33)	54.2	42.9	11.3
My pay was similar to employees performing the same jobs in the private sector (4)	54.0	50.5	3.5
The training I received permitted me to update and expand my skills (6)	52.0	43.8	8.2
My supervisor let me know that he/she valued my contributions (25)	52.0	41.7	10.3
I was asked to do an appropriate amount of work for the amount I was paid (19)	51.0	33.6	17.4
I was given complete and accurate information regarding my job duties prior to accepting the job I recently vacated (17)	50.0	35.0	15.0
Policies and procedures were clear and aided me in performing my job (24)	50.0	38.7	11.3
My department was accepting of diverse individuals and groups (12)	50.0	30.1	19.9
I had a good working relationship with my immediate supervisor (22)	50.0	33.5	16.5
I had a clear understanding of how I contributed to the mission of my department (15)	46.9	33.5	13.4
Taking initiative was encouraged in my work unit (31)	46.8	35.9	10.9
My department's vision, mission, and goals were communicated to me. (14)	44.9	31.7	13.2
I was paid fairly for the work I did (3)	42.9	29.3	13.6
Teamwork and cooperation were encouraged in my work unit (27)	40.8	35.4	5.4
The technology I was provided was sufficient to accomplish my work (7)	40.0	18.2	21.8
The State employees I knew were hard-working and took pride in the work they did (34)	38.0	29.6	8.4
The work I performed was consistent with my skill level (32)	32.0	22.6	9.4
The work I was required to do was enjoyable (20)	30.6	29.2	1.4
My job met my personal expectations and was in line with my personal goals (30)	30.0	32.1	-2.1
The work I performed was consistent with my career interests (21)	25.0	24.9	0.1
The benefits I received met my expectations (2)	22.0	16.1	5.9
The work I was required to do was meaningful (18)	18.0	17.2	0.8
My job gave me opportunities to serve the citizens of Iowa and "make a difference " (29)	18.0	17.0	1.0
I had a good working relationship with my co-workers (26)	14.0	14.3	-0.3

Table 17 displays the items in the order of most to least disagreement of the minority respondents. Specifically, the statement with which the most (80 percent) minority respondents disagreed was “There were career advancement opportunities for me if I had chosen to stay.” When reading through the entire list, it becomes obvious that the statements with which the minority employees disagreed most had to do with the way they felt they (and perhaps others) were treated. Specifically, they felt that:

- Employee complaints were not handled appropriately or timely.
- Not all employees were treated fairly.
- They had been harassed or treated poorly at work
- Failed to receive timely and effective feedback.

The statements with which they disagreed the least had to do with the nature of the work, co-worker relationships and benefits. Specifically they felt:

- They had good relationships with coworkers.
- The job made them feel like they “could make a difference” for Iowa citizens.
- They did meaningful work.
- The work was enjoyable.
- Benefits met their expectations.

**Table 18: Degree of Difference between Minority and Non-minority Employees**

DAS-HRE Departure Survey Statement (question no.)	Disagreed to some extent Minority (percentage)	Disagreed to some extent Non-minority (percentage)	Difference
The technology I was provided was sufficient to accomplish my work (7)	40.0	18.2	21.8
I was never harassed or treated poorly at work (10)	65.3	44.8	20.5
Employees complaints and problems were appropriately handled in a timely manner (28)	75.5	55.4	20.1
My department was accepting of diverse individuals and groups (12)	50.0	30.1	19.9
I was asked to do an appropriate amount of work for the amount I was paid (19)	51.0	33.6	17.4
I had a good working relationship with my immediate supervisor (22)	50.0	33.5	16.5
I was provided the necessary orientation and training to successfully carry out my job duties (9)	54.2	38.5	15.7
The supervision provided to me was effective (23)	58.0	42.4	15.6
I was given complete and accurate information regarding my job duties prior to accepting the job I recently vacated (17)	50.0	35.0	15.0
All employees in my department were treated fairly (11)	71.4	57.3	14.1
I was paid fairly for the work I did (3)	42.9	29.3	13.6
I had a clear understanding of how I contributed to the mission of my department (15)	46.9	33.5	13.4
My department's vision, mission, and goals were communicated to me. (14)	44.9	31.7	13.2
My office environment helped me provide quality products and services (5)	62.0	50.4	11.6
I was encouraged to develop to my maximum potential (33)	54.2	42.9	11.3
Policies and procedures were clear and aided me in performing my job (24)	50.0	38.7	11.3
Taking initiative was encouraged in my work unit (31)	46.8	35.9	10.9
My supervisor let me know that he/she valued my contributions (25)	52.0	41.7	10.3
The work I performed was consistent with my skill level (32)	32.0	22.6	9.4
I received timely and effective feedback about my performance (16)	60.0	50.9	9.1
The State employees I knew were hard-working and took pride in the work they did (34)	38.0	29.6	8.4
The training I received permitted me to update and expand my skills (6)	52.0	43.8	8.2
I was recognized when I did exceptional work (1)	58.0	50.5	7.5
Communication was open and informative within my work unit (13)	59.2	51.7	7.5
The benefits I received met my expectations (2)	22.0	16.1	5.9
Teamwork and cooperation were encouraged in my work unit (27)	40.8	35.4	5.4
There were career advancement opportunities for me if I had chosen to stay (8)	80.0	76.0	4.0
My pay was similar to employees performing the same jobs in the private sector (4)	54.0	50.5	3.5
The work I was required to do was enjoyable (20)	30.6	29.2	1.4
My job gave me opportunities to serve the citizens of Iowa and "make a difference " (29)	18.0	17.0	1.0
The work I was required to do was meaningful (18)	18.0	17.2	0.8
The work I performed was consistent with my career interests (21)	25.0	24.9	0.1
I had a good working relationship with my co-workers (26)	14.0	14.3	-0.3
My job met my personal expectations and was in line with my personal goals (30)	30.0	32.1	-2.1

Table 18 displays the same items, but arranged in the order of the difference in perspective of the minority and non-minority respondents. For the most part, the greater differences had to do with how employees are treated. There were smaller differences in perspective about the nature of the work, pay and benefits. Examples of items where the minority and non-minority perspectives were very different include:

- Harassment or poor treatment at work.
- Employee complaints being handled appropriately and timely.
- Departments accepting diverse individuals and groups.

Examples of areas where the two groups provided similar responses include:

- The job meeting personal expectations and goals.
- Co-worker relationships.
- Work being consistent with career interests.
- Work being meaningful.
- Lack of career opportunity.

As discussed above, question 18 in our applicant/employee survey provides data about employee satisfaction with certain aspects of working for the State of Iowa. Table 19 below provides further detail about the responses from minority and non-minority respondents.

**Table 19: Response Rates to Question 18, Applicant/Employee Survey**

Level of Satisfaction With:		Minority					Black or African American					Asian or Pacific Islander				
		Very Satisfied	Satisfied	Could be Improved	Not important factor to my continuing employment	Total	Very Satisfied	Satisfied	Could be Improved	Not important factor to my continuing employment	Total	Very Satisfied	Satisfied	Could be Improved	Not important factor to my continuing employment	Total
Salary	#	9	26	37	5	77	3	9	20	2	34	2	6	5	1	14
	%	11.69%	33.77%	48.05%	6.49%	100.00%	8.82%	26.47%	58.82%	5.88%	100.00%	14.29%	42.86%	35.71%	7.14%	100.00%
Health and Other Insurance	#	33	24	14	5	76	13	11	7	2	33	6	5	2	1	14
	%	43.42%	31.58%	18.42%	6.58%	100.00%	39.39%	33.33%	21.21%	6.06%	100.00%	42.86%	35.71%	14.29%	7.14%	100.00%
Retirement System	#	26	30	13	6	75	12	12	6	2	32	3	8	1	2	14
	%	34.67%	40.00%	17.33%	8.00%	100.00%	37.50%	37.50%	18.75%	6.25%	100.00%	21.43%	57.14%	7.14%	14.29%	100.00%
Opportunities for Advancement	#	4	19	47	6	76	2	7	22	2	33	1	5	7	1	14
	%	5.26%	25.00%	61.84%	7.89%	100.00%	6.06%	21.21%	66.67%	6.06%	100.00%	7.14%	35.71%	50.00%	7.14%	100.00%
Vacation, sick leave, and other paid leave	#	19	31	19	6	75	7	14	9	2	32	3	6	3	2	14
	%	25.33%	41.33%	25.33%	8.00%	100.00%	21.88%	43.75%	28.13%	6.25%	100.00%	21.43%	42.86%	21.43%	14.29%	100.00%
Training Opportunities	#	10	25	35	6	76	4	13	14	2	33	2	7	4	1	14
	%	13.16%	32.89%	46.05%	7.89%	100.00%	12.12%	39.39%	42.42%	6.06%	100.00%	14.29%	50.00%	28.57%	7.14%	100.00%
Co-workers	#	13	38	15	9	75	4	17	6	5	32	3	8	2	1	14
	%	17.33%	50.67%	20.00%	12.00%	100.00%	12.50%	53.13%	18.75%	15.63%	100.00%	21.43%	57.14%	14.29%	7.14%	100.00%
Supervisor	#	19	27	22	6	74	7	12	10	3	32	5	5	3	1	14
	%	25.68%	36.49%	29.73%	8.11%	100.00%	21.88%	37.50%	31.25%	9.38%	100.00%	35.71%	35.71%	21.43%	7.14%	100.00%

**Table 19: Response Rates to Question 18, Applicant/Employee Survey (cont.)**

Level of Satisfaction With:		American Indian or Alaska Native					Hispanic/Latino					White				
		Very Satisfied	Satisfied	Could be Improved	Not important factor to my continuing employment	Total	Very Satisfied	Satisfied	Could be Improved	Not important factor to my continuing employment	Total	Very Satisfied	Satisfied	Could be Improved	Not important factor to my continuing employment	Total
Salary	#	1	4	2	0	7	3	7	10	2	22	139	227	199	21	586
	%	14.29%	57.14%	28.57%	0.00%	100.00%	13.64%	31.82%	45.45%	9.09%	100.00%	23.72%	38.74%	33.96%	3.58%	100.00%
Health and Other Insurance	#	3	2	2	0	7	11	6	3	2	22	299	195	71	20	585
	%	42.86%	28.57%	28.57%	0.00%	100.00%	50.00%	27.27%	13.64%	9.09%	100.00%	51.11%	33.33%	12.14%	3.42%	100.00%
Retirement System	#	2	2	3	0	7	9	8	3	2	22	262	244	52	23	581
	%	28.57%	28.57%	42.86%	0.00%	100.00%	40.91%	36.36%	13.64%	9.09%	100.00%	45.09%	42.00%	8.95%	3.96%	100.00%
Opportunities for Advancement	#	1	4	2	0	7	0	3	16	3	22	90	177	265	34	566
	%	14.29%	57.14%	28.57%	0.00%	100.00%	0.00%	13.64%	72.73%	13.64%	100.00%	15.90%	31.27%	46.82%	6.01%	100.00%
Vacation, sick leave, and other paid leave	#	3	2	2	0	7	6	9	5	2	22	219	248	98	18	583
	%	42.86%	28.57%	28.57%	0.00%	100.00%	27.27%	40.91%	22.73%	9.09%	100.00%	37.56%	42.54%	16.81%	3.09%	100.00%
Training Opportunities	#	2	2	3	0	7	2	3	14	3	22	123	184	225	38	570
	%	28.57%	28.57%	42.86%	0.00%	100.00%	9.09%	13.64%	63.64%	13.64%	100.00%	21.58%	32.28%	39.47%	6.67%	100.00%
Co-workers	#	2	4	1	0	7	4	9	6	3	22	173	266	117	28	584
	%	28.57%	57.14%	14.29%	0.00%	100.00%	18.18%	40.91%	27.27%	13.64%	100.00%	29.62%	45.55%	20.03%	4.79%	100.00%
Supervisor	#	3	3	1	0	7	4	7	8	2	21	198	216	134	31	579
	%	42.86%	42.86%	14.29%	0.00%	100.00%	19.05%	33.33%	38.10%	9.52%	100.00%	34.20%	37.31%	23.14%	5.35%	100.00%

Minority respondents saw greater room for improvement than white respondents on each item except satisfaction with co-workers (where the “Could be improved” response was virtually identical). The greatest differences between minority and non-minority respondents were in the areas of “Salary” and “Opportunities for Advancement.” A greater percentage of white employees than minority employees indicated they were “Very Satisfied” in each of the survey categories. Although our recruitment and hiring survey was not designed to be a “job satisfaction” survey, the responses certainly suggest that minority and non-minority employees have different perspectives about the State as an employer, and a more in-depth review would be warranted.

## Recommendations

1. DAS-HRE is to be commended for its commitment to increasing its understanding of the reasons why employees leave state government through the Departure Survey. We recommend that a similar job-satisfaction survey be administered to all current employees.
  - Our preliminary results suggest that the views of former employees are not more negative/honest than those of current employees. Therefore, useful and meaningful data could be obtained from the current workforce.
  - Gathering data from a larger base (all employees vs. former employees) would allow a more detailed demographic and organizational analysis.
2. Most of the larger departments do not consistently conduct exit interviews or exit surveys with departing employees. The responses to DAS-HRE’s Departure Survey reveal that only one-third of departing employees were given an exit interview before they left their previous department. Exit interviews and exit surveys can provide valuable information about what employers can do to improve retention. Although Iowa’s overall turnover rate is low, consistently using exit interviews/surveys can provide useful information about why higher turnover rates exist in some classifications/occupations, geographic areas/facilities, and race/ethnic groups.
3. Iowa’s low turnover results in relatively few opportunities to become a more diverse employer when compared to employers with very high turnover. If the State is truly committed to becoming a more diverse employer, we recommend that the State engage in a concerted effort to heighten awareness of the importance and benefits of having a diverse workforce. This can be accomplished through:
  - Training hiring managers about the importance and benefits of having a diverse workforce
  - Publicizing – through newsletters, posters, “diversity days” and so on - the importance of having a diverse workforce
  - High-level executive-branch managers taking advantage of appropriate opportunities (e.g., executive retreats and leadership meetings) to affirm their commitment to achieving a more diverse workforce.

4. The goal of achieving a more diverse workforce can be enhanced by retaining a greater percentage of minorities. Although minority turnover is not disproportionately high, it could be reduced further by addressing some of the issues that contribute to minorities leaving state government. The findings from the Departure Survey certainly suggest that minority employees have concerns in the area of “treatment” on the job.

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## Conclusion

The State of Iowa should be commended for undertaking a review of their hiring practices. In July 2003, the Iowa Department of Administrative Services (DAS) was created as a way to manage and coordinate the major resources of state government. DAS provides human resource services through an entrepreneurial management model. Entrepreneurial management is a customer-focused approach to delivering services. The customer departments have input about what services and products they want from DAS and in turn DAS is funded by the customer departments through purchases of DAS services and products. DAS looks to offer new and additional services (for example recruitment support and coordination) to various customers on a fee for service basis. A customer council is charged with approving the DAS business plan, establishing the rate for services, and reviewing service delivery and complaints.

Under this entrepreneurial model, human resource services are provided by DAS-HRE (Human Resources Enterprise) central staff, 12 DAS-HRE Personnel Officers located at the customer departments, and customer agency staff. The majority of the recruitment and hiring functions are done by the customer (Hiring) departments and their staff. Applications for employment are submitted using the BrassRing system with applicants being qualified by DAS-HRE employees. Since the creation of Human Resources Enterprise, DAS-HRE has strived to provide human resource tools to the departments. The Screening Manual and the Supervisor's Manual are just two examples of the resources created for the hiring departments. They also provide Supervisor Training for newly appointed supervisors. Larger departments have dedicated staff assigned to human resource activities. The staff at the departmental level may or may not have a human resources background.

Our task was to review the hiring practices, policies and procedures used by the state departments in their hiring process. The State has indicated their desire to have a diverse workforce that reflects the population and the clients they serve. Our review of the hiring process has indicated that further work needs to be done to meet the State's goal of a diverse workforce.

Several areas will need further review and assistance:

1. Limited human resources expertise at the department level and lack of time for oversight from DAS-HRE has shifted the responsibility and accountability for hiring to the hiring department without the needed guidance and expertise DAS-HRE. As indicated earlier in our report, the randomly selected recruitment/selection files we reviewed were in some cases incomplete and the records retained were inconsistent.

In addition, the screening processes used in some cases to reduce large certification lists down to a manageable number of applicants to interview appear to be artificial screens (i.e., submission of a cover letter and a resume in order to be considered further, or grammar and spelling errors on the application were used to remove the candidate from further consideration).

Limited professional human resource experience is available at the departmental level through the Personnel Officers. DAS-HRE and the State department-

designated staff should work more closely in the beginning of the planning process to develop a screening plan which specifically outlines the job-related criteria that will be used to assess the knowledge, skills, and abilities (KSAs) prior to list certification. DAS-HRE should institute a policy of providing regular and systematic oversight to State departments to ensure compliance with the policies and procedures outlined in the Applicant Screening Manual.

2. DAS-HRE staffing: During our focus group meetings with the hiring departments (authorities) and in a review of our hiring practices survey, supervisors indicated a concern about the qualification process conducted by DAS-HRE in the BrassRing system. Supervisors indicated certification lists had unqualified applicants on the list and that qualified candidates were screened out of the process. Some managers and supervisor expressed concern about the quality of the certification lists in general. We believe this is due to a staffing issue at DAS-HRE. Currently only two individuals review over 54,000 applications per year. Increasing the staffing in this function will allow more time for a careful review and would in turn restore confidence in the certification lists.
3. While a review of data and survey results did not uncover any obvious discrimination or bias in the recruitment process, there are opportunities to improve recruitment practices to increase diversity in the State of Iowa workforce. Our recommendation to identify a Recruitment Coordinator reflects recognized best practices and builds on suggestions included in the DAS-HRE Applicant Screening Manual. The importance of a position dedicated to recruitment will continue to increase as the competition for qualified workers increases. Potential retirements and the service expectations of a growing minority population will likely stress the State's ability to deliver service.
4. Overall minority turnover was 6.3 percent, which is virtually identical to the state's overall turnover rate. However, there is room for better understanding of the workforce through employee attitude surveys and increased focus on exit interviews to learn why employees are leaving state service.
5. The State's applicant tracking system does not track individual people over time, but rather applications. An individual candidate can apply many times. From the data we received, we are unable to distinguish which or how many applications belong to which candidates. Given this issue, it is difficult to identify with any certainty the exact makeup of the applicant pool, or the actual number of applicants. We recommend the State review their applicant tracking methods and identify whether their current system can track individual candidates and their applications over time.

In summary, more Human Resources Enterprise involvement in the hiring process at the hiring department (authority) level will yield a better human resources program for the State. The addition of a recruitment coordinator will assist the departments in developing recruitment plans that will ensure a diverse and qualified applicant pool. Attention to employee attitudes while employed and when exiting state service will allow the DAS-HRE to make revisions to their programs and will assist the agencies in retaining a talented, engaged and diverse workforce.

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## Appendix A – CPS Human Resource Services Background

CPS Human Resource Services (CPS) is a self-supporting public agency that provides human resources consulting to government and non-profit agencies. CPS was created in 1935 as a unit of the California State Personnel Board to provide personnel services to government agencies in California. In 1985, CPS became an independent public agency. Since 1985, we have become a national consulting organization. CPS currently has approximately 200 full-time employees and more than 1,000 subject matter experts. In FY 2005-2006, we earned a total of \$132 million in revenue from more than 1,000 satisfied clients. Our client list includes U.S. federal agencies, state governments, counties, cities, special districts, colleges and universities, school districts, and non-profit organizations. The CPS mission is to improve public sector human resource management. Because CPS is a public agency, we understand government, and we understand how to help government attract, hire and retain talented people. To do this, we deliver a full range of HR services that are accessible, high quality and affordable.

CPS HR services include:

- Classification, compensation and benefit plan studies
- Executive search and recruitment
- Development of personnel rules, policies and procedures
- Recruitment, pre-employment testing and assessment, and management of employment registers
- Performance evaluation systems and performance pay programs
- Training and organizational development
- Administration of licensing and certification examinations
- Managerial assessment, including psychological testing and assessment centers
- Organizational reviews
- Team facilitation
- Merit system administration and oversight to ensure compliance with Federal and State requirements

CPS is directed by a ten-member Board of Directors that includes leading public HR executives from across the nation. The CPS headquarters is in Sacramento, CA with offices in Washington, DC and Atlanta, GA. Our commitment to improving public sector human resources is reflected in the CPS charter, mission, vision and values. One example of this commitment is the CPS “Professional and Community Investment Fund.” We use this fund to support HR research, provide scholarships for HR professionals to attend training conferences, contribute to non-profit and charitable organizations, and support other professional development activities in government agencies across the country.

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## Appendix B – Members of the Hiring Practices Working Group

### Members of the State of Iowa, Hiring Practices Working Group

**Mollie Anderson**, Director of the Department of Administrative Services (DAS), Co-Chair

**Dave Neil**, Interim Director of Iowa Workforce Development (IWD), Co-Chair

**Reverend Keith Ratliff, Sr.**, National Association for the Advancement of Colored People (NAACP), Co-Chair

**Betty Andrews**, NAACP

**Nancy Berggren**, Chief Operating Officer of the Department of Administrative Services-Human Resources Enterprise (DAS-HRE)

**Cheryl Bolden**, Sisters on Target

**Preston Daniels**, Employee and Family Resources (Former Mayor of Des Moines)

**Jesus Estrada**, Latino Outreach Coordinator

**Renee Hardman**, Bankers Trust

**Dan Homan**, President of the American Federation of State, County and Municipal Employees / Iowa Council 61 (AFSCME)

**Russell Lovell**, Professor at Drake University

**Ricardo Martinez, II**, Nevada Police Department

**Jeff Nall**, Interim Deputy Director of IWD

**Jonathan Narcisse**, Concerned Citizen

**Walter Reed, Jr.**, Director of the Department of Human Rights

**Eddie Sauls**, Public Service Executive II at IWD

**Rudy Simms**, Des Moines Human Rights Commission (DMHRC)

**Rose Vasquez**, Principal Financial

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## Appendix C – The Successful Search for Talent Resources

State of Iowa Applicant Screening Manual

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

State of Iowa Workforce Planning Guide

[http://das.hre.iowa.gov/turnover\\_replace/images/word/workforce\\_planning\\_guide\\_may\\_06.doc](http://das.hre.iowa.gov/turnover_replace/images/word/workforce_planning_guide_may_06.doc)

State of Iowa Competency Guide

[http://das.hre.iowa.gov/turnover\\_replace/images/word/Competency\\_Manual\\_April%2020%202006.doc](http://das.hre.iowa.gov/turnover_replace/images/word/Competency_Manual_April%2020%202006.doc)

State of Iowa Competency Library

[http://das.hre.iowa.gov/pdfs/ClassPay/job\\_competencies.pdf](http://das.hre.iowa.gov/pdfs/ClassPay/job_competencies.pdf)

Selective Lists

[http://das.hre.iowa.gov/gen\\_info\\_managers.htm](http://das.hre.iowa.gov/gen_info_managers.htm)

State of Iowa Managers and Supervisors Manual

[http://das.hre.iowa.gov/ms\\_manual\\_chapter\\_04.html](http://das.hre.iowa.gov/ms_manual_chapter_04.html)

State of Iowa Employment System, Search for Jobs

<http://das.hre.iowa.gov/iowa.jobs.htm>

State of Iowa Application Process

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

DAS Administrative Rules

Chapter 54, Recruitment, Application and Examination

[http://www.legis.state.ia.us/ACO/IAChtml/011.htm#chapter\\_11\\_54](http://www.legis.state.ia.us/ACO/IAChtml/011.htm#chapter_11_54)

Chapter 55, Eligible Lists

[http://www.legis.state.ia.us/ACO/IAChtml/011.htm#chapter\\_11\\_55](http://www.legis.state.ia.us/ACO/IAChtml/011.htm#chapter_11_55)

Chapter 56, Filling Vacancies

[http://www.legis.state.ia.us/ACO/IAChtml/011.htm#chapter\\_11\\_56](http://www.legis.state.ia.us/ACO/IAChtml/011.htm#chapter_11_56)

Chapter 57, Appointments

[http://www.legis.state.ia.us/ACO/IAChtml/011.htm#chapter\\_11\\_57](http://www.legis.state.ia.us/ACO/IAChtml/011.htm#chapter_11_57)

Chapter 58, Probationary Period

[http://www.legis.state.ia.us/ACO/IAChtml/011.htm#chapter\\_11\\_58](http://www.legis.state.ia.us/ACO/IAChtml/011.htm#chapter_11_58)

Iowa Code, Chapter 8A.412, Merit System – Applicability - Exceptions

[http://nxtsearch.legis.state.ia.us/NXT/gateway.dll/moved%20code/2005%20MERGED%20IOWA%20CODE%20AND%20SUPPLEMENT/1/2/295/466/536?f=templates\\$fn=defaultURLQueryLink.htm\\$q=\[field%20folio-destination-name:'sec\\_8A\\_411'\]\\$x=Advanced](http://nxtsearch.legis.state.ia.us/NXT/gateway.dll/moved%20code/2005%20MERGED%20IOWA%20CODE%20AND%20SUPPLEMENT/1/2/295/466/536?f=templates$fn=defaultURLQueryLink.htm$q=[field%20folio-destination-name:'sec_8A_411']$x=Advanced)

Iowa Code, Chapter 19B, Affirmative Action

[http://nxtsearch.legis.state.ia.us/NXT/gateway.dll/moved%20code/2005%20MERGED%20IOWA%20CODE%20AND%20SUPPLEMENT/1/2/1529/1532?f=templates\\$fn=defaultURLQueryLink.htm\\$q=\[field%20folio-destination-name:'ch\\_19B'\]\\$x=Advanced](http://nxtsearch.legis.state.ia.us/NXT/gateway.dll/moved%20code/2005%20MERGED%20IOWA%20CODE%20AND%20SUPPLEMENT/1/2/1529/1532?f=templates$fn=defaultURLQueryLink.htm$q=[field%20folio-destination-name:'ch_19B']$x=Advanced)

Working with Persons with Disabilities : A Guide for State Supervisors and Managers

[http://www.das.hre.iowa.gov/docs/AA-EEO/persons\\_with\\_disabilities\\_guidebook.doc](http://www.das.hre.iowa.gov/docs/AA-EEO/persons_with_disabilities_guidebook.doc)

Human Resource Manager – an occupational database (with competencies)

See your personnel officer, personnel assistant or Barbara Kroon – One usercode is assigned per agency.

Competency-based Interview Questions – will be sent to those who request

Your agency's annual Affirmative Action Plan – see your AA contact or PA – For an overview, see the State's Annual Report

[http://www.das.hre.iowa.gov/pdfs/AAEEO/affirmative\\_action\\_report.pdf](http://www.das.hre.iowa.gov/pdfs/AAEEO/affirmative_action_report.pdf)

Your agency's quarterly underutilized job class list – see your AA contact or personnel assistant

Occupational Data and Occupational Groups for the Census 2000 Special EEO File, State and Local Job Categories

[http://www.eeoc.gov/stats/census/occupational\\_data.html](http://www.eeoc.gov/stats/census/occupational_data.html)

Successful Interviewing Guide, Iowa Workforce Development

<http://www.iowaworkforce.org/ija0205web.pdf>

Revised November 2006

## Appendix D – Applicant Flow Data Field Code Keys

### Location Codes

WORK CO	CO NAME	WORK CO	CO NAME	WORK CO	CO NAME
1	ADAIR	41	HANCOCK	81	SAC
2	ADAMS	42	HARDIN	82	SCOTT
3	ALLAMAKEE	43	HARRISON	83	SHELBY
4	APPANOOSE	44	HENRY	84	SIOUX
5	AUDUBON	45	HOWARD	85	STORY
6	BENTON	46	HUMBOLDT	86	TAMA
7	BLACK HAWK	47	IDA	87	TAYLOR
8	BOONE	48	IOWA	88	UNION
9	BREMER	49	JACKSON	89	VAN BUREN
10	BUCHANAN	50	JASPER	90	WAPELLO
11	BUENA VISTA	51	JEFFERSON	91	WARREN
12	BUTLER	52	JOHNSON	92	WASHINGTON
13	CALHOUN	53	JONES	93	WAYNE
14	CARROLL	54	KEOKUK	94	WEBSTER
15	CASS	55	KOSSUTH	95	WINNEBAGO
16	CEDAR	56	LEE	96	WINNESHIEK
17	CERRO GORDO	57	LINN	97	WOODBURY
18	CHEROKEE	58	LOUISA	98	WORTH
19	CHICKASAW	59	LUCAS	99	WRIGHT
20	CLARKE	60	LYON		
21	CLAY	61	MADISON		
22	CLAYTON	62	MAHASKA		
23	CLINTON	63	MARION		
24	CRAWFORD	64	MARSHALL		
25	DALLAS	65	MILLS		
26	DAVIS	66	MITCHELL		
27	DECATUR	67	MONONA		
28	DELAWARE	68	MONROE		
29	DES MOINES CO	69	MONTGOMERY		
30	DICKINSON	70	MUSCATINE		
31	DUBUQUE	71	O'BRIEN		
32	EMMET	72	OSCEOLA		
33	FAYETTE	73	PAGE		
34	FLOYD	74	PALO ALTO		
35	FRANKLIN	75	PLYMOUTH		
36	FREMONT	76	POCAHONTAS		
37	GREENE	77	POLK		
38	GRUNDY	78	POTTAWATTAMIE		
39	GUTHRIE	79	POWESHIEK		
40	HAMILTON	80	RINGGOLD		

## Department Codes

Dept Code	Department Title
005	ADMINISTRATIVE SERVICES
009	AGRICULTURE & LAND STEWARDSHIP
014	TREASURER-AGRICULTURE DEVELOPMENT
050	CIVIL RIGHTS
112	JUSTICE
114	JUSTICE - ADVOCATE OFFICE
126	AUDITOR
131	BLIND
140	ETHICS & CAMPAIGN DISCLOSURE
212	COMMERCE - ALCOHOLIC BEVERAGES
213	COMMERCE - BANKING
214	COMMERCE - CREDIT UNION
216	COMMERCE - INSURANCE
217	COMMERCE - PROFESSIONAL LICENSING
219	COMMERCE - UTILITIES
238	CORRECTIONS
242	CORRECTIONS - STATE PENITENTIARY - FT MADISON
243	CORRECTIONS - MEN'S REFORMATORY - ANAMOSA
244	CORRECTIONS - MEDICAL/CLASSIFICATION CTR OAKDALE
245	CORRECTIONS - CORRECTIONAL RELEASE CTR - NEWTON
246	CORRECTIONS - CORRECTIONAL FACILITY - MT PLEASANT
247	CORRECTIONS - NORTH CENTRAL FAC - ROCKWELL CITY
248	CORRECTIONS - CORRECTIONAL FACILITY - CLARINDA
249	CORRECTIONS - INSTITUTE FOR WOMEN - MITCHELVILLE
250	CORRECTIONS - INDUSTRIES
251	CORRECTIONS - FARM ACCOUNT
252	CORRECTIONS - FORT DODGE CORRECTIONAL FACILITY
259	CULTURAL AFFAIRS
269	ECONOMIC DEVELOPMENT
270	FINANCE AUTHORITY
282	EDUCATION
283	EDUCATION - VOCATIONAL REHABILITATION
284	COLLEGE STUDENT AID
285	IOWA PUBLIC TELEVISION
297	ELDER AFFAIRS

<b>Dept Code</b>	<b>Department Title</b>
309	IOWA WORKFORCE DEVELOPMENT
336	IOWA COMMUNICATIONS NETWORK
379	HUMAN RIGHTS
401	HUMAN SERVICES
402	HUMAN SERVICES - COMMUNITY SERVICES
404	HUMAN SERVICES - IOWA JUVENILE HOME - TOLEDO
405	HUMAN SERVICES - STATE TRAINING SCHOOL - ELDORA
406	HUMAN SERVICES - CIVIL COMMITMENT UNIT
407	HUMAN SERVICES - MENTAL HEALTH INST - CHEROKEE
408	HUMAN SERVICES - MENTAL HEALTH INST - CLARINDA
409	HUMAN SERVICES - MENTAL HEALTH INST - INDEPENDENCE
410	HUMAN SERVICES - MENTAL HEALTH INST - MT PLEASANT
411	HUMAN SERVICES - GLENWOOD RESOURCE CENTER
412	HUMAN SERVICES - WOODWARD RESOURCE CENTER
413	HUMAN SERVICES - CENTRAL OFFICE
427	INSPECTIONS & APPEALS
428	INSPECTION & APPEALS - APPELATE DEFENDER
429	INSPECTIONS & APPEALS - RACING COMMISSION
467	IOWA LAW ENFORCEMENT ACADEMY
532	MANAGEMENT
542	NATURAL RESOURCES
547	PAROLE
553	IOWA PUBLIC EMPLOYMENT RETIREMENT SYSTEM
572	PUBLIC EMPLOYMENT RELATIONS
582	PUBLIC DEFENSE
583	PUBLIC DEFENSE - DISASTER SERVICES
588	PUBLIC HEALTH
595	PUBLIC SAFETY
625	REVENUE
627	LOTTERY
635	SECRETARY OF STATE
645	TRANSPORTATION
655	TREASURER
671	VETERANS AFFAIRS

**EEO-4 Codes**

<b>EEO-4 Code</b>	<b>Category Name</b>
1	Officials/Administrators
2	Professional
3	Technicians
4	Protect Svc: Sworn
5	Protect Svc: Non-Sworn
6	Administrative Support
7	Skilled Craft
8	Service/Maintenance

## Applicant Status Codes

CODE	ST/ACTN	Applied	Qualified	Referred	Interviewed	Hire
209	Failed to Report for Work	Y	Y	Y	Y	Y
219	Provisional Hire	Y	Y	Y	Y	Y
225	Vacancy Hire	Y	Y	Y	Y	Y
280	Interviewed Not Hired	Y	Y	Y	Y	
508	Recall-Unable to Perform Essential Functions (After Hire)	Y	Y	Y	Y	Y
739	Outplacement -Hire	Y	Y	Y	Y	Y
749	Recall - Hire	Y	Y	Y	Y	Y
770	Hire Not Approved	Y	Y	Y	Y	Y
200	Name Certified	Y	Y	Y		
207	Failed to Appear for Interview	Y	Y	Y		
220	Applicant Not Contacted	Y	Y	Y		
260	Evaluated, Did Not Meet Screening Requirements	Y	Y	Y		
270	Evaluated, Met Screening Requirements But Not Interviewed	Y	Y	Y		
741	Recall - Agency Sent Letter	Y	Y	Y		
743	Recall - Decline of Full Time Job Offer	Y	Y	Y		
747	Recall - Name Not Processed	Y	Y	Y		
005	Closed Class	Y	Y			
009	Qualified Pending Lic-Needs Notice	Y	Y			
037	State Employee Applied for Inter-Agency Vacancy	Y	Y			
071	Accepted Pending Transcript Receipt & Review	Y	Y			
073	Accepted Pending License	Y	Y			
090	Qualified AJV Needs Notice	Y	Y			
100	On Eligible List--No Action	Y	Y			
110	Passed Typing After Vacancy Closed	Y	Y			
201	Declined Employment, Working Conditions	Y	Y			
202	Declined Employment, Salary/Benefits Too Low	Y	Y			
203	Declined Employment, Working Elsewhere	Y	Y			
204	Declined Employment, Not Available/Not Interested	Y	Y			
205	Declined Employment, Location	Y	Y			
208	Failed to Respond to Mail or Offer for Interview	Y	Y			
211	Mailed Returned Unclaimed	Y	Y			
240	Referral List Canceled	Y	Y			
250	Certificate Not Used	Y	Y			
303	Applicant Has Indicated No Longer Available	Y	Y			
321	Excluded from Referral	Y	Y			
401	Removed Violation of Merit Rule Check Central File	Y	Y			
748	Recall - Fail to Respond to Mail/Offer of Interview	Y	Y			
750	Recall List Bypassed	Y	Y			
011	Notice to Appear for Typing Only	Y				
038	Non State Employee Applied for Empl Only Vacancy	Y				
040	Must Pass Performance Test	Y				
042	Not Qualified Comb. Ed/Exp	Y				

CODE	ST/ACTN	Applied	Qualified	Referred	Interviewed	Hire
044	Not Qualified --Met Standard MQ Not Meet Special Qual	Y				
045	Not Qualified --Not Enough Education	Y				
046	Not Qualified --Not Right Type of Education	Y				
047	Not Qualified --Lacks License/Certification	Y				
048	Not Qualified --Not Enough Experience	Y				
049	Not Qualified --Not Right Type of Experience	Y				
212	Referred--Eligible Pending Graduation	Y				
213	Referred--Eligible Pending License	Y				
221	Failed IA Law Enforcement Academy Requirements	Y				
222	Declined/Failed to Respond - Pending Graduation	Y				
223	Declined/Failed to Respond - Pending License	Y				
290	Not Considered; Hired Other List @ Same/Higher Class	Y				
505	No Longer Eligible for Recall/Outplacement	Y				
730	Outplacement - With First Decline/Fail to Respond	Y				

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## Appendix E – Departmental Hiring Process Review Questionnaire

**State of Iowa – Review of Hiring Practices  
Questionnaire – Department Practices**

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Department: \_\_\_\_\_  
Contact Name: \_\_\_\_\_  
Contact Number: \_\_\_\_\_  
Email Address: \_\_\_\_\_

**1. Where do you typically advertise your position vacancies? Do you utilize specialized recruiting for certain types of positions (RNs, upper level managers, etc.)? If yes, please describe.**

--

**2. Do you use targeted recruitments for positions that you've determined to be underutilized? If so, please describe.**

--

**3. How do you ensure that your recruitment efforts reach a cross-section of the local labor pool, including minorities and women?**

**4. Are all vacancies announced as being open to the public? If not which vacancies are limited to current state or department employees? What factors determine whether a vacancy will be open to the public or to current state or department employees?**

**5. Under what circumstances do you use selective certification in the recruitment process?**

**6. Describe how you determine who will be interviewed from the certification list.**

**7. Do you use any screening tools such as tests, questionnaires, written exercises or writing samples? Please describe. If yes, at what point in the screening process do you use these tools.**

**8. What staff resources support the hiring manager(s) in the recruitment and selection process? Please estimate number of FTE's**

**9. Are applicants who are “interviewed and not selected” informed of this, and do you document this process?**

**10. Does your department provide any additional training to supervisors and managers on proper interviewing techniques over and above the training provided by DAS?**

**11. What steps are taken to ensure that screening and selection processes are consistent for the same classifications within your department (including all locations)?**

**12. How does your promotion process differ from your recruitment process?**

**13. What differences are there in the selection process for those covered by a collective bargaining agreement and those who are not?**

**14. What is the turnover rate for your department? In which classification and/or locations do you consider turnover to be unacceptably high?**

**15. Are there any specific department initiatives that are designed to reduce turnover?**

**16. How does your department collect and use turnover data?**

**17. Does your department do exit interviews and/or exit surveys with departing employees?  
If so, how is the data used?**

**18. Are any special efforts made to monitor or otherwise address the turnover of employees in underutilized categories?**

**19. What recommendations do you have to improve the recruitment and hiring process.**

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## Appendix F – Summary of Department Hiring Process Review Questionnaire

1. Where do you typically advertise your position vacancies? Do you utilize specialized recruiting for certain types of positions (RNs, upper level managers, etc.)? If yes, please describe.	
Admin Services Carlson	Des Moines Register
Administrative Services Mollie Anderson  DAS-HRE Nancy Berggren  DAS-SAE Calvin McKelvogue  DAS-GSE Paul Carlson  DAS-ITE Mark Uhrin  DAS-CORE Lana Morrissey	<p><b>Overview:</b> There are four enterprises in DAS. The following questions have been answered separately by each enterprise plus the Core group, because our hiring process is partially decentralized within the Department. We all use the same two personnel assistants for processing personnel and payroll documents at the start and end of the process, but the middle part – screening, interviewing, references, and hiring – are done by the hiring authority in the enterprise.</p> <p><b>Human Resources Enterprise (HRE):</b> All merit-covered positions are advertised on the DAS-HRE website. Some positions may be advertised through the Des Moines Register. Recent professional positions have been advertised in the Iowa Bystander (a weekly African-American focused electronic newsletter, and EI Comunicador (a weekly Latino-focused electronic newsletter). In addition, we have frequently notified the Central Iowa Chapter of the Society for Human Resource Management, Iowa and regional college and university career centers, and regional law schools. For one recent vacancy in labor relations, we contacted the National Bar Association, a national organization focused primarily on African-American attorneys. In addition, we have used the list of minority recruitment resources maintained by DAS-HRE.</p> <p><b>State Accounting Enterprise (SAE):</b> Our positions are typically advertised on the State's website.</p> <p><b>General Services Enterprise (GSE):</b> Positions are advertised through internal postings within DAS, statewide postings via the State's website, and the Des Moines Register.</p> <p><b>Information Technology Enterprise (ITE):</b> Primarily through the State's open position website, which is managed by DAS-HRE. Also, occasionally place recruitment ads in the local newspaper (the Des Moines Register) depending on the level of the position and anticipated ability to reach applicants. Have also used Monster.com when normal posting didn't result in an acceptable level of applicants.</p> <p><b>CORE:</b> After we have exhausted all efforts to hire internally, we will advertise in the major newspapers in the state. DAS has used national organizations in recruiting for upper level management and other specialized positions. Technology positions are sometimes advertised on Monster.com.</p>
Attorney General's Office Eric Tabor	<p>For Attorney positions:</p> <ol style="list-style-type: none"> <li>1. Des Moines Sunday Register</li> <li>2. Department of Justice Web Site and internal posting</li> <li>3. Brass Ring (DAS-HRE Web site)</li> <li>4. Various Law Schools</li> <li>5. Iowa Organization of Women Attorneys</li> <li>6. Iowa Bar Association Web Site</li> </ol> <p>For Non-Attorney positions:</p> <ol style="list-style-type: none"> <li>1. Des Moines Sunday Register</li> <li>2. Department of Justice Web Site and internal posting</li> <li>3. Brass Ring (DAS-HRE Web site)</li> <li>4. Local community colleges</li> <li>5. Iowa Association of Legal Assistants (legal support staff only)</li> </ol>

Department for the Blind Bruce K. Snethen	Our hiring process usually begins with an internal posting on the bulletin board in the Department, including a Braille version, and an e-mail message to all employees regarding the opening. Depending on the results of this announcement and other steps (e.g., requirements of the collective bargaining agreement), we often further advertise the position for non-promotional candidates on the DAS-HRE web site. This announcement is also circulated to organized groups of blind consumers. At times we also advertise the opening in the Des Moines Register.
Iowa Civil Rights Commission Ralph Rosenberg	State of Iowa DAS site. We have only had three hires in the past five to seven years. For at least two of the hires, we received over 100 applications.
Iowa College Student Aid Commission Cheryl Mather	We advertise on the IASFAA web site, newspapers, and on publications we send to the financial aid community. We also post to the state's Brassring site, which is a referral place of many agencies.
Credit Union Division/Commerce Rebecca Behrens	Recruitment efforts includes five major sources: internet career placement, newspaper advertisements (Sunday editions), job posting on the Division's website, career placement centers for the three state universities and job posting on the State of Iowa Workforce Development website.
Commerce - Utilities Board Judi K. Cooper	We use the DAS Web site, on occasion the Des Moines Register, and for technical and managerial positions we utilize organizations such as the National Association of Regulatory Utility Commissioners (NARUC) to get the word out nationally to others with experience in our field.
Commission of Veterans Affairs - IA Veterans Home Dennis L. Mack	We advertise in the local newspaper and in the Des Moines Register for technical/professional positions as well as other newspapers in Iowa. We use the NationJob website and Job Dig for RTW, LPN, and RN recruitment. We advertise in minority publications and post positions on state universities' job boards.
Iowa Communications Network John Gillispie	Routinely use the Des Moines Sunday Register and the Iowa Bystander; on a less frequent basis we use JobDig, and we have on occasion advertised with MONSTER.com. Have also used Des Moines Business Record, Cedar Rapids Gazette, Quad City Times, & Omaha World-Herald within the past year.
Department of Cultural Affairs Mary Jane Olney	Many of the positions for the department are very specialized for the arts and history. Jobs are advertised in the appropriate professional journals and newsletters and through professional associations and organizations. At the Iowa City site jobs have been advertised in the local paper and occasionally positions are placed in the Des Moines Register. That is used sparingly due to the strain on the department budget.
Education Roger Stirlor	Generally the Des Moines Register and the Department of Education's web site.
Iowa Department of Elder Affairs Greg Anliker	DAS/HRE website. We occasionally advertise in regional newspapers if we are seeking applicants for a specific outstationed area of the state (We only have three such positions).
Iowa Ethics & Campaign Disclosure Board Karen Hudson	
Governor's Office of Drug Control Policy (ODCP) Dale Woolery	DAS, ODCP Web Site, Professional organizations (e.g., law enforcement associations), and occasionally print media.
Human Rights- Division of Community Action Agencies (DCAA) Bill Brand	For purposes of this survey, DCAA has had just three vacancies in eight years.  Postings in Lucas Bldg, Des Moines Register, DAS system, DHR listserves. Have not utilized specialized recruiting.

Department of Human Rights/Division on the Status of African Americans Abraham L. Funchess, Jr.	Please note: This division (the Division on the Status of African Americans) has not done any hiring in the last several years. This particular questionnaire is not applicable for us in the division. Please let me know if there are questions. Abraham L. Funchess
Iowa Juvenile Home Deb Hanus	Iowa Department of Administrative Services website; local newspaper; Career Centers at 3 State universities.
Iowa Law Enforcement Academy Penny Westfall	The Academy uses the services of the Department of Administrative Services .
Management Steve Maslikowski	DAS-HRE website and sometimes DSM Register
Iowa Board of Parole Clarence Key, Jr, Executive Director	We use the State of Iowa's hiring process and sometimes will advertise in the newspaper.
Department of Public Defense Lieutenant Colonel Michael Staebler	Our Department uses the State of Iowa website for job postings. As a department, we do not specialize our recruiting.
Public Health Mary E. Sams	Public Health always posts vacancies on the DAS/HRE Web site. For specific positions such as dentists, nurses, epidemiologists or doctors, we post in professional bulletins, journals, and Web sites that specialize in those areas.
Iowa Public Television Molly Phillips	DM Register, Iowa Colleges and Universities, IPTV website, PBS website, Society of Broadcast Engineer website
IA Workforce Development Vicky Sande, Thelma Hubbard	Local newspapers  Periodicals and newspapers that specialize in the area for the position being filled.  DAS-HRE Website  All IWD employees are notify by e-mail when position is available and has been put out on the DAS-HRE Website.
<b>2. Do you use targeted recruitments for positions that you've determined to be underutilized? If so, please describe.</b>	
Admin Services Carlson	No
Administrative Services Mollie Anderson  DAS-HRE Nancy Berggren  DAS-SAE Calvin McKelvogue  DAS-GSE Paul Carlson  DAS-ITE Mark Uhrin  DAS-CORE Lana Morrissey	<b>HRE:</b> Yes. Please see the response to #1 above, as it describes such efforts.  <b>SAE:</b> No. The following positions are underutilized: Accountant 2 and 3 (females/minorities); Executive Officer 3 and 4 (minorities); Fiscal and Policy Analyst and Fiscal and Policy Analyst Sr (female); and Public Service Executive 4 and 5 (minorities).  <b>GSE:</b> GSE relies upon DAS-HRE and the Personnel Assistant assigned to GSE to inform us when underutilization should be considered for positions to be filled.  <b>ITE:</b> We have relied on DAS-HRE, through our assigned Personnel Assistants, to advise us when this step needs to be taken in this area and to do that follow-through.  <b>CORE:</b> If the Department is unable to hire within the state government for underutilized positions, we then proceed in the major newspapers throughout the state.

Attorney General's Office Eric Tabor	Yes, all postings include the following wording: "EOE - Minorities, women, and persons with disabilities are encouraged to apply. (Hearing and Speech Impaired-Relay Iowa 1-800-735-2942 TDD)"
Department for the Blind Bruce K. Snethen	Typically, no. Until the two most recent fiscal years the Department has had a balanced work force for purpose of affirmative action planning. We currently have slight underutilization in a few job classes.
Iowa Civil Rights Commission Ralph Rosenberg	Our agency is not underutilized and historically has not been.
Iowa College Student Aid Commission Cheryl Mather	We are aware of the areas of underutilization, however, our advertising is usually the same for all vacancies. If we need a person with special skills, like financial aid experience, we target financial aid publications.
Credit Union Division/Commerce Rebecca Behrens	No.
Commerce - Utilities Board Judi K. Cooper	No.
Commission of Veterans Affairs - IA Veterans Home Dennis L. Mack	Besides what is identified in #1, we advertise in El Mundo Latino, Minorities & Success, National Minority Update, Black Media News, The Veterans Journal, and Equal Opportunity Employment & Education. In this fiscal year we have spent nearly \$36,000 on advertising.
Iowa Communications Network John Gillispie	Each time a vacancy is announced on the DAS Human Resources Enterprise website, the vacancy announcement in ad form is mailed to a distribution list of multi-cultural organizations compiled by Joe Ellis, Affirmative Action Program Administrator for DAS-HRE. Request is made to post the announcement (including how to apply) and to inform any individuals that might be interested in applying.
Department of Cultural Affairs Mary Jane Olney	This has not been done in the past.
Education Roger Stirler	We send job announcements to specific E-mail addresses and ask for the positions to be posted at those locations These are typically college and university placement offices. We also ask staff to do recruitment as they visit local school districts, area education agencies, and community colleges.
Iowa Department of Elder Affairs Greg Anliker	No, we have no identified underutilization.
Iowa Ethics & Campaign Disclosure Board Karen Hudson	
Governor's Office of Drug Control Policy (ODCP) Dale Woolery	When applicable. On at least one past occasion, targeted recruitment notices were provided to a minority publication, the NAACP and NCCJ.
Human Rights- Division of Community Action Agencies (DCAA) Bill Brand	NA
Department of Human Rights/Division on the Status of African Americans Abraham L. Funchess, Jr.	
Iowa Juvenile Home Deb Hanus	No.

Iowa Law Enforcement Academy Penny Westfall	<p>The Academy has not been able to hire for many years. We are underutilized with females in instructor positions. The Academy's budget request asked for one of the two instructor positions that are currently budgeted. It does not appear the Academy will get the position funded again this year.</p> <p>The Academy did hire two support staff and a security person during the last year or so. The Department of Administrative Services was used to list and advertise these positions. These positions were not noted to be underutilized.</p>
Management Steve Maslikowski	No
Iowa Board of Parole Clarence Key, Jr, Executive Director	This agency keeps in mind targeted recruits. However, we look for the best qualified person regardless of race or gender.
Department of Public Defense Lieutenant Colonel Michael Staebler	No
Public Health Mary E. Sams	We target the professions of the positions we are seeking to fill.
Iowa Public Television Molly Phillips	No
IA Workforce Development Vicky Sande, Thelma Hubbard	No We are implementing a new procedure where we will notify all Supervisors and Managers of all underutilized positions.
<b>3. How do you ensure that your recruitment efforts reach a cross-section of the local labor pool, including minorities and women?</b>	
Admin Services Carlson	We rely upon HRE to ensure compliance in this area.
Administrative Services Mollie Anderson  DAS-HRE Nancy Berggren  DAS-SAE Calvin McKelvogue  DAS-GSE Paul Carlson  DAS-ITE Mark Uhrin  DAS-CORE Lana Morrissey	<p><b>HRE:</b> We have distributed vacancy information for certain professional level positions to the minority recruitment source list we maintain, as well as to members of the Hiring Practices Work Group and asked for their assistance in distributing the information to members of their respective communities. We also requested additional input from them as to places to advertise.</p> <p><b>SAE:</b> SAE has only utilized the State's website for recruiting.</p> <p><b>GSE:</b> GSE relies upon DAS-HRE for advice and counsel in this area.</p> <p><b>ITE:</b> For the most part, we rely on DAS-HRE and our Personnel Assistants to recommend those recruiting avenues that will provide us the widest pool of applicants and to help us follow recruiting best-practices.</p> <p><b>CORE:</b> Vacancies are posted throughout state government and on the State's Internet system for all job applicants to apply.</p>
Attorney General's Office Eric Tabor	<p>As mentioned, the AG's office widely advertises its job openings.</p> <p>Additionally, the AG's Office encourages minorities, women, and persons with disabilities to apply for open positions (see #2) and posts open positions with various organizations such as the Iowa Organization of Women Attorneys.</p> <p>The AG's Office also attends minority law student job fairs in order to recruit minority attorney applicants.</p>

Department for the Blind Bruce K. Snethen	Based on recent interviews and hiring experience, it is apparent that existing advertising efforts as described above have been successful in accomplishing this.
Iowa Civil Rights Commission Ralph Rosenberg	Our agency is not underutilized. We have relied on DAS to get us a sufficient, qualified pool of applicants. Again, we have only had 3 hires in the past 5-7 years.
Iowa College Student Aid Commission Cheryl Mather	We use public advertising, the newspaper and the state web site. I believe those sites are used by all.
Credit Union Division/Commerce Rebecca Behrens	Recruitment efforts includes five major sources: internet career placement, newspaper advertisements (Sunday editions), job posting on the Division's website, career placement centers for the three state universities and job posting on the State of Iowa Workforce Development website.
Commerce - Utilities Board Judi K. Cooper	Our recruiting advertisements are open to the public.
Commission of Veterans Affairs - IA Veterans Home Dennis L. Mack	We place newspaper advertisements in Iowa Cities that have a minority population such as Des Moines, Waterloo, and the Quad Cities.
Iowa Communications Network John Gillispie	Attend career days and send vacancy announcements with instructions on how to apply to minority and women's organizations.
Department of Cultural Affairs Mary Jane Olney	Through posting in professional newsletters which are public to their specialized field.
Education Roger Stirlor	We email job opening announcements to various e-mail IDs to post the positions. The openings are also posted either on the DAS web site or ours.
Iowa Department of Elder Affairs Greg Anliker	We use the DAS/HRE postings which have web access.
Iowa Ethics & Campaign Disclosure Board Karen Hudson	
Governor's Office of Drug Control Policy (ODCP) Dale Woolery	Through EEO recruitment/advertising methods listed under #s 1 and 2, always in consultation with DAS/HRE.
Human Rights- Division of Community Action Agencies (DCAA) Bill Brand	See #1
Department of Human Rights/Division on the Status of African Americans Abraham L. Funchess, Jr.	
Iowa Juvenile Home Deb Hanus	The DAS website reaches the most applicants.
Iowa Law Enforcement Academy Penny Westfall	The Academy relies upon the Department of Administrative Services.
Management Steve Maslikowski	No special procedures in place
Iowa Board of Parole Clarence Key, Jr, Executive Director	This agency uses the State of Iowa's hiring process and advertise in our local newspaper.

Department of Public Defense Lieutenant Colonel Michael Staebler	We don't take special actions, other than those required through the Department of Administrative Services and the State of Iowa website.
Public Health Mary E. Sams	We post at Web sites that are nationally used, including the state universities.
Iowa Public Television Molly Phillips	We are able to recruit women and minorities within the places that we currently advertise.
IA Workforce Development Vicky Sande, Thelma Hubbard	By advertising in newspapers/magazines and DAS-HRE Website. Sending e-mail out to all IWD employees of job openings.
<b>4. Are all vacancies announced as being open to the public? If not which vacancies are limited to current state or department employees? What factors determine whether a vacancy will be open to the public or to current state or department employees?</b>	
Admin Services Carlson	No.
Administrative Services Mollie Anderson  DAS-HRE Nancy Berggren  DAS-SAE Calvin McKelvogue  DAS-GSE Paul Carlson  DAS-ITE Mark Uhrin  DAS-CORE Lana Morrissey	<p><b>HRE:</b> No. Some vacancies may be filled either from within the Department or from the rest of Iowa state government. Factors that determine when we do not open a position would include: internal knowledge needed to do the job; internal knowledge of the system that will facilitate "hitting the ground running" and reduce the training period; the most likely candidates would be expected to come from the internal pool; the position is a supervisory or management position that would best function if filled with an internal candidate. There are no job classes where any of the above are absolutes. It depends on the situation.</p> <p><b>SAE:</b> All positions are open to the public.</p> <p><b>GSE:</b> Not all vacancies are open to the public. In conjunction with the collective bargaining agreement, if qualified candidates are currently employed by DAS or by state government, they are given priority. If there are no qualified candidates in DAS or in state government, job openings are announced to the public.</p> <p><b>ITE:</b> Because virtually all of our positions are subject to collective bargaining agreements, we follow the process outlined in those contracts. If no suitable candidate is found through the internal promotion and/or transfer process, then positions are opened to the public labor pool.</p> <p><b>CORE:</b> Vacant positions are posted within the Department first for lateral transfer opportunities. When available for other applicants, the supervisor decides to either post for state government only or for all applicants to apply. Postings are on the HRE Internet website. If no viable candidates for the position are received, then the position is advertised in the major newspapers and or Monster.com, if appropriate.</p>
Attorney General's Office Eric Tabor	Except in very rare circumstances, all vacancies are open to the public.
Department for the Blind Bruce K. Sneathen	When positions are initially advertised the announcement makes clear it is an internal posting. If it becomes necessary to expand recruitment efforts further the announcement will so indicate. The amount of interest expressed by internal candidates is often an important consideration in determining whether to open the announcement to the general public, as is the possibility of transfers occurring pursuant to the collective bargaining agreement. Limited turnover, relative pay scales, and a resulting scarcity of internal candidates often result in opening a vacancy to the general public.
Iowa Civil Rights Commission Ralph Rosenberg	I believe all vacancies are announced to the public.

Iowa College Student Aid Commission Cheryl Mather	If we have a promotional hire, with a qualified person we want to promote, we do not open the position to the public.
Credit Union Division/Commerce Rebecca Behrens	All vacancies are open to the public.
Commerce - Utilities Board Judi K. Cooper	Our vacancies are open to the public.
Commission of Veterans Affairs - IA Veterans Home Dennis L. Mack	Some vacancies are only posted for internal applicants. This is done on a case by case basis. When this is done it is because the position is considered a promotional opportunity and/or there are strong internal applicants for the position.
Iowa Communications Network John Gillispie	Not all vacancies are announced as being open to the public. Vacancies that are limited to department employees are those in which a department employee is determined qualified after being interviewed. If this department has no interested and qualified employees for the vacancy, this department opens all vacancies to the public providing there are no transfers, recalls, or outplacements.
Department of Cultural Affairs Mary Jane Olney	All vacancies are made open to the public and are not restricted to current state employees.
Education Roger Stirler	Very few of our vacancies are internal only. Occassionally we may want someone who already has experience in State Government but the majority of our posting are for Education Program Consultants, our applicants are from the schools.
Iowa Department of Elder Affairs Greg Anliker	To my knowledge all have been open to the public, other than a recent "at-will" opening.
Iowa Ethics & Campaign Disclosure Board Karen Hudson	
Governor's Office of Drug Control Policy (ODCP) Dale Woolery	Yes.
Human Rights- Division of Community Action Agencies (DCAA) Bill Brand	Yes
Department of Human Rights/Division on the Status of African Americans Abraham L. Funchess, Jr.	
Iowa Juvenile Home Deb Hanus	Yes, all are open to the public unless there is an internal transfer.
Iowa Law Enforcement Academy Penny Westfall	All recent hiring at the Academy has been open to the public. Those selected were not current state of department employees.  One current employee was moved in to a position that had been vacated due to retirement. I believe this position was limited to current state or department employees. This person was selected not because he was a current employee but because he was most qualified of those who applied.
Management Steve Maslikowski	Yes

Iowa Board of Parole Clarence Key, Jr, Executive Director	Any vacancies that we may have is open to the public for application for any position we may have available.
Department of Public Defense Lieutenant Colonel Michael Staebler	After following the Department of Administrative Services rules regarding placement and any collective bargaining issues, our jobs are open to the public. The public, in most cases, is the last area of consideration.
Public Health Mary E. Sams	If possible, positions are filled by promotions within the department. When that is not possible, positions are open to all qualified applicants.
Iowa Public Television Molly Phillips	Most of our positions are announced to the public. There are very limited times that we just open a position internally and then hire. I can remember doing this once recently and that was for a videographer opening. We knew that one of the very talented camer operators would apply and we were very interested in hiring him for the position, so we opened it internally and then hired. Now we are in the process of hiring a camera operator and we are recruiting externally.
IA Workforce Development Vicky Sande, Thelma Hubbard	Not all vacancies announced are open to the public. Vacancies that are contract covered have must first clear contract transfer. This process is open only to department employees. The position then must clear recall and outplacement. Transfer book is also checked to be sure there are no transfer requests for that particular position.  It depends on the position whether Supervisor/Manager will advertise outside or promote from within. Some positions such as Workforce Advisors, Supervisors/Managers prefer promoting from Workforce Associate classification.
<b>5. Under what circumstances do you use selective certification in the recruitment process?</b>	
Admin Services Carlson	When advised to do so by HRE.
Administrative Services Mollie Anderson  DAS-HRE Nancy Berggren  DAS-SAE Calvin McKelvogue  DAS-GSE Paul Carlson  DAS-ITE Mark Uhrin  DAS-CORE Lana Morrissey	<b>HRE:</b> Selective certification is used only for those job classes that: a) allow it and b) where the specific nature of the job calls for a narrower grouping of the minimum qualifications. For instance, we have not typically used it for entry level Personnel Management Specialist positions, where we tend to seek a broader applicant pool; but we have used it on occasion in filling Advanced Personnel Management Specialist and Personnel Management Programs Coordinator positions that require more specialized knowledge in such areas as Labor Relations, Workers' Compensation, Recruitment, etc.  <b>SAE:</b> We do not normally use selective certification.  <b>GSE:</b> Selective certification is utilized when specific technical, academic, or "experience" qualifications are required to successfully perform assigned job duties.  <b>ITE:</b> Due to the broad nature of the IT classifications, postings for all technical positions use selective certifications.  <b>CORE:</b> DAS has used selective certification for high level technical positions.
Attorney General's Office Eric Tabor	The AG's Office is not covered by the merit system and, therefore, does not use selective certification in its recruitment process.
Department for the Blind Bruce K. Snethenv	Almost never.
Iowa Civil Rights Commission Ralph Rosenberg	Staff believe we have used "Selective Certification" for Spanish Speaking.
Iowa College Student Aid Commission Cheryl Mather	When we need an employee with specialized experience or training.

Credit Union Division/Commerce Rebecca Behrens	We do not use selective certification.
Commerce - Utilities Board Judi K. Cooper	If we need a technical analyst or manager with a specific educational background or experience in a particular discipline.
Commission of Veterans Affairs - IA Veterans Home Dennis L. Mack	Selective certification is used primarily for Information Technology positions because of the specific skill set required for each position. It is used for every Resident Treatment Worker vacancy because our licensure requires them to be a certified nurse aide. It has also been used for Activities Specialist positions when the position requires a special background such as music therapy or recreational therapy.
Iowa Communications Network John Gillispie	Several of our positions require skills and specialized technical knowledge/experience in the IT section of the Office of the Deputy Director, Operations & Data Networking Bureau and Engineering & Research Development Bureau in which we use selectives for screening applicants to meet specialized needs.
Department of Cultural Affairs Mary Jane Olney	Selective certification is used in the majority of cases unless the position is one for clerical support. There are very few of those positions remaining in the Department. Most other positions require specific educational requirements and training and require a selective.
Education Roger Stirlor	Our general use of selective certification is for information technology positions so that we can narrow the applicants to those who have the programming skills that we need for the systems we are building and maintaining. Outside of information technology, we rarely use selective certification.
Iowa Department of Elder Affairs Greg Anliker	We occasionally have selective, especially gerontology, and similar specialties.
Iowa Ethics & Campaign Disclosure Board Karen Hudson	
Governor's Office of Drug Control Policy (ODCP) Dale Woolery	NA.
Human Rights- Division of Community Action Agencies (DCAA) Bill Brand	NA
Department of Human Rights/Division on the Status of African Americans Abraham L. Funchess, Jr.	
Iowa Juvenile Home Deb Hanus	Educators have criteria for credentials. Supervisory positions would have requirements for education and experience.
Iowa Law Enforcement Academy Penny Westfall	I'm not sure what selective certification is. We will ask for certified peace officers with master degrees when we are able to fill the instructor positions.
Management Steve Maslikowski	
Iowa Board of Parole Clarence Key, Jr, Executive Director	We obtain a listing names provided by the state of Iowa from which we review to select qualified persons for an interview.
Department of Public Defense Lieutenant Colonel Michael Staebler	When the position is unique and the qualification requirements are unique, we then use the approved selectives.

Public Health Mary E. Sams	We use selective certification when the job duties support it. For instance, ITS positions have been posted using the VB.Net selective because it is essential for those particular positions. For the Community Health Consultant class, we often use the Public Health Selective or Epidemiology Selective when job duties make it necessary.
Iowa Public Television Molly Phillips	We don't use any.
IA Workforce Development Vicky Sande, Thelma Hubbard	Selectives are used for positions that require a Spanish speaking person or Bilingual. Certain federal funded positions require a Veterans or Disabled Veterans. Also IWD's Information Technology positions require specific programming certifications. Budget oversight positions may require advanced accounting so that selective will be included. Typing selectives could be added if the position requires a typing speed greater than the minimum.
<b>6. Describe how you determine who will be interviewed from the certification list.</b>	
Admin Services Carlson	Rate applicants based upon resumes and applications.
Administrative Services Mollie Anderson  DAS-HRE Nancy Berggren  DAS-SAE Calvin McKelvogue  DAS-GSE Paul Carlson  DAS-ITE Mark Uhrin  DAS-CORE Lana Morrissey	<p><b>HRE:</b> This varies by supervisor and by the situation, but all hiring authorities are expected to be familiar with appropriate screening strategies available through administrative rules, the Applicant Screening Manual, the Managers and Supervisors Manual, and Performance and Development Solutions training on the subject. Our hiring authorities tend to review and identify previous education and experience to determine which applicants possess most closely related backgrounds to the job in question.</p> <p><b>SAE:</b> We score our resumes based on the criteria that we have established for the position based on the functions of that position. Education level is also used as a scoring criteria for our technical and professional positions.</p> <p><b>GSE:</b> Depending upon the nature of the position to be filled, GSE staff meet with the DAS-HRE Personnel Officer to review, score, and rank applications and resumes. Based upon the number and quality of the applicants, and each applicants score, the review team collectively determines how many applicants to interview. For lower level positions, most qualified candidates are interviewed.</p> <p><b>ITE:</b> We first verify that a candidate has all required selectives, removing any candidate that does not. Then we review their applications and resumes, evaluating their years of experience, type of experience and its relevance to the position, as well as their education and overall work history. We would then interview those that rank the highest, with the number invited for an initial interview depending on the closeness of the ranking and the number of candidates that applied. Our goal is to interview the top 6 candidates in the first round. Depending on the level and responsibilities of the position a second round of interviews is usually conducted, bringing back the top 2 or 3 first round candidates.</p> <p><b>CORE:</b> Information on the application, and resume are used to determine if a candidate is qualified based upon the requirements of the position.</p>
Attorney General's Office Eric Tabor	Same as #5.
Department for the Blind Bruce K. Snethen	We review resumes and score them based on relevant factors, such as education and experience. Higher scoring candidates are then ranked by score to determine which candidates will be selected for an interview.
Iowa Civil Rights Commission Ralph Rosenberg	Staff supervisors/manager/ lead workers establish criteria ahead of time, criteria are reviewed and revised if necessary.

Iowa College Student Aid Commission Cheryl Mather	We have a screening process which involves scoring of the different elements, ie education, experience, specialized work skills, other work experience. We have several managers or supervisors score each cert to determine the interview list.
Credit Union Division/Commerce Rebecca Behrens	Job requirements include a degree in accounting, business or 5 years related experience in a financial institution. Resumes are forwarded to the Division with a copy sent to the Supervisory Examiner. The Supervisory Examiner makes the final decision on the most qualified applicants. We then contact the candidates and conduct a phone interview. The phone interview provides more information about the position and offers the applicant the opportunity to ask questions. The phone interview also reinforces the travel requirements of the position. Then a formal interview with the Supervisory Examiner is extended. A formal interview is conducted and senior examiners may also participate.
Commerce - Utilities Board Judi K. Cooper	The hiring manager reviews all the applications, looking for the best match of educational background and practical work experience to the specifications of the opening.
Commission of Veterans Affairs - IA Veterans Home Dennis L. Mack	Applications are screened based on the minimum qualifications of the position. The applicants with the most education and related experience are selected for interview. If all applicants are similarly qualified then all are offered interviews. If there are applicants identified as disabled they are offered interviews. If the vacancy is for a position that is underutilized then all minorities identified on the applicant list are offered interviews.
Iowa Communications Network John Gillispie	Managers use a rating system by points, giving points for military, disability and minority status in addition to other points for qualifications/experience based on importance to the job.
Department of Cultural Affairs Mary Jane Olney	The first step is to review resumes and to see if directions have been followed in the application process. This includes a Department directive to submit a resume. After that the resumes are reviewed for those skills (including education and work experience) that are applicable to the job responsibilities in the PDQ.
Education Roger Stirlor	Each position will have a selection committee who reviews all the application materials. They have selection criteria that they use to review the specific qualifications of the candidates and rate them based on the criteria. The criteria generally includes a review of an applicants education and experience and how that would relate to the position being filled.
Iowa Department of Elder Affairs Greg Anliker	We've historically used a interview rating system and more recently have moved towards an application rating system, plus the interview rating system. The questions and rating vary depending on the specifics of the opening.
Iowa Ethics & Campaign Disclosure Board Karen Hudson	
Governor's Office of Drug Control Policy (ODCP) Dale Woolery	NA.
Human Rights- Division of Community Action Agencies (DCAA) Bill Brand	NA
Department of Human Rights/Division on the Status of African Americans Abraham L. Funchess, Jr.	
Iowa Juvenile Home Deb Hanus	All applications are scored by the interview team on the basis of education, experience, skills in a particular area, etc. The interview team consists of a minimum of 2 supervisors.

Iowa Law Enforcement Academy Penny Westfall	A committee of current employees representing administration, support staff and instructors were used to review the applications and conduct the first round of interviews. The director interviewed the top three selected by this committee.
Management Steve Maslikowski	Team Leaders and hiring team (select DOM staff) identify best qualified candidates
Iowa Board of Parole Clarence Key, Jr, Executive Director	We obtain a listing names provided by the state of Iowa from which we review to select qualified persons for an interview.
Department of Public Defense Lieutenant Colonel Michael Staebler	The selecting supervisor makes the determination based on the qualifications of the individuals who applied. As a department, we encourage the interviewing of all applicants, but realize this isn't always practical. To that end, we at least encourage the interviewing of under utilized classes.
Public Health Mary E. Sams	The selection team decides on the scoring process to be used for individual positions using guidelines furnished from the Department of Administrative Services.
Iowa Public Television Molly Phillips	First of all, we rarely use the certification list, as most of our positions are non-merit. Once we receive the applications, they are handed to the hiring supervisor. He or she reviews applications and decides on a list to interview. Once the list has been decided, I will then take a look through the list and ask about different applicants if needed. All of them meet the minimum quals., so it is based on experience of the particular position we are hiring.
IA Workforce Development Vicky Sande, Thelma Hubbard	Resumes are scored from the list of applicants provided by DAS-HRE. The Supervisor/Manager also takes into consideration if the applicant is a Veteran or Disabled Veteran and if the position is underutilized. The number of applicants picked to be interview varies depending on how many applicants qualified by DAS have applied for the position. If there are just a few applicants all of them may be interviewed. If there are many applicants, the Supervisor/Manager determines the cut off score which determines the number of applicants they will interview starting with top score.
<b>7. Do you use any screening tools such as tests, questionnaires, written exercises or writing samples? Please describe. If yes, at what point in the screening process do you use these tools.</b>	
Admin Services Carlson	No.
Administrative Services Mollie Anderson  DAS-HRE Nancy Berggren  DAS-SAE Calvin McKelvogue  DAS-GSE Paul Carlson  DAS-ITE Mark Uhrin  DAS-CORE Lana Morrissey	<b>HRE:</b> We use questionnaires, resume screens and on occasion, writing exercises for those positions whose competencies lend themselves to these methods.  <b>SAE:</b> No.  <b>GSE:</b> No screening tools are utilized.  <b>ITE:</b> Formal tests or exercises have not been used in the last several years. For technical positions, the technical staff doing the interviews will sometimes create a list of technical questions in order to verify the candidate's level of knowledge. If such a list is used, it is created before the start of the interview process and the same list of questions is asked of each interviewee.  <b>CORE:</b> These items are only used for certain positions, such a secretarial position and a typing test is required.
Attorney General's Office Eric Tabor	In some cases, attorney applicants are asked to submit writing samples. Rarely, writing samples are requested in job notices for attorney positions. More frequently, writing samples are requested of applicants who are interviewed for attorney positions.

Department for the Blind Bruce K. Snethen	Questionnaires are sometimes used if the volume of applicants is large to obtain more job specific information on candidates' skills than may be evident from the resumes. We use this tool at times to assist in determining which candidates will be interviewed, but it is frequently not necessary.
Iowa Civil Rights Commission Ralph Rosenberg	For our 3 individuals hired in the past 3 years, we have not used these tools. For 2 currently open investigator positions, we are asking for writing samples and we will ask interviewees to complete a written exercise upon completion of the interview. Writing skills are key, essential components for investigator positions.,
Iowa College Student Aid Commission Cheryl Mather	We have used a test only once, when our Research Director wanted to be assured that the applicants had the computer skills that they put down on their application. We had such a small list, that we invited all on the list to test.  We had the interviewees of a communications position, all write a public announcement so we could review their writing style.  Normally we do not have these tests, just on a needed basis.
Credit Union Division/Commerce Rebecca Behrens	No
Commerce - Utilities Board Judi K. Cooper	We have used a writing exercise to assess the technical writing skills of utility analyst candidates that have been interviewed and are contenders for a second interview.
Commission of Veterans Affairs - IA Veterans Home Dennis L. Mack	Very rarely. For some accounting positions applicants have been given an accounting problem to solve during the interview process.
Iowa Communications Network John Gillispie	Managers use questionnaires more often than tests or writing samples. This is generally done after the hiring manager has screened the applications for specific experience/education that meet the demands of the position. They use this as a tool to determine which qualified candidates to interview
Department of Cultural Affairs Mary Jane Olney	Work examples and portfolios have been used as well as oral presentations.
Education Roger Stirler	In the past year, two positions for Consultants have used this method. As part of the interview process the Board of Education Examiners had the applicants complete a writing assignment to determine the applicants ability to "evaluate how well and how logically you describe your thought process. If they are not wedded to the scenario, they could more readily defend a scenario or exercise that is not related to the job but more general." The second situation was similar and they had the applicants do a presentation. The screening tools are only used with those applicants who were selected for an interview.
Iowa Department of Elder Affairs Greg Anliker	Not to my knowledge.
Iowa Ethics & Campaign Disclosure Board Karen Hudson	
Governor's Office of Drug Control Policy (ODCP) Dale Woolery	No, not at ODCP.
Human Rights- Division of Community Action Agencies (DCAA) Bill Brand	No

Department of Human Rights/Division on the Status of African Americans Abraham L. Funchess, Jr.	
Iowa Juvenile Home Deb Hanus	No.
Iowa Law Enforcement Academy Penny Westfall	The Academy relies upon the Department of Administrative Services to conduct required tests for the position (i.e. typing).
Management Steve Maslikowski	No
Iowa Board of Parole Clarence Key, Jr, Executive Director	We do not use any screening tools.
Department of Public Defense Lieutenant Colonel Michael Staebler	No, not as a practice, unless the position is such that certain proficiencies are required and the only way to determine the minimum proficiency necessary. It is a rare case where we would use screening tools of this nature.
Public Health Mary E. Sams	We often use questionnaires for higher level positions after the first screening process is completed by the team.
Iowa Public Television Molly Phillips	Only one...for camera operators. We actually have them run a camera and we tape it. We ask them to make the same movements and records it to review later. We do this once they have completed the first interview and we decided to have second interviews.
IA Workforce Development Vicky Sande, Thelma Hubbard	<p>IWD requires a resume and cover letter to be submitted to Supervisor/Manager, if applicant does not follow that request they are not considered.</p> <p>In some cases where the ability to speak and write in Spanish is essential, a Spanish test (written, verbal) is given when applicant is interviewed for the position.</p> <p>If the vacant position requires typing the applicant is required to take a typing test. (This test is given before applicant is qualified by DAS-HRE).</p> <p>Writing samples have also been requested.</p> <p>In some positions where we have had many (20 or more) qualified applicants, we have mailed a questionnaire to the applicants asking a series of 4-5 questions pertaining to their own personal experience and knowledge in the area they are applying. Failure to return a questionnaire, complete a questionnaire, or return the questionnaire by the date specified results in that person not being considered.</p>
<b>8. What staff resources support the hiring manager(s) in the recruitment and selection process? Please estimate number of FTE's</b>	
Admin Services Carlson	Personnel Officers assigned to my area.

<p>Administrative Services Mollie Anderson</p> <p>DAS-HRE Nancy Berggren</p> <p>DAS-SAE Calvin McKelvogue</p> <p>DAS-GSE Paul Carlson</p> <p>DAS-ITE Mark Uhrin</p> <p>DAS-CORE Lana Morrissey</p>	<p><b>HRE:</b> 3 - 2 Personnel Assistants and the Personnel Officer</p> <p><b>SAE:</b> 0 FTE</p> <p><b>GSE:</b> This is difficult to quantify in terms of FTEs. No more than .25 FTEs are utilized, primarily Secretarial, Personnel Officer, and Personnel Assistant support.</p> <p><b>ITE:</b> 1.0 FTE - secretary to send out letters, schedule interviews and handle other logistical matters related to the process.</p> <p>1.0 FTE - Personnel Assistant to enter the open position into the system and to manage the process flow.</p> <p>A team consisting of 2 - 4 staff members may be involved in interviewing candidates. This would be in addition to management/supervisory staff from the work unit, or from other enterprise work units. The involvement of other work units is typical if the position will be required to interface with those other work units.</p> <p><b>CORE:</b> Human Resources Employment Bureau reviews and qualifies applicants = 5 FTE's Department's HR staff = 2 FTE's Departments Personnel Officer = 1 FTE AA/EEO = 1 FTE</p>
<p>Attorney General's Office Eric Tabor</p>	<p>Varies depending on the hiring manager of the division.</p>
<p>Department for the Blind Bruce K. Sneathen</p>	<p>Most often, two or three people interview candidates simultaneously so that we get multiple perspectives on each candidate. Following a determination by this group as to which candidate is best suited for the job, a second interview with the director and deputy director follows. This usually entails a total of four to five positions, including resume screening and interviewing. Typically a job offer results from the second interview.</p>
<p>Iowa Civil Rights Commission Ralph Rosenberg</p>	<p>Less than one</p>
<p>Iowa College Student Aid Commission Cheryl Mather</p>	<p>We usually have 4 or 5 managers or staff present for the interviews, we have our PA who helps getting things organized, and a secretary who sets up the interviews. This could involve up to 7 people, but not on a fulltime basis, only for a short time of the interviews and processing of the screening scores.</p>
<p>Credit Union Division/Commerce Rebecca Behrens</p>	<p>We use approximately 3 or 5 FTE's in the recruitment and selection process.</p>
<p>Commerce - Utilities Board Judi K. Cooper</p>	<p>We have two administrative assistants that share the personnel work in our office. 1 FTE support staff. The Executive Director of the agency is familiar with the hiring process and offers assistance to hiring managers as desired. For example, some hiring managers have the Executive Director be part of an interview panel.</p>
<p>Commission of Veterans Affairs - IA Veterans Home Dennis L. Mack</p>	<p>There is one position in the Personnel Office that is involved in all of the advertising, application processing and utilizing the Brass Ring system. The Personnel Director is available to provide assistance with the entire process.</p>
<p>Iowa Communications Network John Gillispie</p>	<p>There is a team of two to three individuals (usually three) who do the interviewing, 1 who will make the selection and 2 of which have either worked in that position or who will be working closely with the new employee.</p>

Department of Cultural Affairs Mary Jane Olney	The personnel assistant is the support person and works with management to assure that procedures are followed throughout the hiring process. She also does the letters or e-mails to applicants for managers and assists them through the coding process.
Education Roger Stirler	We have two staff members who are available for providing assistance. They are the personnel administrative assistant and the bureau chief. They would only devote small portions (less than one FTE) of their time to this task.
Iowa Department of Elder Affairs Greg Anliker	A part-time personnel assistant - approximately .5 FTE
Iowa Ethics & Campaign Disclosure Board Karen Hudson	
Governor's Office of Drug Control Policy (ODCP) Dale Woolery	Less than 1/10 FTE, working with personnel officer assigned by DAS/HRE.
Human Rights- Division of Community Action Agencies (DCAA) Bill Brand	DHR personnel officer, DAS personnel officer. Minimal FTE's, as we have done just three hires in eight years.
Department of Human Rights/Division on the Status of African Americans Abraham L. Funchess, Jr.	
Iowa Juvenile Home Deb Hanus	We have 1 Human Resources Associate who is supervised by the Institution's Business Manager. There are a total of 13 supervisors at the facility to participate in the application screening and hiring process.
Iowa Law Enforcement Academy Penny Westfall	The Academy has not staff for recruitment and selection but rather use the Department of Administrative Services.
Management Steve Maslikowski	Personnel assistant and hiring team (2-4 staff members).
Iowa Board of Parole Clarence Key, Jr, Executive Director	The Chair and myself, the Executive Director are the only two people involved within our hiring process.
Department of Public Defense Lieutenant Colonel Michael Staebler	There are two (2) full-time employees in the Human Resource Office that support the employment aspects of the State of Iowa.
Public Health Mary E. Sams	1-2
Iowa Public Television Molly Phillips	I am the Director of Communications and I oversee the entire human resources area. I also have an Administrative Assistant that does many of the duties, such as placing ads, collecting applications, keeping track of the applications, etc.
IA Workforce Development Vicky Sande, Thelma Hubbard	None - IWD is currently in the process of establishing an Affirmative Action Compliance Officer position to assist with this process.
<b>9. Are applicants who are "interviewed and not selected" informed of this, and do you document this process?</b>	
Admin Services Carlson	Yes.

Administrative Services Mollie Anderson  DAS-HRE Nancy Berggren  DAS-SAE Calvin McKelvogue  DAS-GSE Paul Carlson  DAS-ITE Mark Uhrin  DAS-CORE Lana Morrissey	<b>HRE:</b> Yes, this should be happening, though it is done through the hiring supervisor and not monitored. The new BrassRing system has made it easier to contact applicants.  <b>SAE:</b> Yes, applicants that are interviewed but not selected are contacted via phone. This process is not documented since it is oral.  <b>GSE:</b> In general, yes.  <b>ITE:</b> Yes.  <b>CORE:</b> After a person is "offered" a position and it has been accepted, then these types of letters are sent to the other interviewees and coded in the applicant system.
Attorney General's Office Eric Tabor	Yes, applicants who are interviewed and not selected receive either a phone call or letter from the hiring manager.
Department for the Blind Bruce K. Snethen	Yes, they are notified in writing and we document the notification. Usually this occurs after a selection has been made and the candidate has accepted the position in writing.
Iowa Civil Rights Commission Ralph Rosenberg	Yes, by regular mail or by e-mail
Iowa College Student Aid Commission Cheryl Mather	Yes, they are notified by letter or e-mail, and it is documented.
Credit Union Division/Commerce Rebecca Behrens	We do not tell the applicants who are "interviewed and not selected" that we use 3 to 5 FTE's in the recruitment and selction process. We do, however, send a letter to the those not selected.
Commerce - Utilities Board Judi K. Cooper	We inform all candidates interviewed via a letter. The new state Brass Ring service allows us to send an e-mail message to all unsuccessful applicants.
Commission of Veterans Affairs - IA Veterans Home Dennis L. Mack	All applicants who are interviewed receive a letter from the hiring supervisor. Copies of the letter are retained.
Iowa Communications Network John Gillispie	Yes, applicants are told they will be interviewed by a team of people and what their role is. Managers keep a record of their process, score sheets, who does not respond to questionnaires, etc. This information remains with the entire file of applications and stored with the interviewers' comments in accordance with records retention policies.
Department of Cultural Affairs Mary Jane Olney	Letters are sent to both categories and copies are kept with applicant files.
Education Roger Stirlor	A letter is sent to the applicants who are not selected. For contract positions filled through Brass Ring, the notification is sent by their preferred communication method. Non-contract positions receive a letter. Copies of all letters are retained in the applicant file. Occasionally, personal phone calls are made to applicants by the hiring supervisor.
Iowa Department of Elder Affairs Greg Anliker	Yes, they are notified by individual letters - via U.S. mail.
Iowa Ethics & Campaign Disclosure Board Karen Hudson	

Governor's Office of Drug Control Policy (ODCP) Dale Woolery	Yes, by letter.
Human Rights- Division of Community Action Agencies (DCAA) Bill Brand	Yes
Department of Human Rights/Division on the Status of African Americans Abraham L. Funchess, Jr.	
Iowa Juvenile Home Deb Hanus	Yes, they are notified by mail.
Iowa Law Enforcement Academy Penny Westfall	Yes by letter for the first found interviewed by the employee committee and by telephone and letter to those interviewed by the Director.
Management Steve Maslikowski	Yes
Iowa Board of Parole Clarence Key, Jr, Executive Director	Generally, applicants who are not selected receive a phone call indicating they were not selected
Department of Public Defense Lieutenant Colonel Michael Staebler	Yes it is documented and letters of selection, as well as non-selection, are mailed to the individual. With the new system, people can request notification by email and we accommodate those requests. We also notify those who were not selected to be interviewed.
Public Health Mary E. Sams	All documentation concerning the hire is kept for 3 years and applicants are informed that position has been filled.
Iowa Public Television Molly Phillips	We inform all applicants once the person has accepted the position. This is done by letters, however, those that have been interviewed may get a phone call from the hiring supervisor. We document everything, including source of advertising, what applicants came from that source, who was interviewed, etc.
IA Workforce Development Vicky Sande, Thelma Hubbard	All applicants interviewed and not selected are informed that they were not selected through a letter. This letter is filed in hiring folder by Supervisor/Manager and kept by Supervisor/Manager.
<b>10. Does your department provide any additional training to supervisors and managers on proper interviewing techniques over and above the training provided by DAS?</b>	
Admin Services Carlson	Yes, it is offered.

Administrative Services Mollie Anderson  DAS-HRE Nancy Berggren  DAS-SAE Calvin McKelvogue  DAS-GSE Paul Carlson  DAS-ITE Mark Uhrin  DAS-CORE Lana Morrissey	<b>HRE:</b> "Training," or additional information, is available to hiring authorities upon request from our selection staff or their personnel officer. It is not generally provided except upon request, other than for new supervisors and managers. HRE only has four hiring authorities, so we are able to monitor the activity and correct any situations without much difficulty.  <b>SAE:</b> We are part of DAS. The State Accounting Enterprise has two supervisors, Calvin McKelvogue and Jay Cleveland. Jay was required to enroll in the CPM series after he was hired.  <b>GSE:</b> No.  <b>ITE:</b> No.  <b>CORE:</b> Yes.
Attorney General's Office Eric Tabor	No
Department for the Blind Bruce K. Snethen	Yes. On January 24, 2007 we required all managers to attend a training session on affirmative action / equal employment opportunity as called for by the department's affirmative action plan for this year. This training was administered by the Iowa Civil Rights Commission.
Iowa Civil Rights Commission Ralph Rosenberg	no
Iowa College Student Aid Commission Cheryl Mather	No
Credit Union Division/Commerce Rebecca Behrens	We receive training provided by the National Credit Union Administration and the National Association of State Credit Union Supervisors.
Commerce - Utilities Board Judi K. Cooper	No. Our current management staff has a successful hiring track record and substantial hiring experience, either at the state or in positions held before joining the Iowa Utilities Board.
Commission of Veterans Affairs - IA Veterans Home Dennis L. Mack	No.
Iowa Communications Network John Gillispie	Not generally. Books are recommended to read, but not mandated. Some managers read books on their own.
Department of Cultural Affairs Mary Jane Olney	This has not happened in the past, but may be a topic for future meetings.
Education Roger Stirler	No.
Iowa Department of Elder Affairs Greg Anliker	No, other than the PA or other supervisors giving "advice", if we have a new supervisor.
Iowa Ethics & Campaign Disclosure Board Karen Hudson	
Governor's Office of Drug Control Policy (ODCP) Dale Woolery	No.

Human Rights- Division of Community Action Agencies (DCAA) Bill Brand	DHR conducts various trainings on cultural competency.
Department of Human Rights/Division on the Status of African Americans Abraham L. Funchess, Jr.	
Iowa Juvenile Home Deb Hanus	Additional training has been cost prohibitive outside of the DAS training.
Iowa Law Enforcement Academy Penny Westfall	No.
Management Steve Maslikowski	No
Iowa Board of Parole Clarence Key, Jr, Executive Director	When such training is available which is not often we try to take advantage of them.
Department of Public Defense Lieutenant Colonel Michael Staebler	No, we utilized the training resources provided by the Department of Administrative Services.
Public Health Mary E. Sams	Supervisors are encouraged to take DAS course, From Interview to Hire. They also can use the screening tool developed by DAS. Questions are discussed with personnel .
Iowa Public Television Molly Phillips	No we do not.
IA Workforce Development Vicky Sande, Thelma Hubbard	No IWD is currently in the process of establishing an Affirmative Action Compliance Officer position to assist with this process.
<b>11. What steps are taken to ensure that screening and selection processes are consistent for the same classifications within your department (including all locations)?</b>	
Admin Services Carlson	This is the responsibility of HRE.

<p>Administrative Services Mollie Anderson</p> <p>DAS-HRE Nancy Berggren</p> <p>DAS-SAE Calvin McKelvogue</p> <p>DAS-GSE Paul Carlson</p> <p>DAS-ITE Mark Uhrin</p> <p>DAS-CORE Lana Morrissey</p>	<p><b>HRE:</b> All hiring authorities are encouraged to review the current PDQ prior to proceeding with filling a position to ensure that the essential functions and competencies for the position accurately describe how the position will function. If these are comprehensive and correct, the screening and selection processes may be tailored to the specific vacancy as long as they follow the appropriate policies and procedures.</p> <p><b>SAE:</b> Because SAE has a relatively small staff and only two supervisors, we are consistent in the preparation of the PDQ's for vacant positions. The interview scoring criteria and the interview scoring criteria are agreed upon by the supervisor and the program manager in advance of the receipt of the resumes/applications.</p> <p><b>GSE:</b> GSE continually utilizes the advice and counsel provided by the DAS-HRE Personnel Officer assigned to GSE.</p> <p><b>ITE:</b> In general, the hiring process is overseen and reviewed by the Division Administrator for the division in which the position exists, which instills a consistency within the division. However, the IT classification family, which comprises the vast majority of the positions hired, is very broad and extends across all divisions in the enterprise. As a result, there may not be a great deal of consistency between the process for a network administrator ITS 5, an application developer ITS 5, and a database administrator ITS 5.</p> <p><b>CORE:</b> The following staff members ensure that hiring steps are followed consistently within the department: Human Resources Employment Bureau review and qualifies applicants = 5 FTE's Department HR staff = 2 FTE's Departments Personnel Officer = 1 FTE's AA/EEO = 1 FTE</p>
<p>Attorney General's Office Eric Tabor</p>	<p>The Chief of Staff monitors hiring in the AG's Office and works to ensure that selection processes are consistent as possible across the Office.</p>
<p>Department for the Blind Bruce K. Snethen</p>	<p>The screening and selection processes described earlier apply to the department in general. We have not undertaken focused steps pertaining to particular classifications.</p>
<p>Iowa Civil Rights Commission Ralph Rosenberg</p>	<p>Within a small agency, with a single location, and consistent hiring committee members, consistency is routinely discussed and remains a concrete goal.</p>
<p>Iowa College Student Aid Commission Cheryl Mather</p>	<p>We are a small department, and usually the same managers are involved in the screening and selection processes or each division. We help each other out so to speak, and it makes our hiring more consistent.</p>
<p>Credit Union Division/Commerce Rebecca Behrens</p>	<p>The selection process is always the same.</p>
<p>Commerce - Utilities Board Judi K. Cooper</p>	<p>Each hiring manager has unique needs and skill sets required in the potential employee. The manager, or a small team selected by the manager, screen the candidates based upon these needs and skill sets. All of our office is housed in the same building.</p>
<p>Commission of Veterans Affairs - IA Veterans Home Dennis L. Mack</p>	<p>There are dedicated Supervisors responsible for all hiring of a particular classification.</p>
<p>Iowa Communications Network John Gillispie</p>	<p>The Executive Director monitors the hiring process. Managers submit their steps/process/questionnaires to the Executive Director for review. The Personnel Assistant sends a detailed weekly report on the hiring process to the Executive Director.</p>

Department of Cultural Affairs Mary Jane Olney	
Education Roger Stirler	When Divisions request to fill a position, they provide a listing of the screening criteria.
Iowa Department of Elder Affairs Greg Anliker	Our agency is so small and most staff wear so many different hats, that having the same classification does not mean the tasks and responsibilities are similar enough make the same interview questions and/or ranking appropriate. I think other parts of the process are quite consistent.
Iowa Ethics & Campaign Disclosure Board Karen Hudson	
Governor's Office of Drug Control Policy (ODCP) Dale Woolery	The same process is followed in each case, in consultation with DAS/HRE.
Human Rights- Division of Community Action Agencies (DCAA) Bill Brand	
Department of Human Rights/Division on the Status of African Americans Abraham L. Funchess, Jr.	
Iowa Juvenile Home Deb Hanus	Standard screening forms are being developed for our Clinical Dept. Support Departments already have those tools in place.
Iowa Law Enforcement Academy Penny Westfall	Each of the committee members scored the interviewees independent of each other. These scores were presented to the director.
Management Steve Maslikowski	
Iowa Board of Parole Clarence Key, Jr, Executive Director	Our selection process is consistent for all classifications
Department of Public Defense Lieutenant Colonel Michael Staebler	No special actions are taken, other than a review by the Human Resource Office to determine the validity of the criteria. If we believe the criteria is flawed, we will inform the selecting supervisor and determine his or her logic in the screening. If the case can be made for their criteria, we let it stand.
Public Health Mary E. Sams	All hires are subject to approval by Bureau Chiefs and Division Directors within Department.
Iowa Public Television Molly Phillips	I talk about it with our hiring supervisors. We talk about certain applicants, I sit in on many interviews and before there is a hire, we talk about the potential employee.
IA Workforce Development Vicky Sande, Thelma Hubbard	Depending on the position there is a list of questions that a Supervisor/Manager can draw from as well as DAS's database of Behavioral Interview Questions.
<b>12. How does your promotion process differ from your recruitment process?</b>	
Admin Services Carlson	Ask HRE.

<p>Administrative Services Mollie Anderson</p> <p>DAS-HRE Nancy Berggren</p> <p>DAS-SAE Calvin McKelvogue</p> <p>DAS-GSE Paul Carlson</p> <p>DAS-ITE Mark Uhrin</p> <p>DAS-CORE Lana Morrissey</p>	<p><b>HRE:</b> Job vacancy announcements are made internally through email to all staff who have email. Supervisors are asked to print the announcements and post them for those staff who do not have access to email (such as custodians).</p> <p>Of course, employees can also apply for jobs that are also posted outside the Department. If there is a gradual evolution of the duties of an incumbent's position, there is a reclassification process that may result in a promotion for that individual.</p> <p><b>SAE:</b> Our promotion process is the same as our recruitment process.</p> <p><b>GSE:</b> They are very similar. GSE makes every attempt to match the best available applicants, whether inside of DAS/state government or outside, with the work to be performed.</p> <p><b>ITE:</b> The promotion process for the majority of the positions is governed by the collective bargaining agreements. Open positions, positions for which no one has indicated an interest in transferring to, are posted, and if a current state employee expresses interest in the position, the hiring manager will consider his or her qualifications and interview that person as required by the contract. If we have an internal staff member who we believe would be a good candidate, we inform him or her of the opening but apply no pressure for the person to apply. We express interest in the person as being a capable candidate and as something he or she might want to think about within his or her career goals; however, no guarantees are provided or implied. The candidate must complete the same interview and evaluation process as someone from outside the department.</p> <p><b>CORE:</b> AFSCME contract rules apply for contract covered positions and processes are the same for all hires. Non-contract positions hiring process is consistent for a promotional opportunity or a recruited position.</p>
<p>Attorney General's Office Eric Tabor</p>	<p>For most positions, most notably attorney positions, promotions are determined by years of service and performance. For management positions, the promotion process is similar to the recruitment process.</p>
<p>Department for the Blind Bruce K. Snethen</p>	<p>A promotion that occurs as a result of filling a vacant position is subject to the same process we follow when advertising any vacancy, as described in # 1 above.</p>
<p>Iowa Civil Rights Commission Ralph Rosenberg</p>	<p>None</p>
<p>Iowa College Student Aid Commission Cheryl Mather</p>	<p>Employees may apply for posted jobs, there are times when it is apparent that a person is capable of a new position when it comes available, and usually they are planning to apply. If they are really a strong candidate, the supervisor may encourage them to apply.</p>
<p>Credit Union Division/Commerce Rebecca Behrens</p>	<p>Advancement and promotion of Division staff is considered on merit, job performance, knowledge and continual education, and availability of positions. We attempt to promote from within to fill any vacancies.</p>
<p>Commerce - Utilities Board Judi K. Cooper</p>	<p>Promotional opportunities are posted on an internal, staff accessible bulletin board, and open for all eligible to apply.</p>
<p>Commission of Veterans Affairs - IA Veterans Home Dennis L. Mack</p>	<p>If it is determined that a particular position is a promotional opportunity then it is only posted for either internal applicants or all state employees.</p>
<p>Iowa Communications Network John Gillispie</p>	<p>If the department plans to promote within, there is no outside advertising unless the need arises to seek a qualified candidate. The vacancy is placed on the DAS-HRE website for internal applications. The department's intranet is utilized to announce internal opportunities for promotion, as well.</p>

Department of Cultural Affairs Mary Jane Olney	
Education Roger Stirler	Positions are posted and people must apply just as they would for any job opening.
Iowa Department of Elder Affairs Greg Anliker	Essentially we do the internal courtesyposting for all positions prior to the HRE posting.
Iowa Ethics & Campaign Disclosure Board Karen Hudson	
Governor's Office of Drug Control Policy (ODCP) Dale Woolery	Promotion from within ODCP is considered when a qualified candidate is available. Otherwise, there is no difference.
Human Rights- Division of Community Action Agencies (DCAA) Bill Brand	
Department of Human Rights/Division on the Status of African Americans Abraham L. Funchess, Jr.	
Iowa Juvenile Home Deb Hanus	Very similar. All applicants are treated in a fair and consistent manner.
Iowa Law Enforcement Academy Penny Westfall	The Academy is a small agency with little promotion possibilities. There have been no promotions in the last ten years.
Management Steve Maslikowski	Given our limited staff and job classes, promotionalopportunities are rare. There is no formalized process.
Iowa Board of Parole Clarence Key, Jr, Executive Director	Promotions are based upon goals and objectives that have been set forth during any given performance evaluation if warranted
Department of Public Defense Lieutenant Colonel Michael Staebler	As previously stated, we do not have a formal recruitment process. As it relates to our promotion process, most all promotion opportunities come from the advertisement and competition for the upward opportunities. Our department isn't blessed with the diversity of jobs and the opportunities for advancement within a specific job classification are limited, thus the need to advertise and compete the limited number of opportunities.
Public Health Mary E. Sams	Interview process would be the same. However, we would post positions in more public areas if we were recruiting from outside entities.
Iowa Public Television Molly Phillips	No, it is the same.
IA Workforce Development Vicky Sande, Thelma Hubbard	Whether it's promotional or recruitment the steps in the collective bargaining process is followed.
<b>13. What differences are there in the selection process for those covered by a collective bargaining agreement and those who are not?</b>	
Admin Services Carlson	None.

<p>Administrative Services Mollie Anderson</p> <p>DAS-HRE Nancy Berggren</p> <p>DAS-SAE Calvin McKelvogue</p> <p>DAS-GSE Paul Carlson</p> <p>DAS-ITE Mark Uhrin</p> <p>DAS-CORE Lana Morrissey</p>	<p><b>HRE:</b> There are no differences once the steps in the hiring process that relate to transfers and recall have been satisfied. The selection process does not relate to whether the position is covered by collective bargaining contract.</p> <p><b>SAE:</b> Once the required steps are completed for contract transfers, and if there is no recall or contract transfer into the vacant position, there are no differences in the selection process. We strive to find the best person for the position.</p> <p><b>GSE:</b> None.</p> <p><b>ITE:</b> In the last several years, none.</p> <p><b>CORE:</b> AFSCME contract rules have a 13-step process for all hires and non-contract positions have a 4-step process for all hires. There are 10 mandatory steps for an AFSCME hiring and 2 mandatory steps for non-contract hiring.</p>
<p>Attorney General's Office Eric Tabor</p>	<p>The AG's Office is not covered by the state merit system and is not covered by a collective bargaining agreement. All employees of the AG's Office are at-will.</p>
<p>Department for the Blind Bruce K. Snethen</p>	<p>Aside from the requirements of the collective bargaining agreement concerning transfers, recalls, etc., there is generally no practical difference in the selection process. Whether a given position is or is not subject to the collective bargaining agreement, our process for announcing positions, screening resumes, and conducting competitive interviews is generally consistent. The differences are those required by the contract. However, we experience few transfers or recalls.</p>
<p>Iowa Civil Rights Commission Ralph Rosenberg</p>	<p>None</p>
<p>Iowa College Student Aid Commission Cheryl Mather</p>	<p>Of course we follow the collective bargaining agreement to be in compliance, and the process of selection is essentially the same.</p>
<p>Credit Union Division/Commerce Rebecca Behrens</p>	<p>All employees in our Division are nonmerit and noncontract.</p>
<p>Commerce - Utilities Board Judi K. Cooper</p>	<p>No difference.</p>
<p>Commission of Veterans Affairs - IA Veterans Home Dennis L. Mack</p>	<p>Process is the same.</p>
<p>Iowa Communications Network John Gillispie</p>	<p>There is a five day internal posting period internally for contract-covered positions allowing for bids to transfer, and then the vacancy must clear recall and outplacement prior to advertising outside the agency for applicants. Once the position is advertised to the public, the selection process is the same for contract covered and non-contract covered positions.</p>
<p>Department of Cultural Affairs Mary Jane Olney</p>	<p>Except for the internal posting, the process is similar. Interview questions vary depending upon classification and responsibilities. All candidates are asked the same questions for the position being filled.</p>
<p>Education Roger Stirler</p>	<p>Contract covered and Merit covered positions are filed using the State's Brass Ring program. Noncontract positions are posted on our web. We ask applicants to fill out the department's application, provide to us a cover letter, resume, letters of reference, school transcripts and additional references. The selection process is virtually the same. An interview selection team is used for both, they review the applicant's information and based on a set of specific criteria, determine whom to interview.</p>

Iowa Department of Elder Affairs Greg Anliker	No difference that I am aware of.
Iowa Ethics & Campaign Disclosure Board Karen Hudson	
Governor's Office of Drug Control Policy (ODCP) Dale Woolery	NA (we have no positions covered by collective bargaining).
Human Rights- Division of Community Action Agencies (DCAA) Bill Brand	
Department of Human Rights/Division on the Status of African Americans Abraham L. Funchess, Jr.	
Iowa Juvenile Home Deb Hanus	The two categories not covered by bargaining would be Educators and supervisors. While the selection process is similar when it comes to application scoring, the interview portion might be different. Often times, a supervisory position requires more than one interview.
Iowa Law Enforcement Academy Penny Westfall	None.
Management Steve Maslikowski	No collective bargaining covered positions within DOM.
Iowa Board of Parole Clarence Key, Jr, Executive Director	There are no difference for our agency in this area. We are fair and balanced in our hiring process
Department of Public Defense Lieutenant Colonel Michael Staebler	Only those issues that are defined by the bargaining agreement, otherwise the process is the same.
Public Health Mary E. Sams	There is no difference.
Iowa Public Television Molly Phillips	We do it the same way.
IA Workforce Development Vicky Sande, Thelma Hubbard	See attachment A - "Steps in the Hiring Process".
<b>14. What is the turnover rate for your department? In which classification and/or locations do you consider turnover to be unacceptably high?</b>	
Admin Services Carlson	Ask HRE.

<p>Administrative Services Mollie Anderson</p> <p>DAS-HRE Nancy Berggren</p> <p>DAS-SAE Calvin McKelvogue</p> <p>DAS-GSE Paul Carlson</p> <p>DAS-ITE Mark Uhrin</p> <p>DAS-CORE Lana Morrissey</p>	<p><b>HRE:</b> The turnover rate, defined as the "separation rate" for DAS overall was 9.00% in FY06. We do not have enterprise (division) figures, however, HRE is probably much lower than the 9.00% as there were only three departures during FY06. One occurred in the Labor Relations Team and the other two were in the Benefits and Risk Management Bureau.</p> <p><b>SAE:</b> Turnover rate is unknown. The proportion of Fiscal &amp; Policy Analyst positions in SAE when compared to the other classifications is high, so that might appear to create a high turnover in that class series.</p> <p><b>GSE:</b> The overall turnover rate is estimated at 10%, with most of the turnover in lower level classifications. I do not consider turnover in GSE to be unacceptably high in any area.</p> <p><b>ITE:</b> FY 07 To Date:</p> <p>Division of Infrastructure Services - 7% - has been higher than past years due to the number of retirements.</p> <p>Applications &amp; E-Government Services - 0%.</p> <p>Information Security Office - 20%, which is deceptive due to the small size of the group. In actuality, 1 of 5 employees left the group.</p> <p><b>CORE:</b> Department does not track turnover rates. (We track separation rates but not by enterprise.)</p>
<p>Attorney General's Office Eric Tabor</p>	<p>The turnover rate is very low in the AG's Office, particularly in the case of attorneys.</p>
<p>Department for the Blind Bruce K. Sneath</p>	<p>Our full-time permanent staffing is currently at 92. So far this year we have experienced three voluntary resignations, one termination due to the expiration of a grant program, one long-term disability, and one retirement. I anticipate between one and three more retirements. In fiscal year 2004 we experienced four departures; in fiscal year there were eight; in fiscal year 2006, three. I do not consider this history to be unusual or unacceptable.</p>
<p>Iowa Civil Rights Commission Ralph Rosenberg</p>	<p>In the past 24 months + , we have had one retirement, one job change, one loss of position due to re-structuring. We only have one location.</p>
<p>Iowa College Student Aid Commission Cheryl Mather</p>	<p>I do not have this information available at this time. If you maintain it, I will be happy to analyze it.</p>
<p>Credit Union Division/Commerce Rebecca Behrens</p>	<p>The turnover rate for the Division is very low. If there is turnover it is due to the amount of travel required.</p>
<p>Commerce - Utilities Board Judi K. Cooper</p>	<p>Incredibly low. On average, our staff has over 13 years of service at the Iowa Utilities Board. We have six on staff who have received 35-year (or higher) service awards. None of our classifications has an unacceptably high turnover rate.</p>
<p>Commission of Veterans Affairs - IA Veterans Home Dennis L. Mack</p>	<p>The turnover rate is 9% which is extremely low for our industry - long term care. National industry turnover rates range from 50 to 100%. We do not have any areas where turnover is a concern.</p>
<p>Iowa Communications Network John Gillispie</p>	<p>In the past 12 months our department has lost 11 employees; 6 resigned, 3 retired, one was terminated, and one loss to death. We do not have a high turnover in any one area.</p>
<p>Department of Cultural Affairs Mary Jane Olney</p>	<p>Turnover is not high in the Department.</p>

Education Roger Stirler	Calendar year 2006 18 terminated/transferred or retired. 15 positions were non contract, 3 were contract positions. In 2006, per the IA workforce employer's contribution & payroll report, our workforce averaged 252.75 employees which puts us at a 7.1% turnover rate. The highest number was our noncontract, education program consultant(epc) positions. 10 employees were in this category, of the 10, 4 retired, 4 resigned and 2 transferred to other positions in state government.
Iowa Department of Elder Affairs Greg Anliker	I do not know.
Iowa Ethics & Campaign Disclosure Board Karen Hudson	
Governor's Office of Drug Control Policy (ODCP) Dale Woolery	Aside from the director's position, which is appointed by the Governor, we have hired one new employee in the last 8+ years. We are a small agency (8 FTEs) and, due to reorganization and cuts in federal funding, have experienced attrition in the number of positions at ODCP since 1998.
Human Rights- Division of Community Action Agencies (DCAA) Bill Brand	One turnover every three years among 14 employees. Not unacceptably high
Department of Human Rights/Division on the Status of African Americans Abraham L. Funchess, Jr.	
Iowa Juvenile Home Deb Hanus	Approximately 7% annual turnover rate. Generally, the Youth Service Worker classification has the highest rate of turnover.
Iowa Law Enforcement Academy Penny Westfall	The current director has been in the position for five years. In that time three persons have retired and these positions have not been filled due to budget reasons. An additional person retired and was replaced. A fifth person left after having a baby and was replaced. That is five persons out of thirty authorized positions.
Management Steve Maslikowski	Our turnover is very limited. Four at-will positions (Director, Directors Assistant and 2 Division Administrators) were recently filled during the transition to the Culver administration. Two new positions were filled within the last year and we currently have a vacancy to fill as the recent of an early retirement in January.
Iowa Board of Parole Clarence Key, Jr, Executive Director	Our agency is very small. Less than 20 employees. Our turnover rate is very low. Less that 5%
Department of Public Defense Lieutenant Colonel Michael Staebler	
Public Health Mary E. Sams	Lately we have a higher than usual turnover in our Information Management area. Private industry has been taking some programmers away from state jobs. The reason for turnover is salary lower in government vs. private sector.
Iowa Public Television Molly Phillips	We have very little turnover. We literally have employees that have been here since IPTV started, which is over 30 years. Most hires are for new positions.
IA Workforce Development Vicky Sande, Thelma Hubbard	See attachment B - IWD turnover.  IWD does not view the turnover rate as being unacceptably high.

**15. Are there any specific department initiatives that are designed to reduce turnover?**

<p>Admin Services Carlson</p>	<p>Ask HRE.</p>
<p>Administrative Services Mollie Anderson</p> <p>DAS-HRE Nancy Berggren</p> <p>DAS-SAE Calvin McKelvogue</p> <p>DAS-GSE Paul Carlson</p> <p>DAS-ITE Mark Uhrin</p> <p>DAS-CORE Lana Morrissey</p>	<p><b>HRE:</b> The Departure Survey for all of state government indicates that the most frequent reasons given for turnover are: lack of growth and development opportunities and difficulties with the supervisor. DAS encourages employees to attend PDS training as well as other training and development opportunities. However, promotional opportunities have become more limited in recent years with the flattening of the organizational structure, so other means of providing incentives and making jobs more meaningful need to be explored. DAS also promotes internal communication through its bi-monthly staff newsletter.</p> <p><b>SAE:</b> Although funds are limited, efforts are made for staff to have the opportunity to attend training and to earn CPE credits.</p> <p><b>GSE:</b> On a case by case basis, financial incentives may be offered to employees to entice them to remain with state government.</p> <p><b>ITE:</b> As the reason for turnover has been primarily due to the retirement of staff, there have been no initiatives in this area.</p> <p><b>CORE:</b> Rules allow retention bonuses to be offered based upon the department director's discretion.</p>
<p>Attorney General's Office Eric Tabor</p>	<p>The AG's Office strives to maintain a workplace that is conducive to retention.</p>
<p>Department for the Blind Bruce K. Snethen</p>	<p>I would not say we have any initiatives with turnover reduction as a specific objective. We try to do a very good job with hiring employees, and we know from asking our work force that as a group employees here are very clear on our mission and purpose. Further, candidates learn of our expectations of them during the job interview, when we communicate our plans for agency-specific training they are expected to complete early in their employment. Occasionally we sponsor a seminar for the benefit of newer staff so that they learn as much as possible about the department's programs and services, without regard to what their particular job is. I do not have data that demonstrates the effectiveness of this in controlling turnover, but I believe these and other steps are valuable not only in retaining employees but in a broader context as well.</p>
<p>Iowa Civil Rights Commission Ralph Rosenberg</p>	<p>no</p>
<p>Iowa College Student Aid Commission Cheryl Mather</p>	<p>We are doing exit interviews, and looking at everyone's PDQ's and making sure that staff is evaluated and has a chance to visit with their supervisors if they would like to make suggestions to make their job better, or more enjoyable, while accomplishing our agency goals.</p>
<p>Credit Union Division/Commerce Rebecca Behrens</p>	<p>The Superintendent requested a compensation survey be completed by the Iowa Department of Personnel in early 2000. An updated salary compensation survey was also completed in 2004. The survey results indicated a large disparity between comparable state and federal positions. The Superintendent implemented the initial plan in 2001 as well as the updated plan in 2004. Implementation required a revised organizational chart, fee structure and statutory authority. A bill was passed which gives the Superintendent authority to pay wages comparable to federal levels for examination staff in the future.</p> <p>We are constantly looking at ways to reduce overnight travel through additional off-site work.</p>

Commerce - Utilities Board Judi K. Cooper	No, our experience does not warrant such initiatives.
Commission of Veterans Affairs - IA Veterans Home Dennis L. Mack	Within 3 months of employment all new employees meet with the Administrator and Employee Services Director to see if there are any problems and to see what is working well for them. Quarterly forums are held with employees on all shifts by the Administrator to share information.
Iowa Communications Network John Gillispie	ICN is sensitive to the training needs of their employees, and if an employee needs additional training to make their job more manageable, the manager sees that the employee receives whatever training is needed (within budget allowance).
Department of Cultural Affairs Mary Jane Olney	
Education Roger Stirlor	With the competition we have with school districts for qualified employees and the continual increase in pay many school personnel are receiving, we may continue to have difficulty in filling our Education Program Consultant positions.
Iowa Department of Elder Affairs Greg Anliker	No
Iowa Ethics & Campaign Disclosure Board Karen Hudson	
Governor's Office of Drug Control Policy (ODCP) Dale Woolery	No.
Human Rights- Division of Community Action Agencies (DCAA) Bill Brand	No
Department of Human Rights/Division on the Status of African Americans Abraham L. Funchess, Jr.	
Iowa Juvenile Home Deb Hanus	Staff are provided with training and coaching by their supervisor to help them be successful in their position.
Iowa Law Enforcement Academy Penny Westfall	Interviews are conducted when a person leaves other than those who retire.
Management Steve Maslikowski	No
Iowa Board of Parole Clarence Key, Jr, Executive Director	We have very little turnover rate therefore we have no need for such initiatives
Department of Public Defense Lieutenant Colonel Michael Staebler	No
Public Health Mary E. Sams	We do offer educational opportunities and some limited tuition reimbursement to our employees.
Iowa Public Television Molly Phillips	No.
IA Workforce Development Vicky Sande, Thelma Hubbard	No. The Department has not viewed turnover rate to be unacceptably high.

**16. How does your department collect and use turnover data?**

Admin Services Carlson	Ask HRE.
Administrative Services Mollie Anderson  DAS-HRE Nancy Berggren  DAS-SAE Calvin McKelvogue  DAS-GSE Paul Carlson  DAS-ITE Mark Uhrin  DAS-CORE Lana Morrissey	<p><b>HRE:</b> Turnover data is made available to all staff annually through "Just the Facts," which DAS-HRE produces. Data is highlighted and shared with managers and supervisors in their meetings.</p> <p><b>SAE:</b> The State Accounting Enterprise has had 5 people leave our employment in the last 2 years. One retired, one passed away, and 3 resigned for other positions. We have also filled 2 new positions in the last 2 years.</p> <p><b>GSE:</b> This information is collected by DAS-HRE and is available for analysis upon request.</p> <p><b>ITE:</b> Trend analysis, succession planning.</p> <p><b>CORE:</b> N/A for our department but Human Resources Enterprise collects this data for statewide reports.</p>
Attorney General's Office Eric Tabor	There is no formal collection of turnover data.
Department for the Blind Bruce K. Snethen	With what I would describe as relatively low turnover, we do not make extensive use of turnover information except as may be revealed during exit interviews.
Iowa Civil Rights Commission Ralph Rosenberg	The size of our agency does not make in necessary for any extensive data collection efforts
Iowa College Student Aid Commission Cheryl Mather	We have not done an analysis of turnover. When we got our new Director 2 years ago, we had turnover in many areas, but we knew this could happen. We had 12 vacancies at one time in an agency of 45. We of course filled the vacancies, and hope to have staff on board with the direction the new Director has set.
Credit Union Division/Commerce Rebecca Behrens	See #15.
Commerce - Utilities Board Judi K. Cooper	We track tenure in a spreadsheet that helps us to plan for retirements, a major contributor to turnover in our office.
Commission of Veterans Affairs - IA Veterans Home Dennis L. Mack	Turnover rates are computed from information provided by the State's Centralized Payroll System and are only used for reporting purposes.
Iowa Communications Network John Gillispie	Turnover has not been an issue.
Department of Cultural Affairs Mary Jane Olney	
Education Roger Stirler	A listing of new hire and terminated employees is kept by our Personnel Administrative Assistant. At this time, the information isn't used.
Iowa Department of Elder Affairs Greg Anliker	We don't.

Iowa Ethics & Campaign Disclosure Board Karen Hudson	
Governor's Office of Drug Control Policy (ODCP) Dale Woolery	NA.
Human Rights- Division of Community Action Agencies (DCAA) Bill Brand	Not applicable due to low turnover.
Department of Human Rights/Division on the Status of African Americans Abraham L. Funchess, Jr.	
Iowa Juvenile Home Deb Hanus	The Management Team reviews turnover data as does the DHS Central Office.
Iowa Law Enforcement Academy Penny Westfall	Only one person has left due to something other than retirement (having a baby). That person was interviewed as to any suggestions for making the position better.
Management Steve Maslikowski	We do not calculate turnover
Iowa Board of Parole Clarence Key, Jr, Executive Director	Since our turnover rate is very low we do not collect such data
Department of Public Defense Lieutenant Colonel Michael Staebler	We have not used the data, however, the data is available from two reports that we can prepare. If required, we can provide the turn-over data.
Public Health Mary E. Sams	We collect information from our Human Resources Information System (HRIS) and also review exit interviews.
Iowa Public Television Molly Phillips	We don't, as there isn't much turnover.
IA Workforce Development Vicky Sande, Thelma Hubbard	When an employee leaves IWD an exit questionnaire is sent to them to fill out. If they return the questionnaire to Employee Services it is then passed to the Acting EEO person to review and see if there are any problem areas that the departing employee identified.  When the Department hires an Affirmative Action Compliance Officer this will be handled through that position.
<b>17. Does your department do exit interviews and/or exit surveys with departing employees? If so, how is the data used?</b>	
Admin Services Carlson	Not consistently.

Administrative Services Mollie Anderson  DAS-HRE Nancy Berggren  DAS-SAE Calvin McKelvogue  DAS-GSE Paul Carlson  DAS-ITE Mark Uhrin  DAS-CORE Lana Morrissey	<p><b>HRE:</b> They are not required of individual supervisors but are encouraged. DAS-HRE has provided a template for exit interviews that is available to individual departments. This is in addition to the Departure Survey conducted by DAS-HRE.</p> <p><b>SAE:</b> We have done exit interviews with departing employees. We use the data to see if there is anything that we can do to make the work environment better.</p> <p><b>GSE:</b> Official exit interviews are not conducted. Informal conversations with departing employees frequently occur. Data is not formally collected.</p> <p><b>ITE:</b> DAS Personnel Assistants conduct exit interviews.</p> <p><b>CORE:</b> DAS does conduct exit interviews with most departing employees. This information is reviewed for possible areas of improvement.</p>
Attorney General's Office Eric Tabor	The AG's Office conducts exit interviews with most departing employees to gauge how the workplace environment can be improved. Exit interviews are conducted with a particular focus of determining whether retention efforts can be improved with respect to women and persons with disabilities. Considerations include flexibility in work schedules and accommodations in the work place
Department for the Blind Bruce K. Snethen	Yes, we conduct exit interviews with some departing employees. Depending on the content of the comments made by the departing employee, we may share their thoughts with affected managers or other employees. When doing so, we may use some discretion in revealing the source.
Iowa Civil Rights Commission Ralph Rosenberg	I have conducted exit interviews. Data is used to improve efforts at quality of work and recommendations for improvement of overall office operations.
Iowa College Student Aid Commission Cheryl Mather	Yes, the data is used to analyze what the supervisors could do differently, and what could be done to help keep good staff in the positions for which they have been trained.
Credit Union Division/Commerce Rebecca Behrens	We conduct exit interviews and the results are for management use in future staff retention.
Commerce - Utilities Board Judi K. Cooper	Yes. Comments and suggestions are evaluated for ways to improve the working environment and implemented as deemed appropriate.
Commission of Veterans Affairs - IA Veterans Home Dennis L. Mack	There is not a formalized program however, for specific positions exit interviews are conducted.
Iowa Communications Network John Gillispie	The Executive Director meets with all employees who resign or retire from ICN. This data is used to determine what needs are not being met and how to meet them.
Department of Cultural Affairs Mary Jane Olney	Exit interviews have not been used in the past.
Education Roger Stirlor	It is an option for employees.
Iowa Department of Elder Affairs Greg Anliker	No, this process has not been consistently done.
Iowa Ethics & Campaign Disclosure Board Karen Hudson	

Governor's Office of Drug Control Policy (ODCP) Dale Woolery	Yes. Feedback is used for agency self-examination and improvement.
Human Rights- Division of Community Action Agencies (DCAA) Bill Brand	Yes, but seldom used due to low turnover.
Department of Human Rights/Division on the Status of African Americans Abraham L. Funchess, Jr.	
Iowa Juvenile Home Deb Hanus	Yes, exit interviews are given with a final evaluation for the employee's file. The data is kept for internal evaluation.
Iowa Law Enforcement Academy Penny Westfall	Yes, see above.
Management Steve Maslikowski	Exit interviews have not occurred with any recent departures.
Iowa Board of Parole Clarence Key, Jr, Executive Director	We not use exit interviews or surveys
Department of Public Defense Lieutenant Colonel Michael Staebler	Some supervisors do, but as a general rule we do not use this process.
Public Health Mary E. Sams	All departing employees are offered the option of personal interview and/or written exit interview when they leave. Interviews are reviewed to see if any trend is developing in any area. If it appears that there is a trend, Personnel would bring it to the attention of the Division Director who would then meet with supervisor in that area to discuss the issues raised.
Iowa Public Television Molly Phillips	We have just started doing exit interviews.
IA Workforce Development Vicky Sande, Thelma Hubbard	Yes - When an employee leaves IWD an exit questionnaire is sent to them to complete. They return the questionnaire back to Employee Services. Employee Services will review the questionnaire to see if there are any areas that need to be brought to the Acting EEO's attention. The exit questionnaire is also reviewed by the Acting EEO and if there are any problem areas the Department Director and Supervisor are notified.
<b>18. Are any special efforts made to monitor or otherwise address the turnover of employees in underutilized categories?</b>	
Admin Services Carlson	Ask HRE.

Administrative Services Mollie Anderson  DAS-HRE Nancy Berggren  DAS-SAE Calvin McKelvogue  DAS-GSE Paul Carlson  DAS-ITE Mark Uhrin  DAS-CORE Lana Morrissey	<b>HRE:</b> Like other state agencies, DAS prepares an annual Affirmative Action report. One of the components of the report is an analysis of the previous fiscal year's activity, including turnover in underutilized job classes. That data feeds into the Department's Qualitative Underutilization Analysis, which sets forth programmatic plans to address the underutilization. Special efforts HRE has taken are described above in the response to Question #1.  <b>SAE:</b> No.  <b>GSE:</b> Not to me knowledge.  <b>ITE:</b> None that we are aware of.  <b>CORE:</b> For every vacant position posted, underutilization is entered into the BrassRing system.
Attorney General's Office Eric Tabor	See #17.
Department for the Blind Bruce K. Snethen	No. Turnover is not particularly frequent. We have marginal amounts of underutilization, occurring only within the last two years.
Iowa Civil Rights Commission Ralph Rosenberg	We are not an underutilized agency.
Iowa College Student Aid Commission Cheryl Mather	Our turnover has been across the board, not just lower level or higher level positions, but at every level. We have looked at the reasons staff have left, and our Director is very aware when someone leaves and why. We take turnover seriously, but in some cases it is not all bad. We are training new staff, and working to improve job satisfaction.
Credit Union Division/Commerce Rebecca Behrens	
Commerce - Utilities Board Judi K. Cooper	The current IUB workforce is 10% minority. Our overall gender mix is 46.5% female and 53.5% male. While we are light on females in the technical utility analyst series (professional), we have not had many vacancies in the series. The last hire made in this series was a female.
Commission of Veterans Affairs - IA Veterans Home Dennis L. Mack	Our underutilization for minorities is in the Professional category. Specifically, the Information Technology Series, the Registered Nurse Series, Pharmacist, and Clinical Dietitian. Both the Information Technology Series and Pharmacist are very difficult to recruit any applicants because of a shortage of available applicants and the State pay rates. Recently, we have begun experiencing a shortage of available qualified applicants for the Registered Nurse Series which is a common phenomenon in health care and particularly in long term health care. We do not experience much turnover for Clinical Dietitians. We are not underutilized for females in any category. Our difficulty is not in retaining minority employees in underutilized categories rather, it is the lack of qualified applicants for professional positions that is being experienced by many employers.
Iowa Communications Network John Gillispie	ICN has a very low turn-over rate in underutilized categories. This does not appear to be an issue.
Department of Cultural Affairs Mary Jane Olney	This has not been necessary.
Education Roger Stirler	We have not had much turnover and we haven't had a problem with turnover in the underutilized categories.
Iowa Department of Elder Affairs Greg Anliker	N/A

Iowa Ethics & Campaign Disclosure Board Karen Hudson	
Governor's Office of Drug Control Policy (ODCP) Dale Woolery	No.
Human Rights- Division of Community Action Agencies (DCAA) Bill Brand	NA
Department of Human Rights/Division on the Status of African Americans Abraham L. Funchess, Jr.	
Iowa Juvenile Home Deb Hanus	No special efforts.
Iowa Law Enforcement Academy Penny Westfall	No
Management Steve Maslikowski	We are underutilized for females in the FPA classification. Our personnel assistant has made our division administrators aware of this for consideration in filling any vacancies in this class.
Iowa Board of Parole Clarence Key, Jr, Executive Director	No
Department of Public Defense Lieutenant Colonel Michael Staebler	None beyond what the individual supervisor does.
Public Health Mary E. Sams	We do review that information. In the past year we have lost 3 employees in the underutilized categories. One was an Information Technology person who was hired in private industry and the other two decided to stay home with children. We have hired 4 additional minorities during that time period.
Iowa Public Television Molly Phillips	no.
IA Workforce Development Vicky Sande, Thelma Hubbard	Notify Supervisors/Managers of the underutilized positions when hiring.  Specific effort is made for an underutilized position in which an applicant that has scored high and whose score is among the top 2-3 candidates is given preference for the position. If there is a significant difference in scoring totals then the most qualified will be hired and a justification will be done saying why the minority, disabled or female applicant was not hired.
<b>19. What recommendations do you have to improve the recruitment and hiring process?</b>	
Admin Services Carlson	None at this time.

<p>Administrative Services Mollie Anderson</p> <p>DAS-HRE Nancy Berggren</p> <p>DAS-SAE Calvin McKelvogue</p> <p>DAS-GSE Paul Carlson</p> <p>DAS-ITE Mark Uhrin</p> <p>DAS-CORE Lana Morrissey</p>	<p><b>HRE:</b> Doing a good job of recruitment, especially targeted recruitment, requires a considerable commitment of staff time and other resources, such as networking with viable recruitment sources. The best way to improve the process is to commit more resources to recruitment, both in DAS-HRE and in individual departments. Although DAS-HRE does a credible job supplying recruitment sources for minority and PWD recruitment, better information distribution systems need to be developed and continually maintained. When we send vacancy announcements through email to many of these sources, we frequently receive notice that the email address is no longer current.</p> <p>Departments need to commit more time to training hiring authorities as well as discussing their internal hiring processes to encourage more consistency. Additional PDS courses on screening and recruitment are needed.</p> <p>DAS-HRE is currently working on a template for departments to use as an internal hiring policy. Once developed and distributed, this needs to be used by agencies.</p> <p><b>SAE:</b> Increase the State's recruitment efforts at college campuses.</p> <p><b>GSE:</b> It would be helpful if a survey was taken to identify hiring deficiencies, e.g. finding qualified candidates.</p> <p><b>ITE:</b> Hiring - Electronic submission of requests to fill positions and implementation of electronic workflow to automate tracking of requests. This would reduce the time needed to track down status where a request is passed between DAS Finance, DAS Personnel and the manager. Create shared access to standard letter templates so we do not have to recreate letters, and seek approval of the content, before a signature can be obtained.</p> <p>New Employee In-Processing - It would be beneficial if HRE were to establish a standardized orientation class that would acquaint new employees with the benefits, rules and processes involved in working for the State. That is currently left up to the department or, in most cases, to the work unit.</p> <p>Recruitment - It would be helpful if the personnel staff added value to the recruitment process. Alternate candidate pools are typically not identified or suggested, advertising options are not presented, and recruiting results are not evaluated. It is typically left up to the individual hiring managers to do all of the above tasks, individuals who may only go through the hiring process once every couple of years.</p> <p><b>CORE:</b> The BrassRing system works very well and a greater number of applicants are applying for positions.</p>
<p>Attorney General's Office Eric Tabor</p>	
<p>Department for the Blind Bruce K. Snethen</p>	<p>I would recommend examining the way job announcements are displayed on the DAS-HRE web site and the means by which resumes of applicants are made available to the hiring manager. Two very recent job announcements posted on the web site, despite what we believed were clear instructions for the application process, resulted in significant numbers of applicants who did not send a resume and cover letter directly to the hiring supervisor. We indicated candidates who did not do this were subject to disqualification. We requested candidates send a resume and cover letter directly to the supervisor because doing so expedites the screening process. In the most recent posting for which we have already made a hiring decision, approximately 41 out of 91 applicants failed to follow these instructions. This may be personal carelessness by applicants, but in my view it is worth noting and I briefly discussed this issue with HRE at the time.</p>

Iowa Civil Rights Commission Ralph Rosenberg	Work with the entire education system to increase the pool of qualified applicants.
Iowa College Student Aid Commission Cheryl Mather	I would like to see a background check available to state agencies, by our just requesting it to be done within the hiring system. I realize there would be a cost, but we would be willing to pay.
Credit Union Division/Commerce Rebecca Behrens	
Commerce - Utilities Board Judi K. Cooper	DAS consulting with, or in some cases working directly with the agency, to ensure that applicants with the skill sets needed are placed on the applicant list. The use of buzzwords is not reliable, as it does not always produce qualified candidates.
Commission of Veterans Affairs - IA Veterans Home Dennis L. Mack	I believe it would be beneficial for the Iowa Department of Administrative Services - Human Resources Enterprise to employ full-time recruiters to attend career fairs in-state and out-of-state. The State should appropriate money that departments could use to provide tuition reimbursement to graduates in hard-to-fill classifications and/or pay for internships. Additionally, the State needs to develop a mechanism to respond quickly to the market affects on pay particularly in the health care fields.
Iowa Communications Network John Gillispie	Attend as many career days as we are able to participate in and broaden our distribution list to multi-cultural organizations, women's organizations, and organizations for the disabled.
Department of Cultural Affairs Mary Jane Olney	Continue to work out any kinks in the Brass Ring process. I am not sure everyone understands the directions, especially those who are not part of state government. The Web posting seems to be working well.
Education Roger Stirler	
Iowa Department of Elder Affairs Greg Anliker	None
Iowa Ethics & Campaign Disclosure Board Karen Hudson	The last time we went through the hiring process was in June, 1998. The person who took part in hiring at that time retired about two months ago. We will not be hiring for another month, maybe longer.  We really don't have any experience yet with the hiring process.
Governor's Office of Drug Control Policy (ODCP) Dale Woolery	Make the DAS "state job opportunities" on the State's web site more user-friendly to find and use (e.g., make clear on home page)...promote greater use for posting listings by state agencies...and promote its URL for access by the public (job seekers) via media. Currently, the site is difficult to find...and it appears to be underutilized.
Human Rights- Division of Community Action Agencies (DCAA) Bill Brand	None at this time.
Department of Human Rights/Division on the Status of African Americans Abraham L. Funchess, Jr.	
Iowa Juvenile Home Deb Hanus	Improve the functionality of the Brass Ring application system both from the applicants' standpoint and the supervisors' standpoint. Applicants frequently report the system cumbersome and error-prone. Supervisors need an easier way to access applications. Currently, our HR associate links all applications and this is time-consuming.

Iowa Law Enforcement Academy Penny Westfall	The Academy would like to have more experience in this area to give recommendations but budget has not allowed us to replace all our vacant positions. For the four we have hired over the last five years the Academy is pleased with the Department of Administrative Services assistance.
Management Steve Maslikowski	
Iowa Board of Parole Clarence Key, Jr, Executive Director	We have no recommendations at this time
Department of Public Defense Lieutenant Colonel Michael Staebler	None
Public Health Mary E. Sams	No recommendations at this time.
Iowa Public Television Molly Phillips	None.
IA Workforce Development Vicky Sande, Thelma Hubbard	<p>Consistency in the screening process within the Department.</p> <p>Completed documentation of hiring process and selection of applicant is filed with Supervisor/Manager for the vacant position.</p> <p>Use job fairs.</p> <p>Hire Affirmative Action Compliance Officer to address consistency in the hiring process and underutilization within the Department.</p>

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## Appendix G – Zoomerang Hiring Process Applicant Survey

## State of Iowa Recruitment and Hiring Process Survey

Please share your thoughts about the State of Iowa recruitment and hiring process based on your last experience with the process.

1

If you are currently working for the State of Iowa, which department/agency do you work for? Please make your selection from those listed in the drop-down box below. If you are not currently a State of Iowa employee, please skip this question.

2

Please check all of the options below that describe your participation in the State of Iowa's recruitment and hiring process.

- Received a notice that you were not qualified for the position you applied for.
- Received a notice that you were qualified for the position you applied for.
- Participated in a test (typing, written, etc.) administered by the Department of Administrative Services (DAS).
- Participated in a test (typing, written, etc.) administered by the hiring department.
- Received an invitation to participate in an interview.
- Participated in an interview.
- Received a notice that you were not selected for the position.
- Received an offer of employment with the State of Iowa.

3

How did you first learn of the State of Iowa vacancy? Please select the one button below that best describes your primary source of information.

- Campus recruitment or career services
- Job fair
- Newspaper, periodical, or trade journal
- Public library
- Search firm or temporary employment agency
- Department of Administrative Services Human Resource Enterprise Jobline
- Department of Administrative Services Human Resource Enterprise Office
- Department of Administrative Services Human Resource Enterprise Website
- Internet advertising (for example Careerbuilder.com)
- Iowa State employee referral
- Friend
- Iowa Workforce Development Office
- Other, please specify.

4

What was the last State of Iowa position that you applied for?

- New to state service
- Promotion
- Lateral transfer

Other, please specify

5

How did you apply for this position? Please check all that are applicable.

Submitted a paper copy of application/resume/cover letter to the Department of Administrative Services

Submitted the application/resume/cover letter online on the Department of Administrative Services' Website

Other, please specify

6

If you submitted your application materials using the DAS current website (known as BrassRing) please rate your satisfaction below. If you have not used BrassRing, please skip this question.

1                      2                      3                      4                      5                      Not Applicable  
Very Satisfied    Satisfied    No Opinion    Dissatisfied    Very Dissatisfied

Ease of locating the Department of Administrative Services' Website on the internet

1     2     3     4     5   

Ease of navigating (moving around) the Department of Administrative Services' Website

1     2     3     4     5   

Ability to locate a specific position or positions in a specific department

1     2     3     4     5   

Ability to view the position description and other background materials

1     2     3     4     5   

Ease at completing and submitting the application

1    2    3    4    5  

Ease at submitting your cover letter and resume

1    2    3    4    5  

Confirmation that your application/resume was received

1    2    3    4    5  

Overall satisfaction with website and process

1    2    3    4    5  

---

7

Why did you decide to apply for the position? Please check all that apply.

- Just needed a job
- Interest in working for the State of Iowa
- Interest in a specific State of Iowa Department
- Interest in a specific career field (for example: child welfare, accounting, law enforcement)
- Location of position
- Salary
- Fringe benefits package
- Opportunities for career advancement
- Other, please list.

---

8

How effective were the following parts of the recruitment and hiring

process that you participated in?

1                      2                      3                      4                      5                      Not Applicable  
Very Effective    Effective    No Opinion    Ineffective    Very Ineffective

Application materials and job description

1     2     3     4     5   

Interactions with the Department of Administrative Services' human resources staff

1     2     3     4     5   

Interactions with the hiring department's human resources staff

1     2     3     4     5   

Interactions with other department staff

1     2     3     4     5   

Interview process

1     2     3     4     5   

Timeliness of employment offer

1     2     3     4     5   

Follow-up regarding your application status

1     2     3     4     5   

Survey Page 1

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## State of Iowa Recruitment and Hiring Process Survey

9

Which of the following materials were you asked to supply to the hiring supervisor or the hiring department's human resources staff? Please check all that are applicable.

- Cover letter
- Resume
- References
- Educational background
- Work experience questionnaire
- Certifications or licenses you hold
- Supplemental materials or other questionnaires
- Not asked to supply any supplemental materials
- Other, please specify.

**10**

Were you invited to participate in an interview? If yes, please rate your satisfaction with the interview process. If not, please skip this question.

1            2            3            4            5            Not Applicable  
 Very satisfied   Satisfied   No opinion   Dissatisfied   Very dissatisfied

The invitation to the interview (when, where, what to expect)

1     2     3     4     5   

The professionalism of the interview panel

1     2     3     4     5   

The relevancy of the questions asked compared to the job description

1     2     3     4     5   

The amount of time allocated for the interview

1     2     3     4     5   

The discussion of what to expect next and the timing

1     2     3     4     5   

Overall opinion of the interview

1     2     3     4     5   

---

11

If you recently received a promotion in Iowa State employment, please check the steps in the promotion process that you participated in.

- Did not participate in a promotion process
- Submitted a paper application, resume, and cover letter to the Department of Administrative Services
- Submitted an on-line application, resume and cover letter to the Department of Administrative Services
- Submitted a resume and cover letter to hiring department
- Submitted additional materials as requested
- Appeared in front of an interview panel

---

12

How satisfied were you with the timing of the application and hiring process? Please select "Not Applicable" if you were not required to submit additional information, did not attend an interview, or were not offered a position.

1                      2                      3                      4                      5                      Not Applicable  
Very Satisfied    Satisfied    Neither Satisfied nor Dissatisfied    Dissatisfied    Very Dissatisfied

From submitting your application to receiving confirmation that your application was received

1     2     3     4     5   

From submitting your application to participating in any further testing

1     2     3     4     5   

From being contacted to submit additional information to be invited to an

interview

1  2  3  4  5

From attending the interview process to the employment offer

1  2  3  4  5

From the employment offer to starting to work in the position

1  2  3  4  5

Survey Page 2

## State of Iowa Recruitment and Hiring Process Survey

13

Do you have any additional comments on the timing of the recruitment and hiring process?

YES  NO

If yes, please comment.

14

Select the one option below that best describes your highest level of education attained. This information is being requested for statistical analysis.

- Not high school graduate
- High school graduate (including high school equivalency)
- Associate degree or some college work

- Bachelor's degree
- Graduate or professional degree

---

15

What related work experience for your current position did you have prior to accepting this position with the State of Iowa? This information is being requested for statistical analysis. Please select all that apply.

- No related work experience
- Related work experience
- Permanent employment in another Iowa Department
- Permanent employment in the same Iowa Department that you are currently working
- Part-time, seasonal, temporary, or limited-term employment with the State of Iowa
- Other, please specify.

---

16

If you are a current employee of the State of Iowa, do your current job duties match the expectations that you had for the job when you first applied for. If you are not a current employee of the State of Iowa, please skip this question.

If no, please explain the differences.

---

17

If you are currently an employee of the State of Iowa, how long do you envision continuing to work for the State of Iowa?

- Less than 1 year
- 1 to 2 years
- 3 to 5 years
- 6 to 10 years
- 11 to 20 years
- Hope to retire from the state
- Not currently an employee of the State of Iowa

**18**

If you are currently a State of Iowa employee, how satisfied are you with the state as an employer? Please rate the factors below. If you are not a current state employee, please skip this question.

1	2	3	4
Very Satisfied	Satisfied	Could be improved	Not important factor to my continuing employment
<hr/>			
Salary			
<input type="button" value="1"/>	<input type="button" value="2"/>	<input type="button" value="3"/>	<input type="button" value="4"/>
<hr/>			
Health and other insurances			
<input type="button" value="1"/>	<input type="button" value="2"/>	<input type="button" value="3"/>	<input type="button" value="4"/>
<hr/>			
Retirement system			
<input type="button" value="1"/>	<input type="button" value="2"/>	<input type="button" value="3"/>	<input type="button" value="4"/>
<hr/>			
Opportunities for advancement			
<input type="button" value="1"/>	<input type="button" value="2"/>	<input type="button" value="3"/>	<input type="button" value="4"/>
<hr/>			
Vacation, sick leave, and other paid leave types			

1 2 3 4

---

Training opportunities

1 2 3 4

---

Co-workers

1 2 3 4

---

Supervisor

1 2 3 4

---

19

How would you rate your overall experience with the State's recruitment and hiring process?

- Very satisfied
- Satisfied
- Neither satisfied nor dissatisfied
- Dissatisfied
- Very dissatisfied
- Other, please comment.

---

20

How could the State of Iowa have improved your experience with the recruitment and hiring process?

---

21

What is your gender? This information is being requested for statistical analysis.

- Female
- Male

---

22

Which of the option below best describes your race/ethnicity? This information is being requested for statistical analysis.

- White
- Black or African American
- Asian or Pacific Islander
- American Indian or Alaska Native
- Hispanic/Latino

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23

What is your age? This information is being requested for statistical analysis.

- Under 18
- 18 - 29
- 30 - 39
- 40 - 49
- 50 - 59
- 60 - 69

- 70 or more
- Do not wish to disclose my age

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**24**

Would you like to talk with us to discuss any of your survey responses?

If yes, please provide contact information including the best time to reach you.

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Please click on "Continue" below to complete this survey.

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## Appendix H – Mailed Hiring Process Applicant Survey

## State of Iowa Recruitment and Hiring Process Survey

Please share your thoughts about the State of Iowa recruitment and hiring process based on your last experience with the process.

1. If you are currently working for the State of Iowa, check the box next to the department/agency you currently work for. If you are not currently a State of Iowa employee, please skip this question.

<input type="checkbox"/> Administrative Services <input type="checkbox"/> Agriculture & Land Stewardship <input type="checkbox"/> Treasurer - Agricultural Development <input type="checkbox"/> Justice <input type="checkbox"/> Justice - Advocate Office <input type="checkbox"/> Auditor <input type="checkbox"/> Blind <input type="checkbox"/> Ethics & Campaign Finance Disclosure <input type="checkbox"/> Civil Rights <input type="checkbox"/> Commerce - Alcoholic Beverages <input type="checkbox"/> Commerce - Banking <input type="checkbox"/> Commerce - Credit Union <input type="checkbox"/> Commerce - Insurance <input type="checkbox"/> Commerce - Professional Licensing <input type="checkbox"/> Commerce - Utilities <input type="checkbox"/> Corrections <input type="checkbox"/> Corrections - Fort Madison <input type="checkbox"/> Corrections - Anamosa <input type="checkbox"/> Corrections - Oakdale <input type="checkbox"/> Corrections - Newton <input type="checkbox"/> Corrections - Mt Pleasant <input type="checkbox"/> Corrections - Rockwell City <input type="checkbox"/> Corrections - Clarinda <input type="checkbox"/> Corrections - Mitchelville <input type="checkbox"/> Corrections - Industries <input type="checkbox"/> Corrections - Farm Account <input type="checkbox"/> Corrections - Fort Dodge <input type="checkbox"/> Cultural Affairs <input type="checkbox"/> Economic Development <input type="checkbox"/> Finance Authority <input type="checkbox"/> Education <input type="checkbox"/> Education - Vocational Rehabilitation <input type="checkbox"/> College Student Aid <input type="checkbox"/> Iowa Public Television <input type="checkbox"/> Elder Affairs <input type="checkbox"/> Iowa Workforce Development	<input type="checkbox"/> Iowa Communication Network <input type="checkbox"/> Governor <input type="checkbox"/> Human Rights <input type="checkbox"/> Human Services <input type="checkbox"/> Human Services - Community Services <input type="checkbox"/> Human Services - Toledo <input type="checkbox"/> Human Services - Eldora <input type="checkbox"/> Human Services - Civil Commitment <input type="checkbox"/> Human Services - Cherokee <input type="checkbox"/> Human Services - Clarinda <input type="checkbox"/> Human Services - Independence <input type="checkbox"/> Human Services - Mt Pleasant <input type="checkbox"/> Human Services - Glenwood Resource Center <input type="checkbox"/> Human Services - Woodward Resource Center <input type="checkbox"/> Human Services - Central Office <input type="checkbox"/> Inspections & Appeals <input type="checkbox"/> Inspections & Appeals - Appellate Defender <input type="checkbox"/> Inspections & Appeals - Racing Commission <input type="checkbox"/> Iowa Law Enforcement Academy <input type="checkbox"/> Management <input type="checkbox"/> Natural Resources <input type="checkbox"/> Parole <input type="checkbox"/> Iowa Public Employment Retirement System <input type="checkbox"/> Public Employment Relations <input type="checkbox"/> Public Defense <input type="checkbox"/> Public Defense - Disaster Services <input type="checkbox"/> Public Health <input type="checkbox"/> Public Safety <input type="checkbox"/> Board of Regents <input type="checkbox"/> Revenue <input type="checkbox"/> Lottery <input type="checkbox"/> Secretary of State <input type="checkbox"/> Transportation <input type="checkbox"/> Treasurer <input type="checkbox"/> Veterans Home
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2. Please check **all** the options below that describe your participation in the State of Iowa's recruitment and hiring process.

- Received a notice that you were not qualified for the position you applied for.
- Received a notice that you were qualified for the position you applied for.
- Participated in a test (typing, written, etc.) administered by the Department of Administrative Services (DAS).
- Participated in a test (typing, written, etc.) administered by the hiring department.
- Received an invitation to participate in an interview.
- Participated in an interview.
- Received a notice that you were not selected for the position.

3. How did you first learn of the State of Iowa vacancy? Please select the **one** option below that best describes your primary source of information.

- Campus recruitment or career services
- Job fair
- Newspaper, periodical, or trade journal
- Public library
- Search firm or temporary employment agency
- Department of Administrative Services Human Resource Enterprise Jobline
- Department of Administrative Services Human Resource Enterprise Office
- Department of Administrative Services Human Resource Enterprise Website
- Internet advertising (for example Careerbuilder.com)
- Iowa State employee referral
- Friend
- Iowa Workforce Development Office
- Other, please specify. \_\_\_\_\_

4. What was the last State of Iowa position that you applied for?

- New to state service
- Promotion
- Lateral transfer
- Other, please specify \_\_\_\_\_

5. How did you apply for this position? Please check **all** that are applicable.

<input type="checkbox"/>	Submitted a paper copy of application/resume/cover letter to the Department of Administrative Services
<input type="checkbox"/>	Submitted the application/resume/cover letter online on the Department of Administrative Services' Website
<input type="checkbox"/>	Other, please specify _____

6. If you submitted your application materials using the DAS current website (known as BrassRing) please rate your satisfaction below. If you have not used BrassRing, select Not Applicable.

	Very Satisfied	Satisfied	No Opinion	Dissatisfied	Very Dissatisfied	Not Applicable
Ease of locating the Department of Administrative Services' Website on the internet						
Ease of navigating (moving around) the Department of Administrative Services' Website						
Ability to locate a specific position or positions in a specific department						
Ability to view the position description and other background materials						
Ease at completing and submitting the application						
Ease at submitting your cover letter and resume						
Confirmation that your application/resume was received						
Overall satisfaction with website and process						

7. Why did you decide to apply for the position? Please check all that apply.

<input type="checkbox"/>	Just needed a job
<input type="checkbox"/>	Interest in working for the State of Iowa
<input type="checkbox"/>	Interest in a specific State of Iowa Department
<input type="checkbox"/>	Interest in a specific career field (for example: child welfare, accounting, law enforcement)
<input type="checkbox"/>	Location of position
<input type="checkbox"/>	Salary
<input type="checkbox"/>	Fringe benefits package
<input type="checkbox"/>	Opportunities for career advancement
<input type="checkbox"/>	Other, please list. _____

8. How effective were the following parts of the recruitment and hiring process that you participated in?

	Very Satisfied	Satisfied	No Opinion	Dissatisfied	Very Dissatisfied	Not Applicable
Application materials and job description						
Interactions with the Department of Administrative Services' human resources staff						
Interactions with the hiring department's human resources staff						
Interactions with other department staff						
Interview process						
Timeliness of employment offer						
Follow-up regarding your application status						

9. Which of the following materials were you asked to supply to the hiring supervisor or the hiring department's human resources staff? Please check all that are applicable.

- Cover letter
- Resume
- References
- Educational background
- Work experience questionnaire
- Certifications or licenses you hold
- Supplemental materials or other questionnaires
- Not asked to supply any supplemental materials
- Other, please specify. \_\_\_\_\_

10. Were you invited to participate in an interview? If yes, please rate your satisfaction with the interview process. If not, please skip this question.

	Very Satisfied	Satisfied	No Opinion	Dissatisfied	Very Dissatisfied	Not Applicable
The invitation to the interview (when, where, what to expect)						
The professionalism of the interview panel						
The relevancy of the questions asked compared to the job description						
The amount of time allocated for the interview						
The discussion of what to expect next and the timing						
Overall opinion of the interview						

11. If you recently received a promotion in Iowa State employment, please check the steps in the promotion process that you participated in.

- Did not participate in a promotion process
- Submitted a paper application, resume, and cover letter to the Department of Administrative Services
- Submitted an on-line application, resume and cover letter to the Department of Administrative Services
- Submitted a resume and cover letter to hiring department
- Submitted additional materials as requested
- Appeared in front of an interview panel

12. How satisfied were you with the timing of the application and hiring process? Please select "Not Applicable" if you were not required to submit additional information, did not attend an interview, or were not offered a position.

	Very Satisfied	Satisfied	No Opinion	Dissatisfied	Very Dissatisfied	Not Applicable
From submitting your application to receiving confirmation that your application was received						
From submitting your application to participating in any further testing						
From being contacted to submit additional information to be invited to an interview						
From attending the interview process to the employment offer						
From the employment offer to starting to work in the position						

13. Please note any additional comments on the timing of the recruitment and hiring process:

14. Select the one option below that best describes your highest level of education attained.  
This information is being requested for statistical analysis.

- Not high school graduate
- High school graduate (including high school equivalency)
- Associate degree or some college work
- Bachelor's degree
- Graduate or professional degree

15. What related work experience for your current position did you have prior to accepting this position with the State of Iowa? This information is being requested for statistical analysis.  
Please select all that apply.

- No related work experience
- Related work experience
- Permanent employment in another Iowa Department
- Permanent employment in the same Iowa Department that you are currently working
- Part-time, seasonal, temporary, or limited-term employment with the State of Iowa
- Other, please specify. \_\_\_\_\_

16. If you are a current employee of the State of Iowa, do your current job duties match the expectations that you had for the job when you first applied for. If you are not a current employee of the State of Iowa, please skip this question.

If no, please explain the differences:

17. If you are currently an employee of the State of Iowa, how long do you envision continuing to work for the State of Iowa?

- Less than 1 year
- 1 to 2 years
- 3 to 5 years
- 6 to 10 years
- 11 to 20 years
- Hope to retire from the state
- Not currently an employee of the State of Iowa

18. If you are currently a State of Iowa employee, how satisfied are you with the state as an employer? Please rate the factors below. If you are not a current state employee, please skip this question.

	Very Satisfied	Satisfied	No Opinion	Dissatisfied	Very Dissatisfied	Not Applicable
Salary						
Health and other insurances						
Retirement system						
Opportunities for advancement						
Vacation, sick leave, and other paid leave types						
Training opportunities						
Co-workers						
Supervisor						

19. How would you rate your overall experience with the State's recruitment and hiring process?

- Very satisfied
- Satisfied
- Neither satisfied nor dissatisfied
- Dissatisfied
- Very dissatisfied
- Other, please comment. \_\_\_\_\_

20. How could the State of Iowa have improved your experience with the recruitment and hiring process?

21. What is your gender? This information is being requested for statistical analysis.

<input type="checkbox"/>	Female
<input type="checkbox"/>	Male

22. Which of the option below best describes your race/ethnicity? This information is being requested for statistical analysis.

<input type="checkbox"/>	White
<input type="checkbox"/>	Black or African American
<input type="checkbox"/>	Asian or Pacific Islander
<input type="checkbox"/>	American Indian or Alaska Native
<input type="checkbox"/>	Hispanic/Latino

23. What is your age? This information is being requested for statistical analysis.

<input type="checkbox"/>	Under 18
<input type="checkbox"/>	18 - 29
<input type="checkbox"/>	30 - 39
<input type="checkbox"/>	40 - 49
<input type="checkbox"/>	50 - 59
<input type="checkbox"/>	60 - 69
<input type="checkbox"/>	70 or more
<input type="checkbox"/>	Do not wish to disclose my age

24. Would you like to talk with us to discuss any of your survey responses?

<input type="checkbox"/>	Yes
<input type="checkbox"/>	No

If yes, please provide contact information including the best time to reach you.

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## Appendix I – Summary of Zoomerang Hiring Process Applicant Survey

1. If you are currently working for the State of Iowa, which department/agency do you work for? Please make your selection from those listed in the drop-down box below. If you are not currently a State of Iowa employee, please skip this question.		
Administrative Services	13	2%
Agriculture & Land Stewardship	15	2%
Treasurer - Agricultural Development	4	1%
Justice	4	1%
Justice - Advocate Office	0	0%
Auditor	1	0%
Blind	0	0%
Ethics & Campaign Finance Disclosure	0	0%
Civil Rights	0	0%
Commerce - Alcoholic Beverages	0	0%
Commerce - Banking	2	0%
Commerce - Credit Union	1	0%
Commerce - Insurance	5	1%
Commerce - Professional Licensing	2	0%
Commerce - Utilities	1	0%
Corrections	13	2%
Corrections - Fort Madison	20	3%
Corrections - Anamosa	2	0%
Corrections - Oakdale	2	0%
Corrections - Newton	11	2%
Corrections - Mt Pleasant	8	1%
Corrections - Rockwell City	7	1%
Corrections - Clarinda	4	1%
Corrections - Mitchelville	7	1%
Corrections - Industries	1	0%
Corrections - Farm Account	0	0%
Corrections - Fort Dodge	7	1%
Cultural Affairs	3	0%
Economic Development	6	1%
Finance Authority	4	1%

1. If you are currently working for the State of Iowa, which department/agency do you work for? Please make your selection from those listed in the drop-down box below. If you are not currently a State of Iowa employee, please skip this question		
Education	12	2%
Education - Vocational Rehabilitation	3	0%
College Student Aid	2	0%
Iowa Public Television	0	0%
Elder Affairs	4	1%
Iowa Workforce Development	53	8%
Iowa Communication Network	4	1%
Governor	1	0%
Human Rights	2	0%
Human Services	97	15%
Human Services - Community Services	7	1%
Human Services - Toledo	4	1%
Human Services - Eldora	3	0%
Human Services - Civil Commitment	0	0%
Human Services - Cherokee	2	0%
Human Services - Clarinda	1	0%
Human Services - Independence	5	1%
Human Services - Mt Pleasant	2	0%
Human Services - Glenwood Resource Center	16	2%
Human Services - Woodward Resource Center	16	2%
Human Services - Central Office	22	3%
Inspections & Appeals	13	2%
Inspections & Appeals - Appellate Defender	0	0%
Inspections & Appeals - Racing Commission	3	0%
Iowa Law Enforcement Academy	0	0%
Management	2	0%
Natural Resources	50	7%
Parole	1	0%
Iowa Public Employment Retirement System	6	1%
Public Employment Relations	0	0%
Public Defense	10	1%

1. If you are currently working for the State of Iowa, which department/agency do you work for? Please make your selection from those listed in the drop-down box below. If you are not currently a State of Iowa employee, please skip this question		
Public Defense - Disaster Services	2	0%
Public Health	20	3%
Public Safety	16	2%
Board of Regents	8	1%
Revenue	29	4%
Lottery	4	1%
Secretary of State	0	0%
Transportation	66	10%
Treasurer	3	0%
Veterans Home	35	5%
Total	667	100%

2. Please check all of the options below that describe your participation in the State of Iowa's recruitment and hiring process.		
Received a notice that you were not qualified for the position you applied for.	526	30%
Received a notice that you were qualified for the position you applied for.	1343	78%
Participated in a test (typing, written, etc.) administered by the Department of Administrative Services (DAS).	147	8%
Participated in a test (typing, written, etc.) administered by the hiring department.	127	7%
Received an invitation to participate in an interview.	922	53%
Participated in an interview.	982	57%
Received a notice that you were not selected for the position.	1008	58%
Received an offer of employment with the State of Iowa.	281	16%

3. How did you first learn of the State of Iowa vacancy? Please select the one button below that best describes your primary source of information.		
Campus recruitment or career services	16	1%
Job fair	7	0%
Newspaper, periodical, or trade journal	111	6%
Public library	1	0%
Search firm or temporary employment agency	5	0%
Department of Administrative Services Human Resource Enterprise Jobline	164	9%
Department of Administrative Services Human Resource Enterprise Office	16	1%
Department of Administrative Services Human Resource Enterprise Website	894	49%
Internet advertising (for example Careerbuilder.com)	71	4%
Iowa State employee referral	177	10%
Friend	125	7%
Iowa Workforce Development Office	102	6%
Other, please specify.	146	8%
Total	1835	100%

4. What was the last State of Iowa position that you applied for?		
New to state service	1020	56%
Promotion	363	20%
Lateral transfer	66	4%
Other, please specify	386	21%

5. How did you apply for this position? Please check all that are applicable.		
Submitted a paper copy of application/resume/cover letter to the Department of Administrative Services	435	24%
Submitted the application/resume/cover letter online on the Department of Administrative Services' Website	1603	87%
Other, please specify	140	8%

6. If you submitted your application materials using the DAS current website (known as BrassRing) please rate your satisfaction below. If you have not used BrassRing, please skip this question.						
Top number is the count of respondents selecting the option. Bottom % is percent of the total respondents selecting the option.	Very Satisfied	Satisfied	No Opinion	Dis-satisfied	Very Dis-satisfied	N/A
Ease of locating the Department of Administrative Services' Website on the internet	433 26%	779 47%	151 9%	143 9%	64 4%	78 5%
Ease of navigating (moving around) the Department of Administrative Services' Website	320 19%	725 44%	201 12%	245 15%	78 5%	74 5%
Ability to locate a specific position or positions in a specific department	373 23%	743 45%	197 12%	182 11%	63 4%	77 5%
Ability to view the position description and other background materials	452 28%	794 49%	152 9%	107 7%	55 3%	72 4%
Ease at completing and submitting the application	303 19%	644 39%	198 12%	291 18%	129 8%	69 4%
Ease at submitting your cover letter and resume	319 20%	631 39%	215 13%	265 16%	117 7%	85 5%
Confirmation that your application/resume was received	480 29%	698 43%	156 10%	125 8%	102 6%	73 4%
Overall satisfaction with website and process	285 18%	696 43%	239 15%	240 15%	90 6%	70 4%

7. Why did you decide to apply for the position? Please check all that apply.		
Just needed a job	208	11%
Interest in working for the State of Iowa	1080	59%
Interest in a specific State of Iowa Department	526	29%
Interest in a specific career field (for example: child welfare, accounting, law enforcement)	740	41%
Location of position	761	42%
Salary	777	43%
Fringe benefits package	642	35%
Opportunities for career advancement	940	51%
Other, please list.	113	6%

8. How effective were the following parts of the recruitment and hiring process that you participated in?						
Top number is the count of respondents selecting the option. Bottom % is percent of the total respondents selecting the option.	Very Effective	Effective	No Opinion	Ineffective	Very Ineffective	N/A
Application materials and job description	368 20%	949 52%	233 13%	145 8%	58 3%	82 4%
Interactions with the Department of Administrative Services' human resources staff	188 10%	393 21%	467 25%	172 9%	138 8%	477 26%
Interactions with the hiring department's human resources staff	200 11%	423 23%	403 22%	200 11%	146 8%	463 25%
Interactions with other department staff	183 10%	412 22%	474 26%	141 8%	110 6%	515 28%
Interview process	247 13%	480 26%	265 14%	166 9%	130 7%	547 30%
Timeliness of employment offer	202 11%	329 18%	303 17%	187 10%	158 9%	656 36%
Follow-up regarding your application status	215 12%	446 24%	318 17%	295 16%	328 18%	233 13%

9. Which of the following materials were you asked to supply to the hiring supervisor or the hiring department's human resources staff? Please check all that are applicable.		
Cover letter	1214	68%
Resume	1394	78%
References	939	52%
Educational background	830	46%
Work experience questionnaire	590	33%
Certifications or licenses you hold	412	23%
Supplemental materials or other questionnaires	233	13%
Not asked to supply any supplemental materials	286	16%
Other, please specify.	97	5%

10. Were you invited to participate in an interview? If yes, please rate your satisfaction with the interview process. If not, please skip this question.						
Top number is the count of respondents selecting the option. Bottom % is percent of the total respondents selecting the option.	Very satisfied	Satisfied	No opinion	Dis-satisfied	Very dis-satisfied	N/A
The invitation to the interview (when, where, what to expect)	307 25%	556 45%	74 6%	83 7%	46 4%	166 13%
The professionalism of the interview panel	363 30%	472 39%	85 7%	70 6%	53 4%	168 14%
The relevancy of the questions asked compared to the job description	307 25%	449 37%	95 8%	117 10%	75 6%	166 14%
The amount of time allocated for the interview	334 28%	513 42%	96 8%	58 5%	41 3%	166 14%
The discussion of what to expect next and the timing	272 23%	437 36%	126 10%	117 10%	86 7%	169 14%
Overall opinion of the interview	283 24%	456 38%	101 8%	112 9%	85 7%	162 14%

11. If you recently received a promotion in Iowa State employment, please check the steps in the promotion process that you participated in.		
Did not participate in a promotion process	626	81%
Submitted a paper application, resume, and cover letter to the Department of Administrative Services	26	3%
Submitted an on-line application, resume and cover letter to the Department of Administrative Services	120	15%
Submitted a resume and cover letter to hiring department	101	13%
Submitted additional materials as requested	44	6%
Appeared in front of an interview panel	98	13%

12. How satisfied were you with the timing of the application and hiring process? Please select "Not Applicable" if you were not required to submit additional information, did not attend an interview, or were not offered a position.						
Top number is the count of respondents selecting the option. Bottom % is percent of the total respondents selecting the option.	Very Satisfied	Satisfied	Neither Satisfied nor Dissatisfied	Dis-satisfied	Very Dis-satisfied	N/A
From submitting your application to receiving confirmation that your application was received	355 19%	631 34%	197 11%	124 7%	72 4%	456 25%
From submitting your application to participating in any further testing	115 6%	278 15%	227 12%	129 7%	77 4%	1009 55%
From being contacted to submit additional information to be invited to an interview	152 8%	335 18%	203 11%	134 7%	89 5%	922 50%
From attending the interview process to the employment offer	159 9%	242 13%	152 8%	114 6%	84 5%	1084 59%
From the employment offer to starting to work in the position	158 9%	159 9%	160 9%	39 2%	51 3%	1268 69%

13. Do you have any additional comments on the timing of the recruitment and hiring process?		
Yes	561	31%
No	1274	69%
Total	1835	100%

14. Select the one option below that best describes your highest level of education attained. This information is being requested for statistical analysis.		
Not high school graduate	8	0%
High school graduate (including high school equivalency)	261	14%
Associate degree or some college work	576	31%
Bachelor's degree	677	37%
Graduate or professional degree	313	17%
Total	1835	100%

15. What related work experience for your current position did you have prior to accepting this position with the State of Iowa? This information is being requested for statistical analysis. Please select all that apply.		
No related work experience	138	8%
Related work experience	1178	67%
Permanent employment in another Iowa Department	124	7%
Permanent employment in the same Iowa Department that you are currently working	220	13%
Part-time, seasonal, temporary, or limited-term employment with the State of Iowa	94	5%
Other, please specify.	335	19%

16. If you are a current employee of the State of Iowa, do your current job duties match the expectations that you had for the job when you first applied for. If you are not a current employee of the State of Iowa, please skip this question.		
Yes	521	70%
No	224	30%
Total	745	100%

17. If you are currently an employee of the State of Iowa, how long do you envision continuing to work for the State of Iowa?		
Less than 1 year	20	2%
1 to 2 years	21	2%
3 to 5 years	43	4%
6 to 10 years	97	8%
11 to 20 years	45	4%
Hope to retire from the state	436	37%
Not currently an employee of the State of Iowa	504	43%
Total	1166	100%

18. If you are currently a State of Iowa employee, how satisfied are you with the state as an employer? Please rate the factors below. If you are not a current state employee, please skip this question.				
Top number is the count of respondents selecting the option. Bottom % is percent of the total respondents selecting the option.	Very Satisfied	Satisfied	Could be improved	Not important factor to my continuing employment
Salary	154 22%	262 38%	240 35%	29 4%
Health and other insurances	344 50%	227 33%	85 12%	27 4%
Retirement system	297 44%	283 42%	66 10%	32 5%
Opportunities for advancement	99 15%	205 30%	327 48%	47 7%
Vacation, sick leave, and other paid leave types	250 37%	284 42%	120 18%	26 4%
Training opportunities	140 21%	217 32%	272 40%	53 8%
Co-workers	189 28%	314 46%	137 20%	40 6%
Supervisor	225 33%	248 37%	162 24%	40 6%

19. How would you rate your overall experience with the State's recruitment and hiring process?		
Very satisfied	191	10%
Satisfied	565	31%
Neither satisfied nor dissatisfied	434	24%
Dissatisfied	345	19%
Very dissatisfied	192	10%
Other, please comment.	108	6%
Total	1835	100%

21. What is your gender? This information is being requested for statistical analysis.		
Female	1040	58%
Male	756	42%
Total	1796	100%

22. Which of the option below best describes your race/ethnicity? This information is being requested for statistical analysis.		
White	1602	90%
Black or African American	84	5%
Asian or Pacific Islander	28	2%
American Indian or Alaska Native	15	1%
Hispanic/Latino	44	2%
Total	1773	100%

23. What is your age? This information is being requested for statistical analysis.		
Under 18	0	0%
18 - 29	290	16%
30 - 39	432	24%
40 - 49	566	31%
50 - 59	436	24%
60 - 69	52	3%
70 or more	1	0%
Do not wish to disclose my age	22	1%

24. Would you like to talk with us to discuss any of your survey responses?		
Yes	305	17%
No	1530	83%
Total	1835	100%

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## Appendix J – Sample Recruitment Plans

### SAMPLE RECRUITMENT PLAN

1. What recruitment efforts will be used to identify all qualified candidates, including minorities, women and persons with disabilities?
2. Advertising (please submit a copy of all advertising, including a list of minority publications in which the ad will run).
3. Personal contacts with minority groups persons in the discipline (list names and addresses).
4. Contact with minority organizations or with caucuses or committees within professional groups or disciplines (list).
5. Contact with graduate schools with significant numbers of minority enrollment.
6. Listing with professional services.
7. Other

Taken from:

[http://www.pace.edu/hr/Links/applications/search\\_policy/SAMPLE\\_RECRUITMEN\\_%20PLAN.doc](http://www.pace.edu/hr/Links/applications/search_policy/SAMPLE_RECRUITMEN_%20PLAN.doc)

Department \_\_\_\_\_ Budget Acct. No. \_\_\_\_\_ Position No. \_\_\_\_\_  
 College or Vice-President \_\_\_\_\_ Proposed Appt. Begin Date \_\_\_\_\_  
 Position Title \_\_\_\_\_ Proposed Annual Salary Range \_\_\_\_\_  
 Type of Position:(Check as appropriate )TT    NTTF    Visiting Faculty    A&P    Univ Staff  
 F/T    P/T    If term appt., length of appt: \_\_\_\_\_ Proposed Date for Selecting Interviewees \_\_\_\_\_  
 Unit Liaison Name \_\_\_\_\_ Phone No. \_\_\_\_\_ Fax No. \_\_\_\_\_ E-mail \_\_\_\_\_  
 Search Committee - Chair \_\_\_\_\_ Members: \_\_\_\_\_

Internal search only(attach justification)

Please indicate the general and affirmative action recruiting activities you will use in your search. Attach required documentation. See instructions on reverse side.

1. Place advertisements in appropriate professional journals, newsletters and job registries. \_\_\_\_\_
2. Place advertisements in professional journals and newsletters specifically geared to the attention of minority persons and women. \_\_\_\_\_
3. Place advertisements in local and regional news media. \_\_\_\_\_
4. Utilize relevant list-serves and web sites. \_\_\_\_\_
5. Send position announcement and cover letter to Historically Black Colleges and Universities (HBCUs) that have academic programs in the discipline for which you are searching.
6. Send position announcement and cover letter to relevant departments, programs at other institutions to attract graduates or faculty in the discipline.
7. Utilize personal professional contacts to specifically identify minority and women candidates. \_\_\_\_\_
8. Contact potential candidates at professional meetings. \_\_\_\_\_
9. Contact minorities and women who are presently candidates for degrees. \_\_\_\_\_
10. Contact individuals referred by minorities and women presently on the staff or faculty. \_\_\_\_\_
11. Contact applicants from previous searches for similar positions in the department. \_\_\_\_\_
12. Utilize relevant organizations, associations, and agencies to obtain referrals for the position. \_\_\_\_\_
13. Utilize Human Resources to post staff and A&P positions and to register all positions including TT, NTTF, and Visiting Faculty with the Alabama State Employment Service, America’s Job Bank, and others. Send vacancy announcement or ad to Univ. H.R.

Obtain signatures of Departmental Officer and Dean, Director or Vice-President, then submit this form to the Affirmative Action/Equal Employment Opportunity Office, Quad Center, Suite 005, along with a copy of the approved HR100/106 (PartA), ad copy, vacancy announcements, sample cover letters, etc.

Departmental Officer	Date	Dean, Director or Vice-President	Date	AA/EEO Director	Date
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**Note:** Please indicate whether you would like to pick up your approved recruitment packet or receive it through campus mail.  
Call liaison for pick up.                      E-mail liaison for pick up.                      Return to liaison through campus mail.

# Instructions for completing the Form A

The Form A and supporting documents are used to record recruitment strategy as provided on reverse side.

Planning is important to ensure that the information about the position is properly communicated to many potential candidates. Often a broad approach is used to make sure the job/position announcement reaches the target audience. Also, in this highly competitive employment environment, a recruitment strategy is important to insure that Auburn attracts the most qualified applicants.

Auburn University is an equal opportunity employer. As such all recruitment plans must be designed to attract qualified racial/ethnic minorities and women.

A Form A is required for all faculty positions and any A &P or Univ. Staff position where an affirmative action goal has been established. In some exceptional circumstances a waiver of a search may be requested. Such requests should be made in a written memorandum detailing the justification for not conducting a search. The request should be routed through the Dean/Director and Provost/Vice President with an HR-100/106 form with Parts A & B completed to the AA/EEO office.

## To complete Form A: Indicate information about the Department, College or Vice President; the position; and the search committee.

1. Ads and vacancy /position announcements : Prior to drafting ads and announcements, selection and screening criteria should be determined. Content and format of ads and announcements should be designed to get the attention of readers and motivate them to apply. Attach a copy of the draft of the announcement and ad to Form A. List the publications or mediums you plan to use to advertise the employment opportunity.
2. As an equal opportunity employer, Auburn University seeks to develop a diverse applicant pool. List or attach a list to Form A of the journals and newsletters you plan to use to communicate with minorities and women. If the ad is different than the one used in item 1., attach and label a copy of the alternate version to Form A.
3. List the names of any local or regional news media in which you plan to place ads.
4. Indicate on the Form A or attach all list servers and web sites (in addition to your own department, for faculty) you plan to use.
5. A list of Historically Black Colleges and Universities (HBCUs) is available in label format in your Dean's/Director's office or on the AA/EEO website. Attach a copy of your proposed cover letter to the Form A.
6. A list of the Top 100 institutions that confer the most post secondary degrees to racial/ethnic minorities is available from your Dean's/Director's office. The list is broken down by general academic areas and race/ethnic groups. If other lists of institutions are used attach them to Form A.
7. List any personal and/or professional contacts you and the search committee plan to make.
8. List the organizations ( with dates of meetings and/or conferences) that you plan to attend.
9. A copy of relevant sections of directories of minority and women candidates and recipients of recent doctoral degrees (such as MWDD) is available in your Dean's/Directors's office. These directories list approximately 4500 graduates in nearly 80 fields. Additional listings by discipline or directories may be available in the AA/EEO office.
10. List minorities & women and their department at Auburn whom you have asked to refer applicants for this position.
11. If you plan to consider applicants from a previous search, indicate on Form A the position number and job title of the previous search(es). (For A&P/Univ. Staff positions, applicants must submit position applications for this specific position.)
12. Organizations concerned with employment of minorities and women i.e, Urban Leagues, Community Colleges and Trade schools, etc. often are a good resources for applicants. If you plan to send an announcement to such organizations, associations or agencies, list them on Form A or on an attachment.
13. All positions (faculty, A&P, University Staff) must be registered with the Alabama State Employment Service which in turn lists the positions with America's Job Bank and other/web sites. For faculty positions, send a copy of the final, approved version of your position announcement to University Human Resources for forwarding to the Alabama State Employment Service and America's Job Bank.

**Approvals: Obtain signatures of Department Head, Dean, Director or Vice-President, then submit the Form A to the Affirmative Action/Equal Employment Opportunity (AA/EEO) office, Quad Center, Suite 005, along with a copy of the approved HR 100/106 (Part A) drafts of ads, announcements, sample cover letters, lists, etc.**

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## Appendix K – Screening and Hiring Checklist

## SCREENING AND HIRING PROCESS CHECKLIST

Department \_\_\_\_\_

Class Title and Code \_\_\_\_\_

Division/Bureau/Section \_\_\_\_\_

Immediate Supervisor \_\_\_\_\_

### Task 1

Reviewed and revised, if necessary, Position Description Questionnaire (PDQ). The PDQ must include essential functions of the job. An updated PDQ should be maintained in the department's personnel files. Check each of the following review steps as completed.

The latest version of the form can be found at:

[http://das.hre.iowa.gov/rfts/MS\\_manual/552-0094\\_position\\_description\\_questionnaire.dot](http://das.hre.iowa.gov/rfts/MS_manual/552-0094_position_description_questionnaire.dot)

Date Completed: \_\_\_\_\_

#### Purpose

- The purpose for this position has been reviewed and revised, as necessary.

#### Results/Outputs (not part of PDQ but critical to understanding job requirements)

- Reviewed and revised, as necessary, the results/outputs that this position is expected to produce.
- Reviewed and revised, as necessary, the methods used to produce these outputs/results.

#### Essential Functions

- Reviewed or established essential functions.
- Wrote the essential functions in terms of producing critical or important results/outputs.
- Assured there is supporting evidence that the essential functions are truly essential.

#### Duties

- The duties listed on the PDQ for the position are still current or have been revised, as necessary.

#### Competencies

- Identified the competencies required to perform the duties that produce the essential functions of this position.
- The screening process to be used is job-related, as it measures the identified competencies.
- The competencies being measured are likely to identify the applicants most able to succeed on the job.

## Education and Experience Requirements

- Reviewed the education and experience requirements for the job class in which this position is classified.
- Identified additional selective requirements needed to perform the essential functions of this position.
- Included these requirements in the vacancy posting.

### Task 2

**Posted the vacancy for contract transfer (with required selective requirements, if needed).**

**Date Completed:** \_\_\_\_\_

### Task 3

**Submitted Vacancy Service Request.**

**Date Completed:** \_\_\_\_\_

- Included the length of time the position to be posted. (Must be posted a minimum of 10 calendar days.)
- Identified if applicants desired from only own department, any department, or all applicants.
- Identified major job duties and responsibilities, required competencies, minimum qualifications (education and experience requirements) and any position-specific selective certification requirements.

### Task 4

**Cleared/processed recall list.**

**Date Completed:** \_\_\_\_\_

### Task 5

**Developed screening plan.**

**Date Completed:** \_\_\_\_\_

- Identified the types of screening options to be used.
- Identified completion times for each step.

### Task 6

**Developed a standardized interview.**

**Date Completed:** \_\_\_\_\_

- Established/trained interview team (team recommended where possible).
- Developed written questions.
- Established how question answers will be ranked/scored.
- Reviewed recommended interview procedures (See Chapters 16-18 in this manual).

**Task 7**

Received list of applicants and applications from DAS-HRE.

Date Completed: \_\_\_\_\_

**Task 8**

Followed the Steps in the Hiring Process for considering applicants – see CFN 552-0492 at:

[http://das.hre.iowa.gov/pdfs/MS\\_manual/CFN552-0492.pdf](http://das.hre.iowa.gov/pdfs/MS_manual/CFN552-0492.pdf).

Date Completed: \_\_\_\_\_

**Task 9**

Determined which applicants to interview.

Date Completed: \_\_\_\_\_

**Task 10**

Contacted applicants to schedule interviews.

Date Completed: \_\_\_\_\_

**Task 11**

Conducted reference checks (background checks also, when applicable – See Chapters 14 and 15).

Date Completed: \_\_\_\_\_

**Task 12**

Conducted the interviews.

Date Completed: \_\_\_\_\_

- Determined if a second round of interviews is necessary.
- Developed second standardized interview.

**Task 13**

Selected the final candidate.

Date Completed: \_\_\_\_\_

- Made a written offer.

**Task 14**

Received letter of acceptance from candidate (See Example on page 120 in Chapter 20).

Date Completed: \_\_\_\_\_

**Task 15**

Notified unsuccessful applicants by letter (See Examples on pages 122-125 in Chapter 20).

Date Completed: \_\_\_\_\_

**Task 16**

Assembled and retained interview records (3 years – See Chapter 20).

Date Completed: \_\_\_\_\_

**Task 17**

Returned list electronically to DAS-HRE with applicant status codes and date of hire included.

Date Completed: \_\_\_\_\_

\_\_\_\_\_

*(Signature)*

*(Date)*

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## Appendix L – Length of Service by Department

DEPT NAME	Tenure	Total Minority		African American		Asian/PI		Latin American		Native American		unspecified		White		Grand Total
		No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	
Administrative Services	0-5 Years	5	6.85%	5	6.85%		0.00%		0.00%		0.00%	4	5.48%	64	87.67%	73
	5.01-10 Years	11	13.92%	3	3.80%	7	8.86%	1	1.27%		0.00%	2	2.53%	66	83.54%	79
	10.01-15 Years	4	17.39%	2	8.70%	1	4.35%		0.00%	1	4.35%	1	4.35%	18	78.26%	23
	15.01-25 Years	8	7.55%	3	2.83%	1	0.94%	3	2.83%	1	0.94%	2	1.89%	96	90.57%	106
	Over 25 Years	5	5.81%	2	2.33%	1	1.16%	1	1.16%	1	1.16%		0.00%	81	94.19%	86
	Total - DEPT	33	8.99%	15	4.09%	10	2.72%	5	1.36%	3	0.82%	9	2.45%	325	88.56%	367
Agriculture	0-5 Years	0	0.00%		0.00%		0.00%		0.00%		0.00%	1	1.49%	66	98.51%	67
	5.01-10 Years	2	2.90%		0.00%	1	1.45%		0.00%	1	1.45%	3	4.35%	64	92.75%	69
	10.01-15 Years	0	0.00%		0.00%		0.00%		0.00%		0.00%		0.00%	54	100.00%	54
	15.01-25 Years	4	3.01%	1	0.75%	2	1.50%	1	0.75%		0.00%		0.00%	129	96.99%	133
	Over 25 Years	0	0.00%		0.00%		0.00%		0.00%		0.00%		0.00%	59	100.00%	59
	Total - DEPT	6	1.57%	1	0.26%	3	0.79%	1	0.26%	1	0.26%	4	1.05%	372	97.38%	382
Agriculture - Ag Dev	0-5 Years	0	#DIV/0!		#DIV/0!		#DIV/0!		#DIV/0!		#DIV/0!		#DIV/0!		#DIV/0!	
	5.01-10 Years	0	0.00%		0.00%		0.00%		0.00%		0.00%		0.00%	1	100.00%	1
	10.01-15 Years	0	#DIV/0!		#DIV/0!		#DIV/0!		#DIV/0!		#DIV/0!		#DIV/0!		#DIV/0!	
	15.01-25 Years	0	0.00%		0.00%		0.00%		0.00%		0.00%		0.00%	2	100.00%	2
	Over 25 Years	0	#DIV/0!		#DIV/0!		#DIV/0!		#DIV/0!		#DIV/0!		#DIV/0!		#DIV/0!	
	Total - DEPT	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	3	100.00%	3
Auditor	0-5 Years	1	2.00%		0.00%	1	2.00%		0.00%		0.00%		0.00%	49	98.00%	50
	5.01-10 Years	0	0.00%		0.00%		0.00%		0.00%		0.00%		0.00%	16	100.00%	16
	10.01-15 Years	0	0.00%		0.00%		0.00%		0.00%		0.00%		0.00%	8	100.00%	8
	15.01-25 Years	0	0.00%		0.00%		0.00%		0.00%		0.00%		0.00%	18	100.00%	18
	Over 25 Years	0	0.00%		0.00%		0.00%		0.00%		0.00%		0.00%	15	100.00%	15
	Total - DEPT	1	0.93%	0	0.00%	1	0.93%	0	0.00%	0	0.00%	0	0.00%	106	99.07%	107
Blind	0-5 Years	1	4.17%		0.00%	1	4.17%		0.00%		0.00%		0.00%	23	95.83%	24
	5.01-10 Years	1	4.35%		0.00%		0.00%	1	4.35%		0.00%	1	4.35%	21	91.30%	23
	10.01-15 Years	0	0.00%		0.00%		0.00%		0.00%		0.00%		0.00%	10	100.00%	10
	15.01-25 Years	3	15.79%	2	10.53%		0.00%		0.00%	1	5.26%		0.00%	16	84.21%	19
	Over 25 Years	0	0.00%		0.00%		0.00%		0.00%		0.00%		0.00%	21	100.00%	21
	Total - DEPT	5	5.15%	2	2.06%	1	1.03%	1	1.03%	1	1.03%	1	1.03%	91	93.81%	97
Civil Rights	0-5 Years	0	0.00%		0.00%		0.00%		0.00%		0.00%	1	50.00%	1	50.00%	2
	5.01-10 Years	2	66.67%	1	33.33%		0.00%	1	33.33%		0.00%	1	33.33%		0.00%	3
	10.01-15 Years	1	20.00%	1	20.00%		0.00%		0.00%		0.00%		0.00%	4	80.00%	5
	15.01-25 Years	5	45.45%	2	18.18%	2	18.18%	1	9.09%		0.00%		0.00%	6	54.55%	11
	Over 25 Years	0	0.00%		0.00%		0.00%		0.00%		0.00%		0.00%	2	100.00%	2
	Total - DEPT	8	34.78%	4	17.39%	2	8.70%	2	8.70%	0	0.00%	2	8.70%	13	56.52%	23

DEPT NAME	Tenure	Total Minority		African American		Asian/PI		Latin American		Native American		unspecified		White		Grand Total
		No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	
College Student Aid	0-5 Years	0	0.00%		0.00%		0.00%		0.00%		0.00%		0.00%	13	100.00%	13
	5.01-10 Years	1	12.50%		0.00%	1	12.50%		0.00%		0.00%		0.00%	7	87.50%	8
	10.01-15 Years	0	0.00%		0.00%		0.00%		0.00%		0.00%		0.00%	6	100.00%	6
	15.01-25 Years	0	0.00%		0.00%		0.00%		0.00%		0.00%		0.00%	10	100.00%	10
	Over 25 Years	0	0.00%		0.00%		0.00%		0.00%		0.00%		0.00%	4	100.00%	4
	Total - DEPT	1	2.44%	0	0.00%	1	2.44%	0	0.00%	0	0.00%	0	0.00%	40	97.56%	41
Commerce - Alcohol Bev	0-5 Years	1	3.57%		0.00%		0.00%	1	3.57%		0.00%		0.00%	27	96.43%	28
	5.01-10 Years	0	0.00%		0.00%		0.00%		0.00%		0.00%		0.00%	5	100.00%	5
	10.01-15 Years	0	#DIV/0!		#DIV/0!		#DIV/0!		#DIV/0!		#DIV/0!		#DIV/0!		#DIV/0!	
	15.01-25 Years	0	0.00%		0.00%		0.00%		0.00%		0.00%		0.00%	9	100.00%	9
	Over 25 Years	0	0.00%		0.00%		0.00%		0.00%		0.00%		0.00%	8	100.00%	8
	Total - DEPT	1	2.00%	0	0.00%	0	0.00%	1	2.00%	0	0.00%	0	0.00%	49	98.00%	50
Commerce - Banking	0-5 Years	0	0.00%		0.00%		0.00%		0.00%		0.00%		0.00%	13	100.00%	13
	5.01-10 Years	0	0.00%		0.00%		0.00%		0.00%		0.00%		0.00%	8	100.00%	8
	10.01-15 Years	1	25.00%		0.00%	1	25.00%		0.00%		0.00%		0.00%	3	75.00%	4
	15.01-25 Years	0	0.00%		0.00%		0.00%		0.00%		0.00%		0.00%	31	100.00%	31
	Over 25 Years	0	0.00%		0.00%		0.00%		0.00%		0.00%		0.00%	8	100.00%	8
	Total - DEPT	1	1.56%	0	0.00%	1	1.56%	0	0.00%	0	0.00%	0	0.00%	63	98.44%	64
Commerce - Credit Union	0-5 Years	0	0.00%		0.00%		0.00%		0.00%		0.00%		0.00%	5	100.00%	5
	5.01-10 Years	0	0.00%		0.00%		0.00%		0.00%		0.00%		0.00%	5	100.00%	5
	10.01-15 Years	0	0.00%		0.00%		0.00%		0.00%		0.00%		0.00%	1	100.00%	1
	15.01-25 Years	0	0.00%		0.00%		0.00%		0.00%		0.00%		0.00%	3	100.00%	3
	Over 25 Years	0	0.00%		0.00%		0.00%		0.00%		0.00%		0.00%	1	100.00%	1
	Total - DEPT	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	15	100.00%	15
Commerce - Insurance	0-5 Years	3	13.64%	1	4.55%	2	9.09%		0.00%		0.00%		0.00%	19	86.36%	22
	5.01-10 Years	2	10.00%	1	5.00%		0.00%	1	5.00%		0.00%	2	10.00%	16	80.00%	20
	10.01-15 Years	1	11.11%		0.00%		0.00%	1	11.11%		0.00%		0.00%	8	88.89%	9
	15.01-25 Years	1	4.17%	1	4.17%		0.00%		0.00%		0.00%		0.00%	23	95.83%	24
	Over 25 Years	2	16.67%	1	8.33%	1	8.33%		0.00%		0.00%		0.00%	10	83.33%	12
	Total - DEPT	9	10.34%	4	4.60%	3	3.45%	2	2.30%	0	0.00%	2	2.30%	76	87.36%	87
Commerce - Prof Licensing	0-5 Years	0	0.00%		0.00%		0.00%		0.00%		0.00%		0.00%	3	100.00%	3
	5.01-10 Years	0	0.00%		0.00%		0.00%		0.00%		0.00%		0.00%	2	100.00%	2
	10.01-15 Years	1	100.00%	1	100.00%		0.00%		0.00%		0.00%		0.00%		0.00%	1
	15.01-25 Years	0	0.00%		0.00%		0.00%		0.00%		0.00%		0.00%	1	100.00%	1
	Over 25 Years	0	0.00%		0.00%		0.00%		0.00%		0.00%		0.00%	5	100.00%	5
	Total - DEPT	1	8.33%	1	8.33%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	11	91.67%	12

DEPT NAME	Tenure	Total Minority		African American		Asian/PI		Latin American		Native American		unspecified		White		Grand Total
		No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	
Commerce - Utilities	0-5 Years	2	16.67%	1	8.33%	1	8.33%		0.00%		0.00%		0.00%	10	83.33%	12
	5.01-10 Years	1	5.88%	1	5.88%		0.00%		0.00%		0.00%	1	5.88%	15	88.24%	17
	10.01-15 Years	0	0.00%		0.00%		0.00%		0.00%		0.00%		0.00%	3	100.00%	3
	15.01-25 Years	1	4.17%		0.00%	1	4.17%		0.00%		0.00%		0.00%	23	95.83%	24
	Over 25 Years	2	18.18%		0.00%	1	9.09%	1	9.09%		0.00%		0.00%	9	81.82%	11
	Total - DEPT	6	8.96%	2	2.99%	3	4.48%	1	1.49%	0	0.00%	1	1.49%	60	89.55%	67
<b>COMMERCE - ALL DIVISIONS</b>	0-5 Years	6	7.23%	2	2.41%	3	3.61%	1	1.20%	0	0.00%	0	0.00%	77	92.77%	83
	5.01-10 Years	3	5.26%	2	3.51%	0	0.00%	1	1.75%	0	0.00%	3	5.26%	51	89.47%	57
	10.01-15 Years	3	16.67%	1	5.56%	1	5.56%	1	5.56%	0	0.00%	0	0.00%	15	83.33%	18
	15.01-25 Years	2	2.17%	1	1.09%	1	1.09%	0	0.00%	0	0.00%	0	0.00%	90	97.83%	92
	Over 25 Years	4	8.89%	1	2.22%	2	4.44%	1	2.22%	0	0.00%	0	0.00%	41	91.11%	45
	Total - DEPT	18	6.10%	7	2.37%	7	2.37%	4	1.36%	0	0.00%	3	1.02%	274	92.88%	295
Corrections - Anamosa	0-5 Years	4	7.14%		0.00%	1	1.79%	3	5.36%		0.00%	1	1.79%	51	91.07%	56
	5.01-10 Years	2	2.33%		0.00%		0.00%	1	1.16%	1	1.16%	1	1.16%	83	96.51%	86
	10.01-15 Years	2	4.55%	1	2.27%		0.00%		0.00%	1	2.27%		0.00%	42	95.45%	44
	15.01-25 Years	2	1.85%	1	0.93%		0.00%	1	0.93%		0.00%		0.00%	106	98.15%	108
	Over 25 Years	0	0.00%		0.00%		0.00%		0.00%		0.00%		0.00%	52	100.00%	52
	Total - DEPT	10	2.89%	2	0.58%	1	0.29%	5	1.45%	2	0.58%	2	0.58%	334	96.53%	346
Corrections - Central Office	0-5 Years	0	0.00%		0.00%		0.00%		0.00%		0.00%		0.00%	4	100.00%	4
	5.01-10 Years	0	0.00%		0.00%		0.00%		0.00%		0.00%		0.00%	2	100.00%	2
	10.01-15 Years	1	16.67%		0.00%		0.00%	1	16.67%		0.00%	1	16.67%	4	66.67%	6
	15.01-25 Years	2	11.11%	2	11.11%		0.00%		0.00%		0.00%		0.00%	16	88.89%	18
	Over 25 Years	0	0.00%		0.00%		0.00%		0.00%		0.00%		0.00%	11	100.00%	11
	Total - DEPT	3	7.32%	2	4.88%	0	0.00%	1	2.44%	0	0.00%	1	2.44%	37	90.24%	41
Corrections - Clarinda	0-5 Years	1	1.33%		0.00%		0.00%	1	1.33%		0.00%	2	2.67%	72	96.00%	75
	5.01-10 Years	3	3.41%		0.00%	2	2.27%	1	1.14%		0.00%	8	9.09%	77	87.50%	88
	10.01-15 Years	2	2.74%		0.00%		0.00%		0.00%	2	2.74%	1	1.37%	70	95.89%	73
	15.01-25 Years	2	5.26%		0.00%		0.00%	1	2.63%	1	2.63%		0.00%	36	94.74%	38
	Over 25 Years	0	0.00%		0.00%		0.00%		0.00%		0.00%		0.00%	34	100.00%	34
	Total - DEPT	8	2.60%	0	0.00%	2	0.65%	3	0.97%	3	0.97%	11	3.57%	289	93.83%	308
Corrections - Farm Acct	0-5 Years	0	#DIV/0!		#DIV/0!		#DIV/0!		#DIV/0!		#DIV/0!		#DIV/0!		#DIV/0!	
	5.01-10 Years	0	0.00%		0.00%		0.00%		0.00%		0.00%		0.00%	2	100.00%	2
	10.01-15 Years	0	0.00%		0.00%		0.00%		0.00%		0.00%		0.00%	1	100.00%	1
	15.01-25 Years	0	0.00%		0.00%		0.00%		0.00%		0.00%		0.00%	1	100.00%	1
	Over 25 Years	0	0.00%		0.00%		0.00%		0.00%		0.00%		0.00%	1	100.00%	1
	Total - DEPT	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	5	100.00%	5

DEPT NAME	Tenure	Total Minority		African American		Asian/PI		Latin American		Native American		unspecified		White		Grand Total
		No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	
Corrections - Ft Dodge	0-5 Years	4	6.67%	1	1.67%	1	1.67%	1	1.67%	1	1.67%	1	1.67%	55	91.67%	60
	5.01-10 Years	8	3.27%	4	1.63%	1	0.41%	1	0.41%	2	0.82%		0.00%	237	96.73%	245
	10.01-15 Years	0	0.00%		0.00%		0.00%		0.00%		0.00%		0.00%	18	100.00%	18
	15.01-25 Years	4	12.50%	3	9.38%	1	3.13%		0.00%		0.00%		0.00%	28	87.50%	32
	Over 25 Years	2	50.00%	1	25.00%		0.00%		0.00%	1	25.00%		0.00%	2	50.00%	4
	Total - DEPT	18	5.01%	9	2.51%	3	0.84%	2	0.56%	4	1.11%	1	0.28%	340	94.71%	359
Corrections - Ft Madison	0-5 Years	3	3.37%	1	1.12%	1	1.12%	1	1.12%		0.00%		0.00%	86	96.63%	89
	5.01-10 Years	8	6.84%	4	3.42%	1	0.85%	3	2.56%		0.00%		0.00%	109	93.16%	117
	10.01-15 Years	8	11.27%		0.00%		0.00%	8	11.27%		0.00%		0.00%	63	88.73%	71
	15.01-25 Years	15	9.32%	3	1.86%	1	0.62%	11	6.83%		0.00%		0.00%	146	90.68%	161
	Over 25 Years	3	3.75%	3	3.75%		0.00%		0.00%		0.00%		0.00%	77	96.25%	80
	Total - DEPT	37	7.14%	11	2.12%	3	0.58%	23	4.44%	0	0.00%	0	0.00%	481	92.86%	518
Corrections - Industries	0-5 Years	0	0.00%		0.00%		0.00%		0.00%		0.00%		0.00%	13	100.00%	13
	5.01-10 Years	1	4.35%		0.00%		0.00%	1	4.35%		0.00%	1	4.35%	21	91.30%	23
	10.01-15 Years	0	0.00%		0.00%		0.00%		0.00%		0.00%		0.00%	9	100.00%	9
	15.01-25 Years	1	3.70%		0.00%		0.00%	1	3.70%		0.00%		0.00%	26	96.30%	27
	Over 25 Years	0	0.00%		0.00%		0.00%		0.00%		0.00%		0.00%	10	100.00%	10
	Total - DEPT	2	2.44%	0	0.00%	0	0.00%	2	2.44%	0	0.00%	1	1.22%	79	96.34%	82
Corrections - Mitchellville	0-5 Years	9	12.68%	5	7.04%		0.00%	4	5.63%		0.00%		0.00%	62	87.32%	71
	5.01-10 Years	7	8.75%	4	5.00%		0.00%	2	2.50%	1	1.25%	2	2.50%	71	88.75%	80
	10.01-15 Years	2	10.00%	2	10.00%		0.00%		0.00%		0.00%		0.00%	18	90.00%	20
	15.01-25 Years	2	8.33%	2	8.33%		0.00%		0.00%		0.00%		0.00%	22	91.67%	24
	Over 25 Years	1	25.00%		0.00%	1	25.00%		0.00%		0.00%		0.00%	3	75.00%	4
	Total - DEPT	21	10.55%	13	6.53%	1	0.50%	6	3.02%	1	0.50%	2	1.01%	176	88.44%	199
Corrections - Mt. Pleasant	0-5 Years	2	5.56%	1	2.78%		0.00%	1	2.78%		0.00%		0.00%	34	94.44%	36
	5.01-10 Years	5	5.00%	2	2.00%	1	1.00%	1	1.00%	1	1.00%	1	1.00%	94	94.00%	100
	10.01-15 Years	3	7.89%	1	2.63%		0.00%	2	5.26%		0.00%		0.00%	35	92.11%	38
	15.01-25 Years	4	4.08%	3	3.06%		0.00%	1	1.02%		0.00%		0.00%	94	95.92%	98
	Over 25 Years	1	2.44%	1	2.44%		0.00%		0.00%		0.00%		0.00%	40	97.56%	41
	Total - DEPT	15	4.79%	8	2.56%	1	0.32%	5	1.60%	1	0.32%	1	0.32%	297	94.89%	313
Corrections - Newton	0-5 Years	2	2.44%		0.00%		0.00%		0.00%	2	2.44%		0.00%	80	97.56%	82
	5.01-10 Years	3	2.03%	2	1.35%		0.00%		0.00%	1	0.68%	4	2.70%	141	95.27%	148
	10.01-15 Years	2	4.44%	1	2.22%		0.00%	1	2.22%		0.00%		0.00%	43	95.56%	45
	15.01-25 Years	5	14.29%	1	2.86%	1	2.86%	1	2.86%	2	5.71%		0.00%	30	85.71%	35
	Over 25 Years	0	0.00%		0.00%		0.00%		0.00%		0.00%		0.00%	13	100.00%	13
	Total - DEPT	12	3.72%	4	1.24%	1	0.31%	2	0.62%	5	1.55%	4	1.24%	307	95.05%	323

DEPT NAME	Tenure	Total Minority		African American		Asian/PI		Latin American		Native American		unspecified		White		Grand Total
		No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	
Corrections - Oakdale	0-5 Years	6	8.57%	2	2.86%	1	1.43%	2	2.86%	1	1.43%		0.00%	64	91.43%	70
	5.01-10 Years	4	6.15%	1	1.54%	2	3.08%	1	1.54%		0.00%	2	3.08%	59	90.77%	65
	10.01-15 Years	2	3.85%	1	1.92%		0.00%		0.00%	1	1.92%		0.00%	50	96.15%	52
	15.01-25 Years	7	7.14%	5	5.10%		0.00%	1	1.02%	1	1.02%		0.00%	91	92.86%	98
	Over 25 Years	0	0.00%		0.00%		0.00%		0.00%		0.00%		0.00%	32	100.00%	32
	Total - DEPT	19	5.99%	9	2.84%	3	0.95%	4	1.26%	3	0.95%	2	0.63%	296	93.38%	317
Corrections - Rockwell City	0-5 Years	1	3.70%		0.00%		0.00%	1	3.70%		0.00%	1	3.70%	25	92.59%	27
	5.01-10 Years	1	2.38%	1	2.38%		0.00%		0.00%		0.00%		0.00%	41	97.62%	42
	10.01-15 Years	0	0.00%		0.00%		0.00%		0.00%		0.00%		0.00%	16	100.00%	16
	15.01-25 Years	1	5.00%		0.00%		0.00%	1	5.00%		0.00%		0.00%	19	95.00%	20
	Over 25 Years	0	0.00%		0.00%		0.00%		0.00%		0.00%		0.00%	4	100.00%	4
	Total - DEPT	3	2.75%	1	0.92%	0	0.00%	2	1.83%	0	0.00%	1	0.92%	105	96.33%	109
<b>CORRECTIONS - ALL DIVISIONS</b>																
	0-5 Years	32	5.49%	10	1.72%	4	0.69%	14	2.40%	4	0.69%	5	0.86%	546	93.65%	583
	5.01-10 Years	42	4.21%	18	1.80%	7	0.70%	11	1.10%	6	0.60%	19	1.90%	937	93.89%	998
	10.01-15 Years	22	5.60%	6	1.53%	0	0.00%	12	3.05%	4	1.02%	2	0.51%	369	93.89%	393
	15.01-25 Years	45	6.82%	20	3.03%	3	0.45%	18	2.73%	4	0.61%	0	0.00%	615	93.18%	660
	Over 25 Years	7	2.45%	5	1.75%	1	0.35%	0	0.00%	1	0.35%	0	0.00%	279	97.55%	286
	Total - DEPT	148	5.07%	59	2.02%	15	0.51%	55	1.88%	19	0.65%	26	0.89%	2746	94.04%	2920
Cultural Affairs	0-5 Years	2	9.09%	1	4.55%		0.00%	1	4.55%		0.00%	1	4.55%	19	86.36%	22
	5.01-10 Years	0	0.00%		0.00%		0.00%		0.00%		0.00%	5	38.46%	8	61.54%	13
	10.01-15 Years	0	0.00%		0.00%		0.00%		0.00%		0.00%	1	16.67%	5	83.33%	6
	15.01-25 Years	0	0.00%		0.00%		0.00%		0.00%		0.00%	1	5.56%	17	94.44%	18
	Over 25 Years	0	0.00%		0.00%		0.00%		0.00%		0.00%		0.00%	11	100.00%	11
	Total - DEPT	2	2.86%	1	1.43%	0	0.00%	1	1.43%	0	0.00%	8	11.43%	60	85.71%	70
Dept of Transportation	0-5 Years	12	3.55%	3	0.89%	4	1.18%	5	1.48%		0.00%	1	0.30%	325	96.15%	338
	5.01-10 Years	17	2.62%	7	1.08%	5	0.77%	2	0.31%	3	0.46%	3	0.46%	630	96.92%	650
	10.01-15 Years	20	5.83%	5	1.46%	6	1.75%	4	1.17%	5	1.46%		0.00%	323	94.17%	343
	15.01-25 Years	77	7.67%	28	2.79%	9	0.90%	19	1.89%	21	2.09%		0.00%	927	92.33%	1004
	Over 25 Years	12	1.54%	3	0.39%	1	0.13%	2	0.26%	6	0.77%	1	0.13%	764	98.33%	777
	Total - DEPT	138	4.43%	46	1.48%	25	0.80%	32	1.03%	35	1.12%	5	0.16%	2969	95.40%	3112
Economic Development	0-5 Years	1	3.45%		0.00%		0.00%	1	3.45%		0.00%	1	3.45%	27	93.10%	29
	5.01-10 Years	3	8.11%	1	2.70%	1	2.70%	1	2.70%		0.00%	4	10.81%	30	81.08%	37
	10.01-15 Years	0	0.00%		0.00%		0.00%		0.00%		0.00%	1	9.09%	10	90.91%	11
	15.01-25 Years	3	8.82%	2	5.88%		0.00%	1	2.94%		0.00%	1	2.94%	30	88.24%	34
	Over 25 Years	1	6.25%	1	6.25%		0.00%		0.00%		0.00%		0.00%	15	93.75%	16
	Total - DEPT	8	6.30%	4	3.15%	1	0.79%	3	2.36%	0	0.00%	7	5.51%	112	88.19%	127

DEPT NAME	Tenure	Total Minority		African American		Asian/PI		Latin American		Native American		unspecified		White		Grand Total
		No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	
Education	0-5 Years	2	3.23%		0.00%	2	3.23%		0.00%		0.00%	3	4.84%	57	91.94%	62
	5.01-10 Years	4	6.25%	1	1.56%	1	1.56%	2	3.13%		0.00%	2	3.13%	58	90.63%	64
	10.01-15 Years	3	16.67%		0.00%	1	5.56%	2	11.11%		0.00%		0.00%	15	83.33%	18
	15.01-25 Years	3	6.12%	3	6.12%		0.00%		0.00%		0.00%		0.00%	46	93.88%	49
	Over 25 Years	1	2.08%	1	2.08%		0.00%		0.00%		0.00%		0.00%	47	97.92%	48
	Total - DEPT	13	5.39%	5	2.07%	4	1.66%	4	1.66%	0	0.00%	5	2.07%	223	92.53%	241
Education - Voc Rehab	0-5 Years	4	6.06%	2	3.03%	1	1.52%	1	1.52%		0.00%		0.00%	62	93.94%	66
	5.01-10 Years	6	7.14%	2	2.38%	3	3.57%	1	1.19%		0.00%		0.00%	78	92.86%	84
	10.01-15 Years	3	6.67%	2	4.44%		0.00%		0.00%	1	2.22%	2	4.44%	40	88.89%	45
	15.01-25 Years	6	5.94%	2	1.98%	3	2.97%	1	0.99%		0.00%	1	0.99%	94	93.07%	101
	Over 25 Years	2	3.39%	2	3.39%		0.00%		0.00%		0.00%		0.00%	57	96.61%	59
	Total - DEPT	21	5.92%	10	2.82%	7	1.97%	3	0.85%	1	0.28%	3	0.85%	331	93.24%	355
Elder Affairs	0-5 Years	0	0.00%		0.00%		0.00%		0.00%		0.00%		0.00%	10	100.00%	10
	5.01-10 Years	0	0.00%		0.00%		0.00%		0.00%		0.00%		0.00%	8	100.00%	8
	10.01-15 Years	0	0.00%		0.00%		0.00%		0.00%		0.00%		0.00%	2	100.00%	2
	15.01-25 Years	0	0.00%		0.00%		0.00%		0.00%		0.00%		0.00%	10	100.00%	10
	Over 25 Years	1	50.00%	1	50.00%		0.00%		0.00%		0.00%		0.00%	1	50.00%	2
	Total - DEPT	1	3.13%	1	3.13%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	31	96.88%	32
Ethics & Campaign Discl	0-5 Years	0	#DIV/0!		#DIV/0!		#DIV/0!		#DIV/0!		#DIV/0!		#DIV/0!		#DIV/0!	
	5.01-10 Years	0	0.00%		0.00%		0.00%		0.00%		0.00%		0.00%	2	100.00%	2
	10.01-15 Years	0	0.00%		0.00%		0.00%		0.00%		0.00%		0.00%	2	100.00%	2
	15.01-25 Years	0	0.00%		0.00%		0.00%		0.00%		0.00%		0.00%	1	100.00%	1
	Over 25 Years	0	0.00%		0.00%		0.00%		0.00%		0.00%		0.00%	1	100.00%	1
	Total - DEPT	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	6	100.00%	6
Gov - Alliance/Sub Abuse	0-5 Years	0	0.00%		0.00%		0.00%		0.00%		0.00%		0.00%	1	100.00%	1
	5.01-10 Years	0	0.00%		0.00%		0.00%		0.00%		0.00%		0.00%	1	100.00%	1
	10.01-15 Years	0	0.00%		0.00%		0.00%		0.00%		0.00%		0.00%	1	100.00%	1
	15.01-25 Years	1	25.00%	1	25.00%		0.00%		0.00%		0.00%		0.00%	3	75.00%	4
	Over 25 Years	0	#DIV/0!		#DIV/0!		#DIV/0!		#DIV/0!		#DIV/0!		#DIV/0!		#DIV/0!	
	Total - DEPT	1	14.29%	1	14.29%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	6	85.71%	7
Governor's Office	0-5 Years	3	15.79%	1	5.26%	2	10.53%		0.00%		0.00%		0.00%	16	84.21%	19
	5.01-10 Years	0	0.00%		0.00%		0.00%		0.00%		0.00%		0.00%	8	100.00%	8
	10.01-15 Years	1	33.33%		0.00%	1	33.33%		0.00%		0.00%		0.00%	2	66.67%	3
	15.01-25 Years	0	0.00%		0.00%		0.00%		0.00%		0.00%		0.00%	2	100.00%	2
	Over 25 Years	0	0.00%		0.00%		0.00%		0.00%		0.00%		0.00%	1	100.00%	1
	Total - DEPT	4	12.12%	1	3.03%	3	9.09%	0	0.00%	0	0.00%	0	0.00%	29	87.88%	33

DEPT NAME	Tenure	Total Minority		African American		Asian/PI		Latin American		Native American		unspecified		White		Grand Total
		No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	
Health	0-5 Years	15	11.90%	6	4.76%	3	2.38%	2	1.59%	4	3.17%		0.00%	111	88.10%	126
	5.01-10 Years	7	6.60%	3	2.83%	2	1.89%	2	1.89%		0.00%	2	1.89%	97	91.51%	106
	10.01-15 Years	0	0.00%		0.00%		0.00%		0.00%		0.00%		0.00%	52	100.00%	52
	15.01-25 Years	4	4.65%	3	3.49%		0.00%	1	1.16%		0.00%		0.00%	82	95.35%	86
	Over 25 Years	3	7.50%	1	2.50%	2	5.00%		0.00%		0.00%		0.00%	37	92.50%	40
	Total - DEPT	29	7.07%	13	3.17%	7	1.71%	5	1.22%	4	0.98%	2	0.49%	379	92.44%	410
Human Rights	0-5 Years	5	33.33%	2	13.33%		0.00%	3	20.00%		0.00%	1	6.67%	9	60.00%	15
	5.01-10 Years	0	0.00%		0.00%		0.00%		0.00%		0.00%		0.00%	13	100.00%	13
	10.01-15 Years	0	0.00%		0.00%		0.00%		0.00%		0.00%		0.00%	1	100.00%	1
	15.01-25 Years	1	6.25%	1	6.25%		0.00%		0.00%		0.00%		0.00%	15	93.75%	16
	Over 25 Years	0	0.00%		0.00%		0.00%		0.00%		0.00%		0.00%	10	100.00%	10
	Total - DEPT	6	10.91%	3	5.45%	0	0.00%	3	5.45%	0	0.00%	1	1.82%	48	87.27%	55
Human Services-Administration	0-5 Years	7	13.73%	3	5.88%	2	3.92%	2	3.92%		0.00%	2	3.92%	42	82.35%	51
	5.01-10 Years	4	6.90%	1	1.72%	2	3.45%		0.00%	1	1.72%	3	5.17%	51	87.93%	58
	10.01-15 Years	0	0.00%		0.00%		0.00%		0.00%		0.00%	2	7.41%	25	92.59%	27
	15.01-25 Years	10	11.36%	6	6.82%	2	2.27%	2	2.27%		0.00%	2	2.27%	76	86.36%	88
	Over 25 Years	4	4.49%	2	2.25%	1	1.12%	1	1.12%		0.00%	1	1.12%	84	94.38%	89
	Total - DEPT	25	7.99%	12	3.83%	7	2.24%	5	1.60%	1	0.32%	10	3.19%	278	88.82%	313
Human Srcs -Cherokee	0-5 Years	0	0.00%		0.00%		0.00%		0.00%		0.00%	1	2.38%	41	97.62%	42
	5.01-10 Years	0	0.00%		0.00%		0.00%		0.00%		0.00%	2	6.45%	29	93.55%	31
	10.01-15 Years	0	0.00%		0.00%		0.00%		0.00%		0.00%		0.00%	5	100.00%	5
	15.01-25 Years	0	0.00%		0.00%		0.00%		0.00%		0.00%		0.00%	59	100.00%	59
	Over 25 Years	0	0.00%		0.00%		0.00%		0.00%		0.00%		0.00%	65	100.00%	65
	Total - DEPT	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	3	1.49%	199	98.51%	202
Human Srcs -Cherokee (CCUSO)	0-5 Years	3	5.00%	3	5.00%		0.00%		0.00%		0.00%		0.00%	57	95.00%	60
	5.01-10 Years	0	0.00%		0.00%		0.00%		0.00%		0.00%		0.00%	6	100.00%	6
	10.01-15 Years	0	#DIV/0!		#DIV/0!		#DIV/0!		#DIV/0!		#DIV/0!		#DIV/0!		#DIV/0!	
	15.01-25 Years	0	0.00%		0.00%		0.00%		0.00%		0.00%		0.00%	3	100.00%	3
	Over 25 Years	0	0.00%		0.00%		0.00%		0.00%		0.00%		0.00%	1	100.00%	1
	Total - DEPT	3	4.29%	3	4.29%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	67	95.71%	70
Human Srcs -Clarinda	0-5 Years	2	11.11%		0.00%	2	11.11%		0.00%		0.00%	1	5.56%	15	83.33%	18
	5.01-10 Years	0	0.00%		0.00%		0.00%		0.00%		0.00%		0.00%	16	100.00%	16
	10.01-15 Years	1	4.76%		0.00%	1	4.76%		0.00%		0.00%		0.00%	20	95.24%	21
	15.01-25 Years	0	0.00%		0.00%		0.00%		0.00%		0.00%		0.00%	13	100.00%	13
	Over 25 Years	0	0.00%		0.00%		0.00%		0.00%		0.00%		0.00%	21	100.00%	21
	Total - DEPT	3	3.37%	0	0.00%	3	3.37%	0	0.00%	0	0.00%	1	1.12%	85	95.51%	89
Human Srcs -Eldora	0-5 Years	0	0.00%		0.00%		0.00%		0.00%		0.00%	1	3.13%	31	96.88%	32

DEPT NAME	Tenure	Total Minority		African American		Asian/PI		Latin American		Native American		unspecified		White		Grand Total
		No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	
	5.01-10 Years	1	1.96%	1	1.96%		0.00%		0.00%		0.00%	1	1.96%	49	96.08%	51
	10.01-15 Years	0	0.00%		0.00%		0.00%		0.00%		0.00%		0.00%	16	100.00%	16
	15.01-25 Years	1	1.64%		0.00%		0.00%		0.00%	1	1.64%		0.00%	60	98.36%	61
	Over 25 Years	1	3.03%		0.00%		0.00%	1	3.03%		0.00%		0.00%	32	96.97%	33
	Total - DEPT	3	1.55%	1	0.52%	0	0.00%	1	0.52%	1	0.52%	2	1.04%	188	97.41%	193
Human Srcs -Independence	0-5 Years	1	3.33%	1	3.33%		0.00%		0.00%		0.00%		0.00%	29	96.67%	30
	5.01-10 Years	2	4.76%	2	4.76%		0.00%		0.00%		0.00%		0.00%	40	95.24%	42
	10.01-15 Years	0	0.00%		0.00%		0.00%		0.00%		0.00%		0.00%	20	100.00%	20
	15.01-25 Years	6	5.41%	2	1.80%	4	3.60%		0.00%		0.00%		0.00%	105	94.59%	111
	Over 25 Years	5	6.58%	4	5.26%	1	1.32%		0.00%		0.00%		0.00%	71	93.42%	76
	Total - DEPT	14	5.02%	9	3.23%	5	1.79%	0	0.00%	0	0.00%	0	0.00%	265	94.98%	279
Human Srcs -Toledo	0-5 Years	1	2.94%		0.00%		0.00%	1	2.94%		0.00%	1	2.94%	32	94.12%	34
	5.01-10 Years	0	0.00%		0.00%		0.00%		0.00%		0.00%	1	3.57%	27	96.43%	28
	10.01-15 Years	0	0.00%		0.00%		0.00%		0.00%		0.00%		0.00%	11	100.00%	11
	15.01-25 Years	3	9.09%	1	3.03%		0.00%		0.00%	2	6.06%		0.00%	30	90.91%	33
	Over 25 Years	0	0.00%		0.00%		0.00%		0.00%		0.00%		0.00%	9	100.00%	9
	Total - DEPT	4	3.48%	1	0.87%	0	0.00%	1	0.87%	2	1.74%	2	1.74%	109	94.78%	115
Human Svcs -Central Off	0-5 Years	1	20.00%		0.00%	1	20.00%		0.00%		0.00%		0.00%	4	80.00%	5
	5.01-10 Years	0	0.00%		0.00%		0.00%		0.00%		0.00%	1	25.00%	3	75.00%	4
	10.01-15 Years	0	0.00%		0.00%		0.00%		0.00%		0.00%		0.00%	7	100.00%	7
	15.01-25 Years	2	20.00%		0.00%		0.00%		0.00%	2	20.00%		0.00%	8	80.00%	10
	Over 25 Years	0	0.00%		0.00%		0.00%		0.00%		0.00%		0.00%	6	100.00%	6
	Total - DEPT	3	9.38%	0	0.00%	1	3.13%	0	0.00%	2	6.25%	1	3.13%	28	87.50%	32
Human Svcs -Comm Svcs	0-5 Years	58	8.95%	23	3.55%	12	1.85%	20	3.09%	3	0.46%	11	1.70%	579	89.35%	648
	5.01-10 Years	27	4.79%	12	2.13%	5	0.89%	8	1.42%	2	0.35%	7	1.24%	530	93.97%	564
	10.01-15 Years	14	5.83%	1	0.42%	2	0.83%	7	2.92%	4	1.67%	4	1.67%	222	92.50%	240
	15.01-25 Years	47	6.93%	28	4.13%	6	0.88%	11	1.62%	2	0.29%	2	0.29%	629	92.77%	678
	Over 25 Years	10	2.36%	4	0.94%	4	0.94%	1	0.24%	1	0.24%		0.00%	414	97.64%	424
	Total - DEPT	156	6.11%	68	2.66%	29	1.14%	47	1.84%	12	0.47%	24	0.94%	2374	92.95%	2554
Human Svcs -Glenwood	0-5 Years	3	1.01%		0.00%	3	1.01%		0.00%		0.00%	94	31.65%	200	67.34%	297
	5.01-10 Years	5	3.09%		0.00%	3	1.85%	2	1.23%		0.00%	1	0.62%	156	96.30%	162
	10.01-15 Years	1	5.00%		0.00%		0.00%		0.00%	1	5.00%		0.00%	19	95.00%	20
	15.01-25 Years	6	2.51%	3	1.26%	1	0.42%	1	0.42%	1	0.42%		0.00%	233	97.49%	239
	Over 25 Years	4	2.26%	1	0.56%	1	0.56%	1	0.56%	1	0.56%		0.00%	173	97.74%	177
	Total - DEPT	19	2.12%	4	0.45%	8	0.89%	4	0.45%	3	0.34%	95	10.61%	781	87.26%	895

DEPT NAME	Tenure	Total Minority		African American		Asian/PI		Latin American		Native American		unspecified		White		Grand Total
		No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	
Human Svcs -Mt. Pleasant	0-5 Years	1	4.55%		0.00%	1	4.55%		0.00%		0.00%		0.00%	21	95.45%	22
	5.01-10 Years	0	0.00%		0.00%		0.00%		0.00%		0.00%		0.00%	21	100.00%	21
	10.01-15 Years	1	12.50%	1	12.50%		0.00%		0.00%		0.00%		0.00%	7	87.50%	8
	15.01-25 Years	0	0.00%		0.00%		0.00%		0.00%		0.00%	1	5.56%	17	94.44%	18
	Over 25 Years	2	13.33%	2	13.33%		0.00%		0.00%		0.00%		0.00%	13	86.67%	15
	Total - DEPT	4	4.76%	3	3.57%	1	1.19%	0	0.00%	0	0.00%	1	1.19%	79	94.05%	84
Human Svcs -Woodward	0-5 Years	14	7.29%	8	4.17%	1	0.52%	3	1.56%	2	1.04%	9	4.69%	169	88.02%	192
	5.01-10 Years	4	3.51%	1	0.88%		0.00%	3	2.63%		0.00%	7	6.14%	103	90.35%	114
	10.01-15 Years	0	0.00%		0.00%		0.00%		0.00%		0.00%		0.00%	18	100.00%	18
	15.01-25 Years	6	3.09%		0.00%	4	2.06%	1	0.52%	1	0.52%		0.00%	188	96.91%	194
	Over 25 Years	2	1.14%		0.00%	2	1.14%		0.00%		0.00%		0.00%	173	98.86%	175
	Total - DEPT	26	3.75%	9	1.30%	7	1.01%	7	1.01%	3	0.43%	16	2.31%	651	93.94%	693
HUMAN SVCS - ALL DIVISION	0-5 Years	91	6.36%	38	2.66%	22	1.54%	26	1.82%	5	0.35%	120	8.39%	1220	85.26%	1431
	5.01-10 Years	43	3.92%	17	1.55%	10	0.91%	13	1.19%	3	0.27%	23	2.10%	1031	93.98%	1097
	10.01-15 Years	17	4.33%	2	0.51%	3	0.76%	7	1.78%	5	1.27%	6	1.53%	370	94.15%	393
	15.01-25 Years	81	5.37%	40	2.65%	17	1.13%	15	1.00%	9	0.60%	5	0.33%	1421	94.29%	1507
	Over 25 Years	28	2.57%	13	1.19%	9	0.82%	4	0.37%	2	0.18%	1	0.09%	1062	97.34%	1091
	Total - DEPT	260	4.71%	110	1.99%	61	1.11%	65	1.18%	24	0.43%	155	2.81%	5104	92.48%	5519
Ia Law Enforcement Acad	0-5 Years	0	0.00%		0.00%		0.00%		0.00%		0.00%		0.00%	4	100.00%	4
	5.01-10 Years	0	0.00%		0.00%		0.00%		0.00%		0.00%		0.00%	9	100.00%	9
	10.01-15 Years	0	0.00%		0.00%		0.00%		0.00%		0.00%		0.00%	2	100.00%	2
	15.01-25 Years	0	0.00%		0.00%		0.00%		0.00%		0.00%		0.00%	8	100.00%	8
	Over 25 Years	0	0.00%		0.00%		0.00%		0.00%		0.00%		0.00%	4	100.00%	4
	Total - DEPT	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	27	100.00%	27
ICN	0-5 Years	1	5.56%		0.00%		0.00%	1	5.56%		0.00%		0.00%	17	94.44%	18
	5.01-10 Years	4	10.53%	1	2.63%	1	2.63%	2	5.26%		0.00%	3	7.89%	31	81.58%	38
	10.01-15 Years	0	0.00%		0.00%		0.00%		0.00%		0.00%		0.00%	12	100.00%	12
	15.01-25 Years	0	0.00%		0.00%		0.00%		0.00%		0.00%	1	16.67%	5	83.33%	6
	Over 25 Years	0	0.00%		0.00%		0.00%		0.00%		0.00%	1	16.67%	5	83.33%	6
	Total - DEPT	5	6.25%	1	1.25%	1	1.25%	3	3.75%	0	0.00%	5	6.25%	70	87.50%	80
Ins & Appeals -App Def	0-5 Years	5	10.20%	2	4.08%		0.00%	1	2.04%	2	4.08%		0.00%	44	89.80%	49
	5.01-10 Years	1	2.00%		0.00%		0.00%	1	2.00%		0.00%	4	8.00%	45	90.00%	50
	10.01-15 Years	3	7.89%		0.00%	2	5.26%	1	2.63%		0.00%	2	5.26%	33	86.84%	38
	15.01-25 Years	2	3.85%		0.00%	1	1.92%	1	1.92%		0.00%	3	5.77%	47	90.38%	52
	Over 25 Years	0	0.00%		0.00%		0.00%		0.00%		0.00%	1	8.33%	11	91.67%	12
	Total - DEPT	11	5.47%	2	1.00%	3	1.49%	4	1.99%	2	1.00%	10	4.98%	180	89.55%	201

DEPT NAME	Tenure	Total Minority		African American		Asian/PI		Latin American		Native American		unspecified		White		Grand Total
		No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	
Ins & Appeals -Race Comm	0-5 Years	0	0.00%		0.00%		0.00%		0.00%		0.00%		0.00%	13	100.00%	13
	5.01-10 Years	0	0.00%		0.00%		0.00%		0.00%		0.00%		0.00%	10	100.00%	10
	10.01-15 Years	0	0.00%		0.00%		0.00%		0.00%		0.00%		0.00%	8	100.00%	8
	15.01-25 Years	3	30.00%	1	10.00%		0.00%	2	20.00%		0.00%		0.00%	7	70.00%	10
	Over 25 Years	0	0.00%		0.00%		0.00%		0.00%		0.00%		0.00%	3	100.00%	3
	Total - DEPT	3	6.82%	1	2.27%	0	0.00%	2	4.55%	0	0.00%	0	0.00%	41	93.18%	44
Inspections & Appeals	0-5 Years	1	2.04%		0.00%		0.00%		0.00%	1	2.04%	1	2.04%	47	95.92%	49
	5.01-10 Years	6	7.69%	2	2.56%	3	3.85%	1	1.28%		0.00%	4	5.13%	68	87.18%	78
	10.01-15 Years	2	8.70%		0.00%	1	4.35%		0.00%	1	4.35%	1	4.35%	20	86.96%	23
	15.01-25 Years	5	6.67%	2	2.67%	3	4.00%		0.00%		0.00%	2	2.67%	68	90.67%	75
	Over 25 Years	2	5.71%	1	2.86%		0.00%		0.00%	1	2.86%	2	5.71%	31	88.57%	35
	Total - DEPT	16	6.15%	5	1.92%	7	2.69%	1	0.38%	3	1.15%	10	3.85%	234	90.00%	260
Iowa Finance Authority	0-5 Years	1	3.70%		0.00%		0.00%	1	3.70%		0.00%		0.00%	26	96.30%	27
	5.01-10 Years	1	2.38%	1	2.38%		0.00%		0.00%		0.00%	2	4.76%	39	92.86%	42
	10.01-15 Years	0	0.00%		0.00%		0.00%		0.00%		0.00%		0.00%	6	100.00%	6
	15.01-25 Years	1	10.00%		0.00%	1	10.00%		0.00%		0.00%		0.00%	9	90.00%	10
	Over 25 Years	0	0.00%		0.00%		0.00%		0.00%		0.00%		0.00%	1	100.00%	1
	Total - DEPT	3	3.49%	1	1.16%	1	1.16%	1	1.16%	0	0.00%	2	2.33%	81	94.19%	86
IPERS	0-5 Years	3	18.75%		0.00%	3	18.75%		0.00%		0.00%		0.00%	13	81.25%	16
	5.01-10 Years	2	6.67%	1	3.33%	1	3.33%		0.00%		0.00%		0.00%	28	93.33%	30
	10.01-15 Years	0	0.00%		0.00%		0.00%		0.00%		0.00%		0.00%	11	100.00%	11
	15.01-25 Years	2	10.00%	2	10.00%		0.00%		0.00%		0.00%		0.00%	18	90.00%	20
	Over 25 Years	0	0.00%		0.00%		0.00%		0.00%		0.00%		0.00%	9	100.00%	9
	Total - DEPT	7	8.14%	3	3.49%	4	4.65%	0	0.00%	0	0.00%	0	0.00%	79	91.86%	86
IPTV	0-5 Years	0	0.00%		0.00%		0.00%		0.00%		0.00%	3	16.67%	15	83.33%	18
	5.01-10 Years	0	0.00%		0.00%		0.00%		0.00%		0.00%	11	29.73%	26	70.27%	37
	10.01-15 Years	1	11.11%		0.00%	1	11.11%		0.00%		0.00%	2	22.22%	6	66.67%	9
	15.01-25 Years	1	3.23%		0.00%	1	3.23%		0.00%		0.00%		0.00%	30	96.77%	31
	Over 25 Years	0	0.00%		0.00%		0.00%		0.00%		0.00%		0.00%	21	100.00%	21
	Total - DEPT	2	1.72%	0	0.00%	2	1.72%	0	0.00%	0	0.00%	16	13.79%	98	84.48%	116
Justice	0-5 Years	1	2.04%	1	2.04%		0.00%		0.00%		0.00%		0.00%	48	97.96%	49
	5.01-10 Years	2	4.44%	2	4.44%		0.00%		0.00%		0.00%	2	4.44%	41	91.11%	45
	10.01-15 Years	0	0.00%		0.00%		0.00%		0.00%		0.00%	1	4.76%	20	95.24%	21
	15.01-25 Years	2	2.99%	1	1.49%		0.00%	1	1.49%		0.00%		0.00%	65	97.01%	67
	Over 25 Years	0	0.00%		0.00%		0.00%		0.00%		0.00%		0.00%	22	100.00%	22
	Total - DEPT	5	2.45%	4	1.96%	0	0.00%	1	0.49%	0	0.00%	3	1.47%	196	96.08%	204

DEPT NAME	Tenure	Total Minority		African American		Asian/PI		Latin American		Native American		unspecified		White		Grand Total
		No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	
Justice - Advocate	0-5 Years	0	#DIV/0!		#DIV/0!		#DIV/0!		#DIV/0!		#DIV/0!		#DIV/0!		#DIV/0!	
	5.01-10 Years	0	0.00%		0.00%		0.00%		0.00%		0.00%		0.00%	3	100.00%	3
	10.01-15 Years	0	0.00%		0.00%		0.00%		0.00%		0.00%		0.00%	1	100.00%	1
	15.01-25 Years	2	16.67%	1	8.33%	1	8.33%		0.00%		0.00%		0.00%	10	83.33%	12
	Over 25 Years	0	0.00%		0.00%		0.00%		0.00%		0.00%		0.00%	6	100.00%	6
	Total - DEPT	2	9.09%	1	4.55%	1	4.55%	0	0.00%	0	0.00%	0	0.00%	20	90.91%	22
Management	0-5 Years	0	0.00%		0.00%		0.00%		0.00%		0.00%		0.00%	3	100.00%	3
	5.01-10 Years	0	0.00%		0.00%		0.00%		0.00%		0.00%		0.00%	5	100.00%	5
	10.01-15 Years	0	0.00%		0.00%		0.00%		0.00%		0.00%		0.00%	4	100.00%	4
	15.01-25 Years	2	16.67%	1	8.33%		0.00%		0.00%	1	8.33%		0.00%	10	83.33%	12
	Over 25 Years	0	0.00%		0.00%		0.00%		0.00%		0.00%		0.00%	4	100.00%	4
	Total - DEPT	2	7.14%	1	3.57%	0	0.00%	0	0.00%	1	3.57%	0	0.00%	26	92.86%	28
Natural Resources	0-5 Years	12	5.69%	1	0.47%	9	4.27%	1	0.47%	1	0.47%	1	0.47%	198	93.84%	211
	5.01-10 Years	10	5.15%	1	0.52%	5	2.58%	2	1.03%	2	1.03%		0.00%	184	94.85%	194
	10.01-15 Years	13	13.54%	1	1.04%	6	6.25%	1	1.04%	5	5.21%		0.00%	83	86.46%	96
	15.01-25 Years	14	6.28%	6	2.69%	2	0.90%	3	1.35%	3	1.35%		0.00%	209	93.72%	223
	Over 25 Years	1	0.49%		0.00%	1	0.49%		0.00%		0.00%		0.00%	203	99.51%	204
	Total - DEPT	50	5.39%	9	0.97%	23	2.48%	7	0.75%	11	1.19%	1	0.11%	877	94.50%	928
Parole	0-5 Years	1	33.33%	1	33.33%		0.00%		0.00%		0.00%		0.00%	2	66.67%	3
	5.01-10 Years	0	#DIV/0!		#DIV/0!		#DIV/0!		#DIV/0!		#DIV/0!		#DIV/0!		#DIV/0!	
	10.01-15 Years	1	100.00%	1	100.00%		0.00%		0.00%		0.00%		0.00%		0.00%	1
	15.01-25 Years	1	25.00%	1	25.00%		0.00%		0.00%		0.00%		0.00%	3	75.00%	4
	Over 25 Years	0	0.00%		0.00%		0.00%		0.00%		0.00%		0.00%	2	100.00%	2
	Total - DEPT	3	30.00%	3	30.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	7	70.00%	10
PERB	0-5 Years	0	0.00%		0.00%		0.00%		0.00%		0.00%		0.00%	1	100.00%	1
	5.01-10 Years	0	0.00%		0.00%		0.00%		0.00%		0.00%		0.00%	1	100.00%	1
	10.01-15 Years	0	0.00%		0.00%		0.00%		0.00%		0.00%		0.00%	1	100.00%	1
	15.01-25 Years	0	0.00%		0.00%		0.00%		0.00%		0.00%		0.00%	4	100.00%	4
	Over 25 Years	0	0.00%		0.00%		0.00%		0.00%		0.00%		0.00%	2	100.00%	2
	Total - DEPT	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	9	100.00%	9
Public Defense-Emerg Mgmt	0-5 Years	0	0.00%		0.00%		0.00%		0.00%		0.00%	2	8.33%	22	91.67%	24
	5.01-10 Years	0	0.00%		0.00%		0.00%		0.00%		0.00%	3	37.50%	5	62.50%	8
	10.01-15 Years	1	14.29%	1	14.29%		0.00%		0.00%		0.00%	1	14.29%	5	71.43%	7
	15.01-25 Years	0	0.00%		0.00%		0.00%		0.00%		0.00%		0.00%	13	100.00%	13
	Over 25 Years	0	0.00%		0.00%		0.00%		0.00%		0.00%		0.00%	6	100.00%	6
	Total - DEPT	1	1.72%	1	1.72%	0	0.00%	0	0.00%	0	0.00%	6	10.34%	51	87.93%	58

DEPT NAME	Tenure	Total Minority		African American		Asian/PI		Latin American		Native American		unspecified		White		Grand Total
		No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	
Public Defense-Military Divn	0-5 Years	5	5.21%	4	4.17%		0.00%	1	1.04%		0.00%	2	2.08%	89	92.71%	96
	5.01-10 Years	8	9.88%	3	3.70%	2	2.47%	2	2.47%	1	1.23%	7	8.64%	66	81.48%	81
	10.01-15 Years	2	5.88%	1	2.94%	1	2.94%		0.00%		0.00%		0.00%	32	94.12%	34
	15.01-25 Years	1	1.59%	1	1.59%		0.00%		0.00%		0.00%		0.00%	62	98.41%	63
	Over 25 Years	0	0.00%		0.00%		0.00%		0.00%		0.00%		0.00%	29	100.00%	29
	Total - DEPT	16	5.28%	9	2.97%	3	0.99%	3	0.99%	1	0.33%	9	2.97%	278	91.75%	303
Public Safety	0-5 Years	8	4.52%	4	2.26%	1	0.56%	3	1.69%		0.00%		0.00%	169	95.48%	177
	5.01-10 Years	8	3.69%	3	1.38%	4	1.84%	1	0.46%		0.00%	1	0.46%	208	95.85%	217
	10.01-15 Years	4	2.41%	1	0.60%	2	1.20%	1	0.60%		0.00%	1	0.60%	161	96.99%	166
	15.01-25 Years	6	2.46%	4	1.64%		0.00%	2	0.82%		0.00%	1	0.41%	237	97.13%	244
	Over 25 Years	4	2.78%	1	0.69%	1	0.69%	2	1.39%		0.00%		0.00%	140	97.22%	144
	Total - DEPT	30	3.16%	13	1.37%	8	0.84%	9	0.95%	0	0.00%	3	0.32%	915	96.52%	948
Revenue & Finance	0-5 Years	5	8.62%	1	1.72%	2	3.45%	2	3.45%		0.00%		0.00%	53	91.38%	58
	5.01-10 Years	5	9.62%	3	5.77%	1	1.92%		0.00%	1	1.92%	3	5.77%	44	84.62%	52
	10.01-15 Years	3	11.11%	2	7.41%	1	3.70%		0.00%		0.00%	1	3.70%	23	85.19%	27
	15.01-25 Years	8	6.96%	1	0.87%	3	2.61%	4	3.48%		0.00%		0.00%	107	93.04%	115
	Over 25 Years	3	2.48%	2	1.65%		0.00%	1	0.83%		0.00%		0.00%	118	97.52%	121
	Total - DEPT	24	6.43%	9	2.41%	7	1.88%	7	1.88%	1	0.27%	4	1.07%	345	92.49%	373
Revenue & Finance -Lottery	0-5 Years	1	6.67%	1	6.67%		0.00%		0.00%		0.00%		0.00%	14	93.33%	15
	5.01-10 Years	0	0.00%		0.00%		0.00%		0.00%		0.00%		0.00%	27	100.00%	27
	10.01-15 Years	1	9.09%	1	9.09%		0.00%		0.00%		0.00%		0.00%	10	90.91%	11
	15.01-25 Years	4	8.89%	2	4.44%		0.00%	2	4.44%		0.00%		0.00%	41	91.11%	45
	Over 25 Years	0	0.00%		0.00%		0.00%		0.00%		0.00%		0.00%	14	100.00%	14
	Total - DEPT	6	5.36%	4	3.57%	0	0.00%	2	1.79%	0	0.00%	0	0.00%	106	94.64%	112
Secretary of State	0-5 Years	2	15.38%	2	15.38%		0.00%		0.00%		0.00%		0.00%	11	84.62%	13
	5.01-10 Years	0	0.00%		0.00%		0.00%		0.00%		0.00%	3	37.50%	5	62.50%	8
	10.01-15 Years	1	50.00%		0.00%		0.00%	1	50.00%		0.00%		0.00%	1	50.00%	2
	15.01-25 Years	1	8.33%		0.00%		0.00%	1	8.33%		0.00%		0.00%	11	91.67%	12
	Over 25 Years	0	0.00%		0.00%		0.00%		0.00%		0.00%		0.00%	5	100.00%	5
	Total - DEPT	4	10.00%	2	5.00%	0	0.00%	2	5.00%	0	0.00%	3	7.50%	33	82.50%	40
Treasurer	0-5 Years	0	0.00%		0.00%		0.00%		0.00%		0.00%		0.00%	13	100.00%	13
	5.01-10 Years	0	0.00%		0.00%		0.00%		0.00%		0.00%		0.00%	3	100.00%	3
	10.01-15 Years	0	#DIV/0!		#DIV/0!		#DIV/0!		#DIV/0!		#DIV/0!		#DIV/0!		#DIV/0!	
	15.01-25 Years	0	0.00%		0.00%		0.00%		0.00%		0.00%		0.00%	6	100.00%	6
	Over 25 Years	0	0.00%		0.00%		0.00%		0.00%		0.00%		0.00%	1	100.00%	1
	Total - DEPT	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%	23	100.00%	23

DEPT NAME	Tenure	Total Minority		African American		Asian/PI		Latin American		Native American		unspecified		White		Grand Total
		No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	
Veterans Home	0-5 Years	13	5.31%	3	1.22%		0.00%	9	3.67%	1	0.41%	1	0.41%	231	94.29%	245
	5.01-10 Years	5	2.65%	2	1.06%	1	0.53%	1	0.53%	1	0.53%	4	2.12%	180	95.24%	189
	10.01-15 Years	6	4.96%	2	1.65%	2	1.65%	1	0.83%	1	0.83%		0.00%	115	95.04%	121
	15.01-25 Years	3	1.85%	1	0.62%	2	1.23%		0.00%		0.00%		0.00%	159	98.15%	162
	Over 25 Years	2	2.44%		0.00%	1	1.22%	1	1.22%		0.00%		0.00%	80	97.56%	82
	Total - DEPT	29	3.63%	8	1.00%	6	0.75%	12	1.50%	3	0.38%	5	0.63%	765	95.74%	799
Workforce Development	0-5 Years	19	14.96%	4	3.15%	2	1.57%	11	8.66%	2	1.57%		0.00%	108	85.04%	127
	5.01-10 Years	25	17.24%	11	7.59%	9	6.21%	3	2.07%	2	1.38%		0.00%	120	82.76%	145
	10.01-15 Years	11	15.71%	8	11.43%		0.00%	2	2.86%	1	1.43%		0.00%	59	84.29%	70
	15.01-25 Years	38	17.76%	20	9.35%	4	1.87%	11	5.14%	3	1.40%		0.00%	176	82.24%	214
	Over 25 Years	14	6.67%	5	2.38%	3	1.43%	3	1.43%	3	1.43%		0.00%	196	93.33%	210
	Total - DEPT	107	13.97%	48	6.27%	18	2.35%	30	3.92%	11	1.44%	0	0.00%	659	86.03%	766
Total 0-5 Years		258	6.08%	94	2.22%	60	1.41%	84	1.98%	20	0.47%	148	3.49%	3837	90.43%	4243
Total 5.01-10 Years		219	4.75%	85	1.84%	65	1.41%	49	1.06%	20	0.43%	115	2.50%	4275	92.75%	4609
Total 10.01-15 Years		123	5.96%	37	1.79%	29	1.40%	33	1.60%	24	1.16%	22	1.07%	1920	92.98%	2065
Total 15.01-25 Years		339	6.41%	153	2.89%	56	1.06%	87	1.64%	43	0.81%	17	0.32%	4935	93.27%	5291
Total Over 25 Years		90	2.56%	39	1.11%	22	0.63%	15	0.43%	14	0.40%	6	0.17%	3421	97.27%	3517
<b>Grand Total - STATE</b>		<b>1029</b>	<b>5.22%</b>	<b>408</b>	<b>2.07%</b>	<b>232</b>	<b>1.18%</b>	<b>268</b>	<b>1.36%</b>	<b>121</b>	<b>0.61%</b>	<b>308</b>	<b>1.56%</b>	<b>18388</b>	<b>93.22%</b>	<b>19725</b>

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## Appendix M – Turnover by Race for all Departments

DEPT NAME	Data	Total Minority		African American		Asian/PI		Latin American		Native American		Unspecified		White		Grand Total
		No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.
ADMINISTRATIVE SERVICES	TRANSFER	0	0.0%		0.0%		0.0%		0.0%		0.0%		0.0%	11	100.0%	11
	DEPARTURE	4	18.2%	1	4.5%	1	4.5%		0.0%	2	9.1%	1	4.5%	17	77.3%	22
	TOTAL EMPLOYEES	33	9.0%	15	4.1%	10	2.7%	5	1.4%	3	0.8%	9	2.5%	325	88.6%	367
	Total Turnover	4	12.1%	1	3.0%	1	3.0%	0	0.0%	2	6.1%	1	3.0%	28	84.8%	33
AGRICULTURE	TRANSFER	0	0.0%		0.0%		0.0%		0.0%		0.0%		0.0%	11	100.0%	11
	DEPARTURE	0	0.0%		0.0%		0.0%		0.0%		0.0%		0.0%	17	100.0%	17
	TOTAL EMPLOYEES	6	1.6%	1	0.3%	3	0.8%	1	0.3%	1	0.3%	4	1.0%	372	97.4%	382
	Total Turnover	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	28	100.0%	28
AG-AGRICULTURAL DEVELOPMENT	TRANSFER	0	#DIV/0!		#DIV/0!		#DIV/0!		#DIV/0!		#DIV/0!		#DIV/0!		#DIV/0!	
	DEPARTURE	0	#DIV/0!		#DIV/0!		#DIV/0!		#DIV/0!		#DIV/0!		#DIV/0!		#DIV/0!	
	TOTAL EMPLOYEES	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	3	100.0%	3
	Total Turnover	0	#DIV/0!	0	#DIV/0!	0	#DIV/0!	0	#DIV/0!	0	#DIV/0!	0	#DIV/0!	0	#DIV/0!	0
AUDITOR	TRANSFER	0	0.0%		0.0%		0.0%		0.0%		0.0%		0.0%	4	100.0%	4
	DEPARTURE	0	0.0%		0.0%		0.0%		0.0%		0.0%		0.0%	15	100.0%	15
	TOTAL EMPLOYEES	1	0.9%	0	0.0%	1	0.9%	0	0.0%	0	0.0%	0	0.0%	106	99.1%	107
	Total Turnover	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	19	100.0%	19
BLIND	TRANSFER	0	0.0%		0.0%		0.0%		0.0%		0.0%		0.0%	2	100.0%	2
	DEPARTURE	0	0.0%		0.0%		0.0%		0.0%		0.0%		0.0%	2	100.0%	2
	TOTAL EMPLOYEES	5	5.2%	2	2.1%	1	1.0%	1	1.0%	1	1.0%	1	1.0%	91	93.8%	97
	Total Turnover	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	4	100.0%	4

DEPT NAME	Data	Total Minority		African American		Asian/PI		Latin American		Native American		Unspecified		White		Grand Total
		No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.
BOARD OF REGENTS	TRANSFER	0	0.0%		0.0%		0.0%		0.0%		0.0%		0.0%	1	100.0%	1
	DEPARTURE	0	#DIV/0!		#DIV/0!		#DIV/0!		#DIV/0!		#DIV/0!		#DIV/0!		#DIV/0!	
	TOTAL EMPLOYEES	0	#DIV/0!		#DIV/0!		#DIV/0!		#DIV/0!		#DIV/0!		#DIV/0!		#DIV/0!	
	Total Turnover	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	1	100.0%	1
CIVIL RIGHTS COMMISSION	TRANSFER	0	0.0%		0.0%		0.0%		0.0%		0.0%		0.0%	1	100.0%	1
	DEPARTURE	0	#DIV/0!		#DIV/0!		#DIV/0!		#DIV/0!		#DIV/0!		#DIV/0!		#DIV/0!	
	TOTAL EMPLOYEES	8	34.8%	4	17.4%	2	8.7%	2	8.7%	0	0.0%	2	8.7%	13	56.5%	23
	Total Turnover	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	1	100.0%	1
COLLEGE AID	TRANSFER	0	#DIV/0!		#DIV/0!		#DIV/0!		#DIV/0!		#DIV/0!		#DIV/0!		#DIV/0!	
	DEPARTURE	0	0.0%		0.0%		0.0%		0.0%		0.0%		0.0%	5	100.0%	5
	TOTAL EMPLOYEES	1	2.4%	0	0.0%	1	2.4%	0	0.0%	0	0.0%	0	0.0%	40	97.6%	41
	Total Turnover	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	5	100.0%	5
COMMERCE-INSURANCE	TRANSFER	0	0.0%		0.0%		0.0%		0.0%		0.0%		0.0%	2	100.0%	2
	DEPARTURE	0	0.0%		0.0%		0.0%		0.0%		0.0%		0.0%	7	100.0%	7
	TOTAL EMPLOYEES	9	10.3%	4	4.6%	3	3.4%	2	2.3%	0	0.0%	2	2.3%	76	87.4%	87
	Total Turnover	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	9	100.0%	9
COMMERCE-UTILITIES	TRANSFER	0	0.0%		0.0%		0.0%		0.0%		0.0%		0.0%	1	100.0%	1
	DEPARTURE	0	0.0%		0.0%		0.0%		0.0%		0.0%		0.0%	3	100.0%	3
	TOTAL EMPLOYEES	6	9.0%	2	3.0%	3	4.5%	1	1.5%	0	0.0%	1	1.5%	60	89.6%	67
	Total Turnover	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	4	100.0%	4
COMMERCE-ALCOHOLIC BEVERAGES	TRANSFER	0	#DIV/0!		#DIV/0!		#DIV/0!		#DIV/0!		#DIV/0!		#DIV/0!		#DIV/0!	
	DEPARTURE	0	0.0%		0.0%		0.0%		0.0%		0.0%		0.0%	8	100.0%	8
	TOTAL EMPLOYEES	1	2.0%	0	0.0%	0	0.0%	1	2.0%	0	0.0%	0	0.0%	49	98.0%	50
	Total Turnover	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	8	100.0%	8

DEPT NAME	Data	Total Minority		African American		Asian/PI		Latin American		Native American		Unspecified		White		Grand Total
		No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.
COMMERCE-BANKING	TRANSFER	0	#DIV/0!		#DIV/0!		#DIV/0!		#DIV/0!		#DIV/0!		#DIV/0!		#DIV/0!	
	DEPARTURE	0	0.0%		0.0%		0.0%		0.0%		0.0%		0.0%	3	100.0%	3
	TOTAL EMPLOYEES	1	1.6%	0	0.0%	1	1.6%	0	0.0%	0	0.0%	0	0.0%	63	98.4%	64
	Total Turnover	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	3	100.0%	3
COMMERCE-CREDIT UNION	TRANSFER	0	#DIV/0!		#DIV/0!		#DIV/0!		#DIV/0!		#DIV/0!		#DIV/0!		#DIV/0!	
	DEPARTURE	0	0.0%		0.0%		0.0%		0.0%		0.0%		0.0%	1	100.0%	1
	TOTAL EMPLOYEES	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	15	100.0%	15
	Total Turnover	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	1	100.0%	1
COMMERCE-PROFESSIONAL LICENSING	TRANSFER	0	#DIV/0!		#DIV/0!		#DIV/0!		#DIV/0!		#DIV/0!		#DIV/0!		#DIV/0!	
	DEPARTURE	0	#DIV/0!		#DIV/0!		#DIV/0!		#DIV/0!		#DIV/0!		#DIV/0!		#DIV/0!	
	TOTAL EMPLOYEES	1	8.3%	1	8.3%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	11	91.7%	12
	Total Turnover	0	#DIV/0!	0	#DIV/0!	0	#DIV/0!	0	#DIV/0!	0	#DIV/0!	0	#DIV/0!	0	#DIV/0!	0
CULTURAL AFFAIRS	TRANSFER	0	#DIV/0!		#DIV/0!		#DIV/0!		#DIV/0!		#DIV/0!		#DIV/0!		#DIV/0!	
	DEPARTURE	1	20.0%	1	20.0%		0.0%		0.0%		0.0%	2	40.0%	2	40.0%	5
	TOTAL EMPLOYEES	2	2.9%	1	1.4%	0	0.0%	1	1.4%	0	0.0%	8	11.4%	60	85.7%	70
	Total Turnover	1	20.0%	1	20.0%	0	0.0%	0	0.0%	0	0.0%	2	40.0%	2	40.0%	5
DHS-ADMINISTRATION	TRANSFER	3	7.7%	1	2.6%		0.0%	1	2.6%	1	2.6%	1	2.6%	35	89.7%	39
	DEPARTURE	2	14.3%	1	7.1%		0.0%	1	7.1%		0.0%		0.0%	12	85.7%	14
	TOTAL EMPLOYEES	25	8.0%	12	3.8%	7	2.2%	5	1.6%	1	0.3%	10	3.2%	278	88.8%	313
	Total Turnover	5	9.4%	2	3.8%	0	0.0%	2	3.8%	1	1.9%	1	1.9%	47	88.7%	53
DHS-CENTRAL OFF	TRANSFER	0	#DIV/0!		#DIV/0!		#DIV/0!		#DIV/0!		#DIV/0!		#DIV/0!		#DIV/0!	
	DEPARTURE	0	0.0%		0.0%		0.0%		0.0%		0.0%		0.0%	1	100.0%	1
	TOTAL EMPLOYEES	3	9.4%	0	0.0%	1	3.1%	0	0.0%	2	6.3%	1	3.1%	28	87.5%	32
	Total Turnover	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	1	100.0%	1

DEPT NAME	Data	Total Minority		African American		Asian/PI		Latin American		Native American		Unspecified		White		Grand Total
		No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	No.	
DHS-CHEROKEE	TRANSFER	0	#DIV/0!		#DIV/0!		#DIV/0!		#DIV/0!		#DIV/0!		#DIV/0!		#DIV/0!	
	DEPARTURE	1	6.3%	1	6.3%		0.0%		0.0%		0.0%		0.0%	15	93.8%	16
	TOTAL EMPLOYEES	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	3	1.5%	199	98.5%	202
	Total Turnover	1	6.3%	1	6.3%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	15	93.8%	16
DHS-CIVIL COMMITMENT UNIT-CHEROKEE	TRANSFER	0	#DIV/0!		#DIV/0!		#DIV/0!		#DIV/0!		#DIV/0!		#DIV/0!		#DIV/0!	
	DEPARTURE	1	16.7%	1	16.7%		0.0%		0.0%		0.0%	1	16.7%	4	66.7%	6
	TOTAL EMPLOYEES	3	4.3%	3	4.3%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	67	95.7%	70
	Total Turnover	1	16.7%	1	16.7%	0	0.0%	0	0.0%	0	0.0%	1	16.7%	4	66.7%	6
DHS-CLARINDA	TRANSFER	0	#DIV/0!		#DIV/0!		#DIV/0!		#DIV/0!		#DIV/0!		#DIV/0!		#DIV/0!	
	DEPARTURE	1	16.7%		0.0%	1	16.7%		0.0%		0.0%		0.0%	5	83.3%	6
	TOTAL EMPLOYEES	3	3.4%	0	0.0%	3	3.4%	0	0.0%	0	0.0%	1	1.1%	85	95.5%	89
	Total Turnover	1	16.7%	0	0.0%	1	16.7%	0	0.0%	0	0.0%	0	0.0%	5	83.3%	6
DHS-COMMUNITY SERVICES	TRANSFER	0	#DIV/0!		#DIV/0!		#DIV/0!		#DIV/0!		#DIV/0!		#DIV/0!		#DIV/0!	
	DEPARTURE	7	5.6%	4	3.2%	2	1.6%	1	0.8%		0.0%	5	4.0%	113	90.4%	125
	TOTAL EMPLOYEES	156	6.1%	68	2.7%	29	1.1%	47	1.8%	12	0.5%	24	0.9%	2374	93.0%	2554
	Total Turnover	7	5.6%	4	3.2%	2	1.6%	1	0.8%	0	0.0%	5	4.0%	113	90.4%	125
DHS-ELDORA	TRANSFER	0	#DIV/0!		#DIV/0!		#DIV/0!		#DIV/0!		#DIV/0!		#DIV/0!		#DIV/0!	
	DEPARTURE	0	0.0%		0.0%		0.0%		0.0%		0.0%		0.0%	10	100.0%	10
	TOTAL EMPLOYEES	3	1.6%	1	0.5%	0	0.0%	1	0.5%	1	0.5%	2	1.0%	188	97.4%	193
	Total Turnover	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	10	100.0%	10
DHS-GLENWOOD	TRANSFER	0	#DIV/0!		#DIV/0!		#DIV/0!		#DIV/0!		#DIV/0!		#DIV/0!		#DIV/0!	
	DEPARTURE	1	1.0%		0.0%		0.0%		0.0%	1	1.0%	29	29.6%	68	69.4%	98
	TOTAL EMPLOYEES	19	2.1%	4	0.4%	8	0.9%	4	0.4%	3	0.3%	95	10.6%	781	87.3%	895
	Total Turnover	1	1.0%	0	0.0%	0	0.0%	0	0.0%	1	1.0%	29	29.6%	68	69.4%	98

DEPT NAME	Data	Total Minority		African American		Asian/PI		Latin American		Native American		Unspecified		White		Grand Total
		No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.
DHS-INDEPENDENCE	TRANSFER	0	#DIV/0!		#DIV/0!		#DIV/0!		#DIV/0!		#DIV/0!		#DIV/0!		#DIV/0!	
	DEPARTURE	2	11.8%	1	5.9%		0.0%	1	5.9%		0.0%		0.0%	15	88.2%	17
	TOTAL EMPLOYEES	14	5.0%	9	3.2%	5	1.8%	0	0.0%	0	0.0%	0	0.0%	265	95.0%	279
	Total Turnover	2	11.8%	1	5.9%	0	0.0%	1	5.9%	0	0.0%	0	0.0%	15	88.2%	17
DHS-MT PLEASANT	TRANSFER	0	#DIV/0!		#DIV/0!		#DIV/0!		#DIV/0!		#DIV/0!		#DIV/0!		#DIV/0!	
	DEPARTURE	0	0.0%		0.0%		0.0%		0.0%		0.0%		0.0%	6	100.0%	6
	TOTAL EMPLOYEES	4	4.8%	3	3.6%	1	1.2%	0	0.0%	0	0.0%	1	1.2%	79	94.0%	84
	Total Turnover	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	6	100.0%	6
DHS-TOLEDO	TRANSFER	0	#DIV/0!		#DIV/0!		#DIV/0!		#DIV/0!		#DIV/0!		#DIV/0!		#DIV/0!	
	DEPARTURE	1	7.1%	1	7.1%		0.0%		0.0%		0.0%		0.0%	13	92.9%	14
	TOTAL EMPLOYEES	4	3.5%	1	0.9%	0	0.0%	1	0.9%	2	1.7%	2	1.7%	109	94.8%	115
	Total Turnover	1	7.1%	1	7.1%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	13	92.9%	14
DHS-WOODWARD	TRANSFER	0	#DIV/0!		#DIV/0!		#DIV/0!		#DIV/0!		#DIV/0!		#DIV/0!		#DIV/0!	
	DEPARTURE	3	5.7%	1	1.9%	1	1.9%		0.0%	1	1.9%	1	1.9%	49	92.5%	53
	TOTAL EMPLOYEES	26	3.8%	9	1.3%	7	1.0%	7	1.0%	3	0.4%	16	2.3%	651	93.9%	693
	Total Turnover	3	5.7%	1	1.9%	1	1.9%	0	0.0%	1	1.9%	1	1.9%	49	92.5%	53
DIA-APPELLATE DEFENDER	TRANSFER	0	#DIV/0!		#DIV/0!		#DIV/0!		#DIV/0!		#DIV/0!		#DIV/0!		#DIV/0!	
	DEPARTURE	0	0.0%		0.0%		0.0%		0.0%		0.0%		0.0%	3	100.0%	3
	TOTAL EMPLOYEES	11	5.5%	2	1.0%	3	1.5%	4	2.0%	2	1.0%	10	5.0%	180	89.6%	201
	Total Turnover	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	3	100.0%	3
DIA-RACING COMMISSION	TRANSFER	0	#DIV/0!		#DIV/0!		#DIV/0!		#DIV/0!		#DIV/0!		#DIV/0!		#DIV/0!	
	DEPARTURE	0	#DIV/0!		#DIV/0!		#DIV/0!		#DIV/0!		#DIV/0!		#DIV/0!		#DIV/0!	
	TOTAL EMPLOYEES	3	6.8%	1	2.3%	0	0.0%	2	4.5%	0	0.0%	0	0.0%	41	93.2%	44
	Total Turnover	0	#DIV/0!	0	#DIV/0!	0	#DIV/0!	0	#DIV/0!	0	#DIV/0!	0	#DIV/0!	0	#DIV/0!	0

DEPT NAME	Data	Total Minority		African American		Asian/PI		Latin American		Native American		Unspecified		White		Grand Total
		No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.
DOC-ANAMOSA	TRANSFER	0	#DIV/0!		#DIV/0!		#DIV/0!		#DIV/0!		#DIV/0!		#DIV/0!		#DIV/0!	
	DEPARTURE	0	0.0%		0.0%		0.0%		0.0%		0.0%	1	8.3%	11	91.7%	12
	TOTAL EMPLOYEES	10	2.9%	2	0.6%	1	0.3%	5	1.4%	2	0.6%	2	0.6%	334	96.5%	346
	Total Turnover	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	1	8.3%	11	91.7%	12
DOC-CENTRAL OFFICE	TRANSFER	2	8.3%	1	4.2%	1	4.2%		0.0%		0.0%	2	8.3%	20	83.3%	24
	DEPARTURE	0	0.0%		0.0%		0.0%		0.0%		0.0%		0.0%	2	100.0%	2
	TOTAL EMPLOYEES	3	7.3%	2	4.9%	0	0.0%	1	2.4%	0	0.0%	1	2.4%	37	90.2%	41
	Total Turnover	2	7.7%	1	3.8%	1	3.8%	0	0.0%	0	0.0%	2	7.7%	22	84.6%	26
DOC-FARM ACCOUNT	TRANSFER	0	#DIV/0!		#DIV/0!		#DIV/0!		#DIV/0!		#DIV/0!		#DIV/0!		#DIV/0!	
	DEPARTURE	0	#DIV/0!		#DIV/0!		#DIV/0!		#DIV/0!		#DIV/0!		#DIV/0!		#DIV/0!	
	TOTAL EMPLOYEES	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	5	100.0%	5
	Total Turnover	0	#DIV/0!	0	#DIV/0!	0	#DIV/0!	0	#DIV/0!	0	#DIV/0!	0	#DIV/0!	0	#DIV/0!	0
DOC-CLARINDA	TRANSFER	0	#DIV/0!		#DIV/0!		#DIV/0!		#DIV/0!		#DIV/0!		#DIV/0!		#DIV/0!	
	DEPARTURE	0	0.0%		0.0%		0.0%		0.0%		0.0%	2	11.1%	16	88.9%	18
	TOTAL EMPLOYEES	8	2.6%	0	0.0%	2	0.6%	3	1.0%	3	1.0%	11	3.6%	289	93.8%	308
	Total Turnover	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	2	11.1%	16	88.9%	18
DOC-FT DODGE	TRANSFER	0	#DIV/0!		#DIV/0!		#DIV/0!		#DIV/0!		#DIV/0!		#DIV/0!		#DIV/0!	
	DEPARTURE	2	11.1%	2	11.1%		0.0%		0.0%		0.0%		0.0%	16	88.9%	18
	TOTAL EMPLOYEES	18	5.0%	9	2.5%	3	0.8%	2	0.6%	4	1.1%	1	0.3%	340	94.7%	359
	Total Turnover	2	11.1%	2	11.1%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	16	88.9%	18
DOC-FT MADISON	TRANSFER	0	#DIV/0!		#DIV/0!		#DIV/0!		#DIV/0!		#DIV/0!		#DIV/0!		#DIV/0!	
	DEPARTURE	0	0.0%		0.0%		0.0%		0.0%		0.0%		0.0%	17	100.0%	17
	TOTAL EMPLOYEES	37	7.1%	11	2.1%	3	0.6%	23	4.4%	0	0.0%	0	0.0%	481	92.9%	518
	Total Turnover	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	17	100.0%	17

DEPT NAME	Data	Total Minority		African American		Asian/PI		Latin American		Native American		Unspecified		White		Grand Total
		No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.
DOC-INDUSTRIES	TRANSFER	0	#DIV/0!		#DIV/0!		#DIV/0!		#DIV/0!		#DIV/0!		#DIV/0!		#DIV/0!	
	DEPARTURE	1	25.0%	1	25.0%		0.0%		0.0%		0.0%		0.0%	3	75.0%	4
	TOTAL EMPLOYEES	2	2.4%	0	0.0%	0	0.0%	2	2.4%	0	0.0%	1	1.2%	79	96.3%	82
	Total Turnover	1	25.0%	1	25.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	3	75.0%	4
DOC-MITCHELLVILLE	TRANSFER	0	#DIV/0!		#DIV/0!		#DIV/0!		#DIV/0!		#DIV/0!		#DIV/0!		#DIV/0!	
	DEPARTURE	1	7.1%		0.0%		0.0%	1	7.1%		0.0%		0.0%	13	92.9%	14
	TOTAL EMPLOYEES	21	10.6%	13	6.5%	1	0.5%	6	3.0%	1	0.5%	2	1.0%	176	88.4%	199
	Total Turnover	1	7.1%	0	0.0%	0	0.0%	1	7.1%	0	0.0%	0	0.0%	13	92.9%	14
DOC-MT PLEASANT	TRANSFER	0	#DIV/0!		#DIV/0!		#DIV/0!		#DIV/0!		#DIV/0!		#DIV/0!		#DIV/0!	
	DEPARTURE	1	11.1%	1	11.1%		0.0%		0.0%		0.0%		0.0%	8	88.9%	9
	TOTAL EMPLOYEES	15	4.8%	8	2.6%	1	0.3%	5	1.6%	1	0.3%	1	0.3%	297	94.9%	313
	Total Turnover	1	11.1%	1	11.1%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	8	88.9%	9
DOC-NEWTON	TRANSFER	0	#DIV/0!		#DIV/0!		#DIV/0!		#DIV/0!		#DIV/0!		#DIV/0!		#DIV/0!	
	DEPARTURE	2	6.7%	1	3.3%		0.0%	1	3.3%		0.0%		0.0%	28	93.3%	30
	TOTAL EMPLOYEES	12	3.7%	4	1.2%	1	0.3%	2	0.6%	5	1.5%	4	1.2%	307	95.0%	323
	Total Turnover	2	6.7%	1	3.3%	0	0.0%	1	3.3%	0	0.0%	0	0.0%	28	93.3%	30
DOC-OAKDALE	TRANSFER	0	#DIV/0!		#DIV/0!		#DIV/0!		#DIV/0!		#DIV/0!		#DIV/0!		#DIV/0!	
	DEPARTURE	0	0.0%		0.0%		0.0%		0.0%		0.0%		0.0%	14	100.0%	14
	TOTAL EMPLOYEES	19	6.0%	9	2.8%	3	0.9%	4	1.3%	3	0.9%	2	0.6%	296	93.4%	317
	Total Turnover	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	14	100.0%	14
DOC-ROCKWELL CITY	TRANSFER	0	#DIV/0!		#DIV/0!		#DIV/0!		#DIV/0!		#DIV/0!		#DIV/0!		#DIV/0!	
	DEPARTURE	1	14.3%	1	14.3%		0.0%		0.0%		0.0%		0.0%	6	85.7%	7
	TOTAL EMPLOYEES	3	2.8%	1	0.9%	0	0.0%	2	1.8%	0	0.0%	1	0.9%	105	96.3%	109
	Total Turnover	1	14.3%	1	14.3%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	6	85.7%	7

DEPT NAME	Data	Total Minority		African American		Asian/PI		Latin American		Native American		Unspecified		White		Grand Total
		No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.
ECONOMIC DEVELOPMENT	TRANSFER	0	0.0%		0.0%		0.0%		0.0%		0.0%		0.0%	1	100.0%	1
	DEPARTURE	1	8.3%	1	8.3%		0.0%		0.0%		0.0%	2	16.7%	9	75.0%	12
	TOTAL EMPLOYEES	8	6.3%	4	3.1%	1	0.8%	3	2.4%	0	0.0%	7	5.5%	112	88.2%	127
	Total Turnover	1	7.7%	1	7.7%	0	0.0%	0	0.0%	0	0.0%	2	15.4%	10	76.9%	13
EDUCATION	TRANSFER	2	22.2%		0.0%	1	11.1%		0.0%	1	11.1%		0.0%	7	77.8%	9
	DEPARTURE	1	9.1%		0.0%		0.0%		0.0%	1	9.1%	1	9.1%	9	81.8%	11
	TOTAL EMPLOYEES	13	5.4%	5	2.1%	4	1.7%	4	1.7%	0	0.0%	5	2.1%	223	92.5%	241
	Total Turnover	3	15.0%	0	0.0%	1	5.0%	0	0.0%	2	10.0%	1	5.0%	16	80.0%	20
ED-VOCATIONAL REHABILITATION	TRANSFER	0	#DIV/0!		#DIV/0!		#DIV/0!		#DIV/0!		#DIV/0!		#DIV/0!		#DIV/0!	
	DEPARTURE	1	5.0%		0.0%		0.0%	1	5.0%		0.0%		0.0%	19	95.0%	20
	TOTAL EMPLOYEES	21	5.9%	10	2.8%	7	2.0%	3	0.8%	1	0.3%	3	0.8%	331	93.2%	355
	Total Turnover	1	5.0%	0	0.0%	0	0.0%	1	5.0%	0	0.0%	0	0.0%	19	95.0%	20
ELDER AFFAIRS	TRANSFER	0	#DIV/0!		#DIV/0!		#DIV/0!		#DIV/0!		#DIV/0!		#DIV/0!		#DIV/0!	
	DEPARTURE	0	0.0%		0.0%		0.0%		0.0%		0.0%		0.0%	1	100.0%	1
	TOTAL EMPLOYEES	1	3.1%	1	3.1%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	31	96.9%	32
	Total Turnover	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	1	100.0%	1
ETHIC & CAMPAIGN DISCLOSURE	TRANSFER	0	#DIV/0!		#DIV/0!		#DIV/0!		#DIV/0!		#DIV/0!		#DIV/0!		#DIV/0!	
	DEPARTURE	0	#DIV/0!		#DIV/0!		#DIV/0!		#DIV/0!		#DIV/0!		#DIV/0!		#DIV/0!	
	TOTAL EMPLOYEES	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	6	100.0%	6
	Total Turnover	0	#DIV/0!	0	#DIV/0!	0	#DIV/0!	0	#DIV/0!	0	#DIV/0!	0	#DIV/0!	0	#DIV/0!	0
FINANCE AUTHORITY	TRANSFER	0	0.0%		0.0%		0.0%		0.0%		0.0%		0.0%	1	100.0%	1
	DEPARTURE	1	50.0%		0.0%		0.0%	1	50.0%		0.0%		0.0%	1	50.0%	2
	TOTAL EMPLOYEES	3	3.5%	1	1.2%	1	1.2%	1	1.2%	0	0.0%	2	2.3%	81	94.2%	86
	Total Turnover	1	33.3%	0	0.0%	0	0.0%	1	33.3%	0	0.0%	0	0.0%	2	66.7%	3

DEPT NAME	Data	Total Minority		African American		Asian/PI		Latin American		Native American		Unspecified		White		Grand Total
		No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	No.	
GOVERNOR-OFFICE OF DRUG CONTROL	TRANSFER	0	#DIV/0!		#DIV/0!		#DIV/0!		#DIV/0!		#DIV/0!		#DIV/0!		#DIV/0!	
	DEPARTURE	0	#DIV/0!		#DIV/0!		#DIV/0!		#DIV/0!		#DIV/0!		#DIV/0!		#DIV/0!	
	TOTAL EMPLOYEES	1	14.3%	1	14.3%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	6	85.7%	7
	Total Turnover	0	#DIV/0!	0	#DIV/0!	0	#DIV/0!	0	#DIV/0!	0	#DIV/0!	0	#DIV/0!	0	#DIV/0!	0
GOVERNOR OFFICE	TRANSFER	0	0.0%		0.0%		0.0%		0.0%		0.0%	1	50.0%	1	50.0%	2
	DEPARTURE	0	0.0%		0.0%		0.0%		0.0%		0.0%		0.0%	3	100.0%	3
	TOTAL EMPLOYEES	4	12.1%	1	3.0%	3	9.1%	0	0.0%	0	0.0%	0	0.0%	29	87.9%	33
	Total Turnover	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	1	20.0%	4	80.0%	5
HUMAN RIGHTS	TRANSFER	1	100.0%	1	100.0%		0.0%		0.0%		0.0%		0.0%		0.0%	1
	DEPARTURE	1	20.0%		0.0%		0.0%	1	20.0%		0.0%		0.0%	4	80.0%	5
	TOTAL EMPLOYEES	6	10.9%	3	5.5%	0	0.0%	3	5.5%	0	0.0%	1	1.8%	48	87.3%	55
	Total Turnover	2	33.3%	1	16.7%	0	0.0%	1	16.7%	0	0.0%	0	0.0%	4	66.7%	6
IA COMMUNICATONS NETWORK	TRANSFER	0	0.0%		0.0%		0.0%		0.0%		0.0%		0.0%	4	100.0%	4
	DEPARTURE	0	0.0%		0.0%		0.0%		0.0%		0.0%		0.0%	12	100.0%	12
	TOTAL EMPLOYEES	5	6.3%	1	1.3%	1	1.3%	3	3.8%	0	0.0%	5	6.3%	70	87.5%	80
	Total Turnover	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	16	100.0%	16
INSPECTIONS & APPEALS	TRANSFER	0	0.0%		0.0%		0.0%		0.0%		0.0%		0.0%	5	100.0%	5
	DEPARTURE	0	0.0%		0.0%		0.0%		0.0%		0.0%	2	13.3%	13	86.7%	15
	TOTAL EMPLOYEES	16	6.2%	5	1.9%	7	2.7%	1	0.4%	3	1.2%	10	3.8%	234	90.0%	260
	Total Turnover	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	2	10.0%	18	90.0%	20
IPERS	TRANSFER	0	#DIV/0!		#DIV/0!		#DIV/0!		#DIV/0!		#DIV/0!		#DIV/0!		#DIV/0!	
	DEPARTURE	0	0.0%		0.0%		0.0%		0.0%		0.0%		0.0%	4	100.0%	4
	TOTAL EMPLOYEES	7	8.1%	3	3.5%	4	4.7%	0	0.0%	0	0.0%	0	0.0%	79	91.9%	86
	Total Turnover	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	4	100.0%	4

DEPT NAME	Data	Total Minority		African American		Asian/PI		Latin American		Native American		Unspecified		White		Grand Total
		No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	No.	
JUDICIAL	TRANSFER	0	0.0%		0.0%		0.0%		0.0%		0.0%		0.0%	9	100.0%	9
	DEPARTURE	0	#DIV/0!		#DIV/0!		#DIV/0!		#DIV/0!		#DIV/0!		#DIV/0!		#DIV/0!	
	TOTAL EMPLOYEES	0	#DIV/0!		#DIV/0!		#DIV/0!		#DIV/0!		#DIV/0!		#DIV/0!		#DIV/0!	
	Total Turnover	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	9	100.0%	9
JUSTICE	TRANSFER	0	0.0%		0.0%		0.0%		0.0%		0.0%		0.0%	6	100.0%	6
	DEPARTURE	1	12.5%		0.0%		0.0%	1	12.5%		0.0%		0.0%	7	87.5%	8
	TOTAL EMPLOYEES	5	2.5%	4	2.0%	0	0.0%	1	0.5%	0	0.0%	3	1.5%	196	96.1%	204
	Total Turnover	1	7.1%	0	0.0%	0	0.0%	1	7.1%	0	0.0%	0	0.0%	13	92.9%	14
JUSTICE-CONSUMER ADVOCATE	TRANSFER	0	#DIV/0!		#DIV/0!		#DIV/0!		#DIV/0!		#DIV/0!		#DIV/0!		#DIV/0!	
	DEPARTURE	0	#DIV/0!		#DIV/0!		#DIV/0!		#DIV/0!		#DIV/0!		#DIV/0!		#DIV/0!	
	TOTAL EMPLOYEES	2	9.1%	1	4.5%	1	4.5%	0	0.0%	0	0.0%	0	0.0%	20	90.9%	22
	Total Turnover	0	#DIV/0!	0	#DIV/0!	0	#DIV/0!	0	#DIV/0!	0	#DIV/0!	0	#DIV/0!	0	#DIV/0!	0
LAW ENFORCEMENT ACADEMY	TRANSFER	0	#DIV/0!		#DIV/0!		#DIV/0!		#DIV/0!		#DIV/0!		#DIV/0!		#DIV/0!	
	DEPARTURE	0	0.0%		0.0%		0.0%		0.0%		0.0%		0.0%	3	100.0%	3
	TOTAL EMPLOYEES	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	27	100.0%	27
	Total Turnover	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	3	100.0%	3
LEGISLATIVE- HOUSE	TRANSFER	0	0.0%		0.0%		0.0%		0.0%		0.0%	1	11.1%	8	88.9%	9
	DEPARTURE	0	#DIV/0!		#DIV/0!		#DIV/0!		#DIV/0!		#DIV/0!		#DIV/0!		#DIV/0!	
	TOTAL EMPLOYEES	0	#DIV/0!		#DIV/0!		#DIV/0!		#DIV/0!		#DIV/0!		#DIV/0!		#DIV/0!	
	Total Turnover	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	1	11.1%	8	88.9%	9
LOTTERY	TRANSFER	0	#DIV/0!		#DIV/0!		#DIV/0!		#DIV/0!		#DIV/0!		#DIV/0!		#DIV/0!	
	DEPARTURE	0	0.0%		0.0%		0.0%		0.0%		0.0%		0.0%	4	100.0%	4
	TOTAL EMPLOYEES	6	5.4%	4	3.6%	0	0.0%	2	1.8%	0	0.0%	0	0.0%	106	94.6%	112
	Total Turnover	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	4	100.0%	4

DEPT NAME	Data	Total Minority		African American		Asian/PI		Latin American		Native American		Unspecified		White		Grand Total
		No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.
MANAGEMENT	TRANSFER	0	#DIV/0!		#DIV/0!		#DIV/0!		#DIV/0!		#DIV/0!		#DIV/0!		#DIV/0!	
	DEPARTURE	0	0.0%		0.0%		0.0%		0.0%		0.0%		0.0%	1	100.0%	1
	TOTAL EMPLOYEES	2	7.1%	1	3.6%	0	0.0%	0	0.0%	1	3.6%	0	0.0%	26	92.9%	28
	Total Turnover	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	1	100.0%	1
NATURAL RESOURCES	TRANSFER	0	0.0%		0.0%		0.0%		0.0%		0.0%		0.0%	9	100.0%	9
	DEPARTURE	1	3.2%		0.0%	1	3.2%		0.0%		0.0%		0.0%	30	96.8%	31
	TOTAL EMPLOYEES	50	5.4%	9	1.0%	23	2.5%	7	0.8%	11	1.2%	1	0.1%	877	94.5%	928
	Total Turnover	1	2.5%	0	0.0%	1	2.5%	0	0.0%	0	0.0%	0	0.0%	39	97.5%	40
PAROLE BOARD	TRANSFER	0	#DIV/0!		#DIV/0!		#DIV/0!		#DIV/0!		#DIV/0!		#DIV/0!		#DIV/0!	
	DEPARTURE	0	0.0%		0.0%		0.0%		0.0%		0.0%		0.0%	1	100.0%	1
	TOTAL EMPLOYEES	3	30.0%	3	30.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	7	70.0%	10
	Total Turnover	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	1	100.0%	1
PERB	TRANSFER	0	#DIV/0!		#DIV/0!		#DIV/0!		#DIV/0!		#DIV/0!		#DIV/0!		#DIV/0!	
	DEPARTURE	0	0.0%		0.0%		0.0%		0.0%		0.0%		0.0%	1	100.0%	1
	TOTAL EMPLOYEES	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	9	100.0%	9
	Total Turnover	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	1	100.0%	1
PUB DEF- EMERGENCY MGMT	TRANSFER	0	#DIV/0!		#DIV/0!		#DIV/0!		#DIV/0!		#DIV/0!		#DIV/0!		#DIV/0!	
	DEPARTURE	1	33.3%		0.0%	1	33.3%		0.0%		0.0%		0.0%	2	66.7%	3
	TOTAL EMPLOYEES	1	1.7%	1	1.7%	0	0.0%	0	0.0%	0	0.0%	6	10.3%	51	87.9%	58
	Total Turnover	1	33.3%	0	0.0%	1	33.3%	0	0.0%	0	0.0%	0	0.0%	2	66.7%	3
PUBLIC DEFENSE	TRANSFER	0	0.0%		0.0%		0.0%		0.0%		0.0%		0.0%	5	100.0%	5
	DEPARTURE	1	4.2%		0.0%	1	4.2%		0.0%		0.0%	1	4.2%	22	91.7%	24
	TOTAL EMPLOYEES	16	5.3%	9	3.0%	3	1.0%	3	1.0%	1	0.3%	9	3.0%	278	91.7%	303
	Total Turnover	1	3.4%	0	0.0%	1	3.4%	0	0.0%	0	0.0%	1	3.4%	27	93.1%	29

DEPT NAME	Data	Total Minority		African American		Asian/PI		Latin American		Native American		Unspecified		White		Grand Total
		No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	No.	
PUBLIC HEALTH	TRANSFER	1	14.3%		0.0%		0.0%		0.0%	1	14.3%		0.0%	6	85.7%	7
	DEPARTURE	1	10.0%		0.0%	1	10.0%		0.0%		0.0%		0.0%	9	90.0%	10
	TOTAL EMPLOYEES	29	7.1%	13	3.2%	7	1.7%	5	1.2%	4	1.0%	2	0.5%	379	92.4%	410
	Total Turnover	2	11.8%	0	0.0%	1	5.9%	0	0.0%	1	5.9%	0	0.0%	15	88.2%	17
PUBLIC SAFETY	TRANSFER	0	0.0%		0.0%		0.0%		0.0%		0.0%		0.0%	2	100.0%	2
	DEPARTURE	3	10.7%	2	7.1%		0.0%	1	3.6%		0.0%		0.0%	25	89.3%	28
	TOTAL EMPLOYEES	30	3.2%	13	1.4%	8	0.8%	9	0.9%	0	0.0%	3	0.3%	915	96.5%	948
	Total Turnover	3	10.0%	2	6.7%	0	0.0%	1	3.3%	0	0.0%	0	0.0%	27	90.0%	30
PUBLIC TELEVISION	TRANSFER	0	#DIV/0!		#DIV/0!		#DIV/0!		#DIV/0!		#DIV/0!		#DIV/0!		#DIV/0!	
	DEPARTURE	0	0.0%		0.0%		0.0%		0.0%		0.0%		0.0%	2	100.0%	2
	TOTAL EMPLOYEES	2	1.7%	0	0.0%	2	1.7%	0	0.0%	0	0.0%	16	13.8%	98	84.5%	116
	Total Turnover	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	2	100.0%	2
REVENUE	TRANSFER	0	0.0%		0.0%		0.0%		0.0%		0.0%	1	25.0%	3	75.0%	4
	DEPARTURE	0	0.0%		0.0%		0.0%		0.0%		0.0%		0.0%	14	100.0%	14
	TOTAL EMPLOYEES	24	6.4%	9	2.4%	7	1.9%	7	1.9%	1	0.3%	4	1.1%	345	92.5%	373
	Total Turnover	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	1	5.6%	17	94.4%	18
SECRETARY OF STATE	TRANSFER	0	#DIV/0!		#DIV/0!		#DIV/0!		#DIV/0!		#DIV/0!		#DIV/0!		#DIV/0!	
	DEPARTURE	0	0.0%		0.0%		0.0%		0.0%		0.0%	2	66.7%	1	33.3%	3
	TOTAL EMPLOYEES	4	10.0%	2	5.0%	0	0.0%	2	5.0%	0	0.0%	3	7.5%	33	82.5%	40
	Total Turnover	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	2	66.7%	1	33.3%	3
TRANSPORTATION	TRANSFER	0	#DIV/0!		#DIV/0!		#DIV/0!		#DIV/0!		#DIV/0!		#DIV/0!		#DIV/0!	
	DEPARTURE	2	2.4%	2	2.4%		0.0%		0.0%		0.0%		0.0%	83	97.6%	85
	TOTAL EMPLOYEES	138	4.4%	46	1.5%	25	0.8%	32	1.0%	35	1.1%	5	0.2%	2969	95.4%	3112
	Total Turnover	2	2.4%	2	2.4%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	83	97.6%	85

DEPT NAME	Data	Total Minority		African American		Asian/PI		Latin American		Native American		Unspecified		White		Grand Total
		No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	No.	
TREASURER	TRANSFER	0	#DIV/0!		#DIV/0!		#DIV/0!		#DIV/0!		#DIV/0!		#DIV/0!		#DIV/0!	
	DEPARTURE	0	0.0%		0.0%		0.0%		0.0%		0.0%	1	33.3%	2	66.7%	3
	TOTAL EMPLOYEES	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	23	100.0%	23
	Total Turnover	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	1	33.3%	2	66.7%	3
VETERANS HOME	TRANSFER	0	#DIV/0!		#DIV/0!		#DIV/0!		#DIV/0!		#DIV/0!		#DIV/0!		#DIV/0!	
	DEPARTURE	2	2.9%	2	2.9%		0.0%		0.0%		0.0%	1	1.4%	67	95.7%	70
	TOTAL EMPLOYEES	29	3.6%	8	1.0%	6	0.8%	12	1.5%	3	0.4%	5	0.6%	765	95.7%	799
	Total Turnover	2	2.9%	2	2.9%	0	0.0%	0	0.0%	0	0.0%	1	1.4%	67	95.7%	70
WORKFORCE DEVELOPMENT	TRANSFER	2	28.6%	1	14.3%		0.0%	1	14.3%		0.0%		0.0%	5	71.4%	7
	DEPARTURE	5	14.7%	2	5.9%		0.0%	2	5.9%	1	2.9%		0.0%	29	85.3%	34
	TOTAL EMPLOYEES	107	14.0%	48	6.3%	18	2.3%	30	3.9%	11	1.4%	0	0.0%	659	86.0%	766
	Total Turnover	7	17.1%	3	7.3%	0	0.0%	3	7.3%	1	2.4%	0	0.0%	34	82.9%	41
Total TRANSFER		11	6.1%	4	2.2%	2	1.1%	2	1.1%	3	1.7%	6	3.3%	163	90.6%	180
Total DEPARTURE		54	5.3%	27	2.7%	9	0.9%	12	1.2%	6	0.6%	52	5.1%	906	89.5%	1012
Grand Total - STATE		1029	5.2%	408	2.1%	232	1.2%	268	1.4%	121	0.6%	308	1.6%	18388	93.2%	19725
Total Turnover		65	5.5%	31	2.6%	11	0.9%	14	1.2%	9	0.8%	58	4.9%	1069	89.7%	1192

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## Appendix N – FY 2005 Recruitment Activities (Provided by DAS-HRE)

During FY 2005, DAS-HRE has participated in or coordinated state attendance and the following recruitment events. All but 2 these events were free.

- 10--Monthly IWD Job Club Presentations
- 1--Regents Job Fair--shared fee
  - Attended by DAS-HRE
  - Revenue
  - Public Safety
  - Corrections
- 1--Workforce Development 2005 Job Expo
  - DAS-HRE
  - Revenue
  - Woodward Resource Center
  - Human Services
  - Corrections--Newton
- 1--Simpson College
- 2--CitiGroup (Sears Citicorp)
- 2--Latinos Unidos (Oct 2004 and April 2005)
- 1--American Institute of Business
- 1--ACS--attended by David Meeks, DHS
- 1--Polk Co Family Enrichment Center
- 1--Vatterott College
- 1--Atlanta Georgia with Governor Vilsack and IA business

Total=22

### Recruitment List Job Postings Multicultural Organization (Provided by DAS-HRE)

Distribution List Name:  
Job Postings Multicultural Orgs.

Members:

Alba Perez (aperez@desmoinesmetro.com) aperez@desmoinesmetro.com  
ALIANZA mail@alianza-lba.org  
Alliance of Black Telecommunications Professionals rochelle.long@qwest.com  
Alpha Kappa Alpha Sorority, Inc. Marymadd12@aol.com  
Black Culture Center, Drake University melissa.sturm-smith@drake.edu  
Catholic Hispanic Ministries kcameron@dmdiocese.org

Chen, Cyndi [DVRS] Cyndi.Chen@iowa.gov  
 Chinese Association of Iowa iowachinese@yahoo.com  
 Coalition of Black Students, Drake U jls038@drake.edu  
 Commission, Waterloo Human Rights thad.graham@waterloo-ia.org  
 Commission, Ames Human Relations slundt@city.ames.ia.us  
 Commission, Bettendorf Human Rights dploehn@bettendorf.org  
 Commission, Cedar Falls Human Rights Balvanzb@ci.cedar-falls.ia.us  
 Commission, Davenport Civil Rights rjh@ci.davenport.ia.us  
 Commission, Des Moines Human Rights actionctr@dmgov.org  
 Commission, Dubuque Human Rights humanrgt@cityofdubuque.org  
 Commission, Fort Madison Human Rights annclark@interl.net  
 Commission, Marshalltown Human Rights klback@mtown.k12.ia.us  
 Commission, West Des Moines Human Rights sue.paterson-nielsen@wdm-ia.com  
 Creative Visions Human Development Institute akoabdul@aol.com  
 Delta Sigma Theta Sorority, Inc. vpg2525@aol.com  
 DsM Latino Service Providers Coalition dtromenjauser@dmdiocese.org  
 Filipino-American Association of Iowa filamiowa@lycos.com  
 Funchess, Abraham [DHR] Abraham.Funchess@iowa.gov  
 Hindu Temple and Cultural Center of Iowa sahai@mchsi.com  
 IA Asian Alliance--Kim Poam Logan info@iowaasianalliance.com  
 IA Comm on the Status of African Am. dhr.icsaa@dhr.state.ia.us  
 IA Council for International Understanding info@iciu.org  
 IA Div of Latino Affairs rosanny.brugger@iowa.gov  
 India Cultural Association of Central Iowa icaiaowa@hotmail.com  
 Indo-America Association of Central Iowa raj3m@aol.com  
 Islamic Center of Des Moines dremali@gmail.com  
 Japan Am. Society of IA jandwet@dlox.com  
 Japan America Society of Iowa pafortune@midamerican.com  
 Japanese Conversation Group rmurphyia@earthlink.net  
 Johnson, Wayne [DHS] WJOHNSO@dhs.state.ia.us  
 La Fuerza Latina js0037@Drake.edu  
 Latinas Unidas of Iowa iowalatina@aol.com  
 League of United Latin American Citizens paulaplasencia@aol.com  
 Linda Carter-Lewis LCarter-Lewis@cdsfulfillment.com  
 LUNA sylvia@lunaiowa.org  
 Mu Omicron Foundation ronmells@earthlink.net  
 NAACP--Keith Ratliff RatliffKeithA@JohnDeere.com  
 Peterson, Dawn [ICRC] Dawn.Peterson@iowa.gov  
 Society of Tai Dam American Friendship houangsavanhph@aol.com  
 Society of Thaidam Am. Friendship dinh.vanlo@dmps.k12.ia.us  
 Sudanese American Federation Association sudan@iowalink.com  
 Tai Studies Center taistudiesctr@aol.com  
 Taiwanese Association of Iowa tayuyang@cs.com  
 The Links, Inc. janet.walker@linksinc.org  
 Urban Dreams wford14275@aol.com  
 Urban Dreams--Des Moines uinfo@urbandreams.org  
 Vietnamese American Community Association vinhnguyen@dmps.k12.ia.us  
 WAGES Job Access--C Wheeler whelerc@dmmta.com  
 Wilkie House, Inc. ebarnes@wilkiehouse.org

## Recruitment List Job Postings Colleges (Provided by DAS-HRE)

Distribution List Name:  
Job Postings--Colleges

Members:

Briar Cliff Career Ctr, Phil Hey      hey@briarcliff.edu  
Buena Vista      careerservices@bvu.edu  
Central, T. Epperly      epperlyt@Central.edu  
Clarke      career@clarke.edu  
Coe, J. Dirks      jdirks@coe.edu  
Cornell      career@cornellcollege.edu  
DMU--Judi Brooks      judi.brooks@dmu.edu  
Dordt, Joe Faber      jofaber@dordt.edu  
Drake      joan.hitzel@drake.edu  
Dubuque, Deb Clarke      dclarke@dbq.edu  
Graceland, Carol Rankin      crankin@graceland.edu  
Grandview      careers@gvc.edu  
Grandview, Jim Arthur      jarthur@gvc.edu  
Grinnel HR      hr@grinnell.edu  
Grinnell      koehlers@grinnell.edu  
Hamilton College      lismith@hamiltoncf.com  
IA Wesleyan      joyceh@iwc.edu  
Iowa      careercenter@uiowa.edu  
Iowa U,      chris-wells@uiowa.edu  
Iowa-Internship/Job Listing      sherry-hingtgen@uiowa.edu  
ISU Career Management Services      isucms@iastate.edu  
ISU Liberal Arts & Sciences      lascs@iastate.edu  
ISU, Margaret Hutcheson      mhutches@iastate.edu  
ISU, Patty Hefflefinger      pkheffle@iastate.edu  
Loras      bmartin@loras.edu  
Luther      hansonvi@luther.edu  
Missouri Western      kountz@mwsc.edu  
Northwest Missouri State      career@nwmissouri.edu  
Northwestern, Rachael Kuiken      rkuiken@nwcsiowa.edu  
S.D. State U., Francis Martin      francis\_martin@sdstate.edu  
S.D. State U., Susan Fredrikson      susan\_fredrikson@sdstate.edu  
Simpson      Greubel@storm.simpson.edu  
Southwestern Community College      butcher@swcc.cc.ia.us  
St. Ambrose, Angela Grafton      GraftonAngelaD@sau.edu  
St. Ambrose, Robert Ristow      ristow@saunix.sau.edu  
Truman State      careers@truman.edu  
UNI, Placement      placement@uni.edu  
Upper Iowa      careers@uiu.edu  
Vatterott, Silas Hanneman      silas.hanneman@vatterott-college.edu  
Viterbo      careers@viterbo.edu  
Wartburg      careers@wartburg.edu  
Wayne State College      jabarrell@wsc.edu

Wm Penn Career Svcs  
Wm Penn, Dee Hudson

careerservices@wmpenn.edu  
[HUDSOND@WMPENN.EDU](mailto:HUDSOND@WMPENN.EDU)

### Attendance at Job/Career Fairs and Expos (Provided by DAS-HRE)

ATTEND?	CAREER EVENTS	DATE	TIME/PLACE	INFORMATION
DAS-HRE Monthly	Iowa Workforce Development Job Club	Monthly	Prescheduled	DAS-HRE attends monthly and encourages departments to join them in presenting information about state vacancies. Joe.ellis@iowa.gov and <a href="http://www.iowaworkforce.org/region11/desmoines.htm">http://www.iowaworkforce.org/region11/desmoines.htm</a>
DAS-HRE Quarterly	Creative Visions--- Human Development Center	Monthly -- Next Job Fair is Thurs. Sept 7, 2006	1343 13th Street Des Moines	Ivette Muhammad, 244-4003 x22 ivettesvision@yahoo.com <a href="http://www.creativisions.org">www.creativisions.org</a> --No Cost
DAS-HRE Revenue ICN	2007 Iowa Career Expo	January 4, 2007	10 - 3 p.m.	Sponsored by CISHRM. Location--Polk County Convention Center.
DAS-HRE	Waterloo Human Rights Commission Job Expo	December 7, 2006	Waterloo	Hawkeye Tech Community College
DAS-HRE	IWD Seasonal Job Fair	October 27. 2006	Des Moines	
DAS-HRE Banking	University of Iowa-- Government, Non-profit and Human Services Fair	Sept. 28, 2006 Interview Day Sept 29	11 a.m. - 4 p.m. Old Brick Community Center Iowa City	<a href="http://www.careers.uiowa.edu">www.careers.uiowa.edu</a> or call Shery at 319-335-3196 or sherry-hingtgen@uiowa.edu Non-profit registration \$50 (For profit \$75)
DAS-HRE	Polk County Family Enrichment Center	September 7, 2006	Des Moines	
DAS	Iowa Correctional Institution for Women Job Fair	May 19, 2006	10:30 a.m. to 5:30 p.m.	Security information must be submitted by April 7, 2006 Contact Kristi Judkins at 515-281-9621 or email at <a href="mailto:kristi.judkins@iwd.iowa.gov">kristi.judkins@iwd.iowa.gov</a>

ATTEND?	CAREER EVENTS	DATE	TIME/PLACE	INFORMATION
DOT	ISU Engineers' Week Career Fair	Sept. 19, 2006	1 - 8 p.m. Hilton Coliseum	If you would like to receive an invitation and registration materials for the 2005 ISU Engineering Career Fair, please contact Engineering Career Services at 515-294-2540. Reg. \$675 (No refunds after August 15th) <a href="https://ecms.eng.iastate.edu/employers">https://ecms.eng.iastate.edu/employers</a>
Auditor	University of Northern Iowa-- Career Fair (Interview Day -- Tuesday, September 19, 2006 Maucker Union, 8:00 a.m.- 4:30 p.m.)	September 18, 2006	UNI-Dome, 2:00 to 6:00 p.m.	Non-profit registration is \$125. Registration information is found at the following website. <a href="http://www.uni.edu/acs/careerservices/events/careerfair/fall.html">http://www.uni.edu/acs/careerservices/events/careerfair/fall.html</a>
DAS-HRE	Greater Des Moines Partnership Multicultural Reception and Mini Job Fair	September 13, 2007	Job Fair 4:30 - 6 p.m. Pioneer Hi-Bred international, Inc. Carver Center, 7000 NW 62nd Ave., Johnston	DAS-HRE will attend the mini Job Fair. If you would like to join DAS-HRE or have particular job information to distribute, please contact Joe Ellis ( <a href="mailto:joe.ellis@iowa.gov">joe.ellis@iowa.gov</a> ). If you wish to attend the reception or register for your own table, register online at <a href="http://www.desmoinesmetro.com/events/">http://www.desmoinesmetro.com/events/</a>
DAS DED	Governors Iowa Alumni Reception	May 4, 2006	Atlanta, Georgia-- Atlantic Station, Hotel 12	
DAS REV	2006 Job Expo (Hosted by partners of the Workforce Center and sponsored by the D.M. Register and Media Com)	May 2, 2006 Reg. by April 18	11 a.m. to 5 p.m. Polk County Convention Complex 501 Grand Ave., Des Moines	Cost: \$175 (Nonprofit) includes booth, table and chairs, a sign and box lunches for two. Contact: <a href="mailto:Tony.Colaro@iwd.iowa.gov">Tony.Colaro@iwd.iowa.gov</a> or 515-281-9701 <a href="mailto:Gloria.Cano@iwd.iowa.gov">Gloria.Cano@iwd.iowa.gov</a> or 515-281-9649 <a href="mailto:Kristi.Judkins@iwd.iowa.gov">Kristi.Judkins@iwd.iowa.gov</a> or 515-281-9621 <a href="mailto:Joe.Ellis@iowa.gov">Joe.Ellis@iowa.gov</a> also has registration info.
DAS	Central Iowa Youth Job Fair <i>DAS-HRE?</i>	April 18, 2006 Reg. by Feb. 22	1:00p.m. - 5:30 p.m. DMACC-- Ankeny Campus	Cost: \$14 Table/chairs, Lunch \$9 extra Susan Mrzena, CIETC (515) 281-9670 <a href="mailto:susan.mrzena@iwd.state.ia.us">susan.mrzena@iwd.state.ia.us</a>

ATTEND?	CAREER EVENTS	DATE	TIME/PLACE	INFORMATION
DAS	DMACC Reentry Program	April 18, 2006	10-12 Building 3 Urban Campus Des Moines	Hiring and application process what to look at. How to handle where they've been the past few years. Contact person is Ms. CJ McCrary at 697-7707
DAS	AIB Career Fest	April 12, 2006 Reg. by March 24	9:50 a. - 11:50 p. 2500 Fleur Drive, Des Moines	No cost. For more information, contact Joan Hitzel hitzelj@aib.edu or 515-246-5383, <a href="http://www.aib.edu/careerServices/jobfaairs.htm">http://www.aib.edu/careerServices/jobfaairs.htm</a>
DAS	Career Outlook Spring Breakfast	April 12, 2006	8:30 a.m. - 9:30 a.m. DMACC Bldg. 7 Lakeview Inn Ankeny IA	Invitation from Business and Technology Students at DMACC. <a href="mailto:tjnorton@dmacc.edu">tjnorton@dmacc.edu</a>
DAS	Vatterott College Job Fair	April 11, 2006 (Tues) 11:00 a.m. to 12:30 p.m. 5:00 p.m. to 6:30 p.m.	6100 Thorton Avenue, Ste 290 Des Moines, IA 50321	Reserve a table. This is a free service to employers and space is limited. Register at <a href="mailto:ameinert@vatterott-college.edu">ameinert@vatterott-college.edu</a> <a href="mailto:Joe.Ellis@iowa.gov">Joe.Ellis@iowa.gov</a> also has registration info .
DAS DHS	Marshalltown CC, KA Valley CC, Buena Vista U. Job Fair <i>Attending: DAS-HRE (JE) &amp; Toledo Juvenile Home (Sherry Anderson)</i>	April 5, 2006 Reg. by March 1	10 - 1 p.m. Babe Harder Gym Marshalltown CC Campus	No cost. For more information, <a href="mailto:sandy.supianoski@iavalley.edu">sandy.supianoski@iavalley.edu</a> 641-752-7106 ext. 344 or registration form avail at DAS-HRE
DAS DOC	Simpson College Career Fair <i>Attending: DAS-HRE (SG) &amp; DOC (Carol VanGorp)</i>	March 30, 2006 Reg. deadline February 15	Cowles Athletic Center 11:00 a.m. - 2:00 p.m.	8' table, 2 lunches included in the reg. fee of Non-profit \$15. <a href="http://www.simpson.edu/ccs/employers/eirform.html">http://www.simpson.edu/ccs/employers/eirform.html</a> or fax to 515-961-1674
DAS	Senior Community Service Employment Program--AARP Foundation--Job Fair	March 28, 2006	9 a.m. to 3 p.m. Park Fair Mall, Des Moines	Open to the public but aimed at jobseekers age \$50 and over.

ATTEND?	CAREER EVENTS	DATE	TIME/PLACE	INFORMATION
Yes	Grandview College Health and Social Services Career Day <i>Attending: DAS- HRE (JE)</i>	March 8, 2006 Reg. deadline March 2	11:00 a.m. to 2:00 p.m. Johnson Wellness Center 1500 Morton Avenue, Des Moines	8 x 10 booth, lunch included, Non-profit \$40 Toni Humpfer, 263-2888 thumpfer@gvc.edu Registration form avail. at DAS-HRE
Yes	Big XII BSA Conference & Career Fair	February 24, 2006	2 - 5:30, ISU-- Hilton Coliseum, Feb., 24 & 25, 2006	<a href="http://www.uccs.iastate.edu/mnet/bigxii/about.html">http://www.uccs.iastate.edu/mnet/bigxii/about.html</a> \$400
Yes	Hamilton College Career Fair <i>DOC and DAS- HRE</i>	February 22, 2006	11 - 1 p.m. and 5 - 6 p.m. 4655-121St. Urbandale Iowa, 50323	Contact Igelhaar@hamiltonia.edu or bjackson@hamiltonia.edu or DAS-HRE for registration information and fax to 515-727-2115
Yes	Veteran's Career Fair <i>Attending: DAS- HRE &amp; ICN</i>	February 18, 2006	9 a.m. - Noon, Joint Forces Headquarters-- Stark Armory, Johnston, Iowa	Tables are free. Register online: <a href="https://secure2.websiteencryption.com/gdmp-events/userdocs/2006VeteransCareerFair/2006VeteransCareerFair.aspx">https://secure2.websiteencryption.com/gdmp-events/userdocs/2006VeteransCareerFair/2006VeteransCareerFair.aspx</a>

## Appendix O – Composition of State’s Workforce Compared to the Iowa Labor Force

### Composition of State’s Workforce Compared to the Iowa Labor Force

<b>Fiscal Year</b>	<b>% Minority State Workforce</b>	<b>Available Iowa Labor Force</b>	<b>% Non-Min State Workforce</b>	<b>Available Iowa Labor Force</b>
2006	5.22%	6.03%	93.22%	93.97%
2005	5.04%	6.03%	95.22%	93.97%
*2004	5.10%	6.00%	94.90%	94.00%
2003	5.20%	3.40%	94.80%	96.60%
2002	5.10%	3.40%	94.90%	96.60%
2001	5.00%	3.40%	95.00%	96.60%
2000	5.00%	3.40%	95.00%	96.60%
1999	4.90%	3.40%	95.10%	96.60%
1998	5.10%	3.40%	94.90%	96.60%
1997	5.40%	3.40%	94.60%	96.60%

Source: Annual State of Iowa Affirmative Action Reports, FY 1997-2006

\* 2000 census for labor force data not available until 2004

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## Appendix P – Review Notes: Closed Requisition Files

**Department:**            **Public Safety**

Position:                5 State Patrol Officer files for 32<sup>nd</sup> Academy

Certification list:     Not included

Underutilized:

Comments:

- Copy of person selected application, pre-employment questionnaire, background investigation, physical self assessment questionnaire, oral board interview notes
- 3 person interview panel
- Did not include others interviewed for the position or ranking

**Department:**            **Public Safety**

Position:                Special Agent

Certification list:     Not included

Underutilized:

Comments

- Copy of application, 2006 application process general information form, DPS Job Choices – 2006 election process form, narrative on why the applicant wants to work for Iowa DPS, resume, transcripts, physical fitness assessment, credit history, emails, physical self-assessment questionnaire, pre employment questionnaire interview notes, and background investigation
- File did not contain interview notes for other candidates interviewed
- 3 person interview panel
- Did not include scoring criteria for interview questions

**Department:**            **Department of Corrections\_Fort Dodge Correctional Facility**

Position:                Registered Nurse

Certification List:     Open Continuous recruitment

Underutilized:         Disabled

Comments:

- Hiring Justification Form
- Eligible list – 22 on list
- 6 scheduled for an interview, did not indicate how they screened to the 6 invited to an interview.
- Interview notes included for person selected, did not include interview notes for those interviewed and not selected.

**Department: Department of Corrections Oakdale**

Position: Correctional Officer  
Certification list: Non Promotional  
Underutilized: Female and Disabled

**Comments:**

- Hiring decision Justification Form
- Eligible list 89 candidates, for 8 vacancies, 26 contacted and 16 interviewed
- Hired 3 from the list – 2 females one male
- Did not include screening criteria for the 89 to the 26 contacted ore interview notes for those not selected.
- Did not include scoring criteria for the interview questions

**Department: Department of Corrections ASP**

Position: Correctional Officer  
Certification List: Intra agency promotion  
Underutilized: Female, Minority, Disabled

**Comments:**

- Eligible list 109, 42 contacted, 34 responded, 27 interviewed
- Results for 10 interviewed
- Interview notes for 4 candidates
- Interview questions had documented scoring criteria
- No screening criteria for 109 applicants or for the 42 contacted

**Department: Department of Corrections**

Position: Food Service Coordinator  
Certification list: Promotion  
Underutilized: Female and Disabled

**Comments:**

- Certification list 13
- 12 interviewed
- 3 panel interview
- Interview questions were weighted 10 points each; however no criteria for the points were listed.

**Department:** Department of Corrections  
**Position:** Executive Officer 1  
**Certification List:** Intra- Promotional Agency Certification list  
**Underutilized:** Female and Disabled

**Comments:**

- Interview questions with scoring criteria (criteria needs a little work to define quality and quantity scoring)
- 2 person interview panel at least one female on panel
- 11 invited to interview, 4 declined interview 7 interviewed
- 1 female hired for position

**Department:** Department of Corrections  
**Position:** Correctional Counselor  
**Certification List:** Intra Promotional Agency  
**Underutilized:** Female and Disabled

**Comments:**

- 7 names were certified, 4 were interviewed including one female
- Did not indicate why the remaining 3 were not invited for an interview
- Candidates were asked to respond to an intake scenario and to make a group presentation.
- (All did well on the intake so the interview panel added the group presentation, nothing in the file to indicate that presentation experience is required for the position)
- Hired white male

**Department:** Department of Corrections Newton Facility  
**Position:** Correctional Officers  
**Certification list:** No Certification list in file  
**Underutilized:**

**Comments:**

- Copy of thank you for interviewing letter
- Scoring sheet for those interviewed.
- Transfer requests
- 8 contacted and no response
- 1 DJSC one Female?
- 1 Scheduled phone interview did not call in
- 189 Interviewed and scored and ranked based on Correctional Officer interview questions. 6 interview panels of 2 interviewers each ZYX served on several panels
- Hired 6 Females, 8 White Males and 1 Minority Male

**Department:** Department of Corrections  
**Position:** Correctional Officer  
**Certification List:** Non promotional Certification lists (2 lists one with 76 names one with 2 names)  
**Underutilized:** Female, Minority and Disabled  
**Comments:**

- 76 names certified
- 7 interviews were conducted for 5 vacancies
- 3 male member interview panel
- Certification listed coded as follows:
  - 2 – 235 declined wants name removed from list
  - 5 – 206/225 hired 4 WM and 1 MF
  - 1 – 290 Not considered a probation employee
  - 2 – 280 Interviewed not hired
  - 1 – 208?
  - 67 – 220 Applicants not interviewed, not contacted or evaluated for this position.
  - Interview questions included and scoring criteria also included.

**Department:** Department of Human Services Glenwood Resource Center  
**Position:** Residential Treatment Worker 2006  
**Certification list:** Non promotional list  
**Underutilized:** Minority and Disabled  
**Comments:**

- 262 names
- Post according to AFSCME contract
- Outline of hiring process in file
- Org Chart
- Job Posting
- Letter inviting applicant to contact agency for an interview sent to all applicants
- Interview list
- All interview docs included
- Interview questions responses and scoring included No scoring criteria included. Also given two written interview questions. Indicated 4 supervisors per interview panel, 2 panels rotate interviewing 9 supervisors in all Interviews all who respond to the letter.
- Indicated hired 22

**Department: Department of Human Services Glenwood Resource Center**

Position: Residential Treatment Worker 2005

Certification list: Not in file

Underutilized:

Comments:

- Same interview questions, scoring and written interview questions as 2006 process.
- No scoring criteria

**Department: Department of Human Services Floyd County**

Position: Typist Advanced

Certification List: All applicants

Underutilized: Disabled

Comments:

- Posted for transfers
- 16 names
- Org chart
- 7 interviewed
- 204 – 2 Declined employ
- 220 – 6 Applicant not interviewed, not contacted – applicant not contacted or evaluated for this position
- 1 hire – female
- Scoring criteria included
- Interview questions included
- All interview docs included
- Thank you letter included
- Typing test administered at Workforce development submitted by some of the applicants.
- 2 person female interview panel

**Department: Department of Transportation**

Position: Information Technician Specialist 4

Certification List: All Applicants

Underutilized: Disabled

Comments:

- 7 applicants
- Thorough recruitment process, 4 person interview panel, interviews conducted for all applicants interested in the position. Questions were job-related and recorded. The Department of Transportation has an Affirmative Action Officer who reviews all hires before an offer is made.

**Department: Department of Transpiration**

Position: Construction Technician

Certification List: Intra agency

Underutilized: Female, Minority and Disabled

## Comments:

- Interview questions were included in the file. However, they did not have an agreed upon correct answers for each question. All candidates were asked the same questions. Received 5 applicants on the list and interviewed all 5
- Hiring justification form did not indicate that XYZ was interviewed however; interview forms were in the file

**Department: Department of Human Services Woodward Resource Center**

Position: Residential Treatment Worker 2005

Certification List: Not in file

Underutilized:

## Comments:

- Screening criteria for interview questions and written interview question.
- Included interview notes, availability forms in order to be considered for an interview
- Hiring Decision Justification
- Non promotion
  - 110 females
  - 28 Minorities
  - 8 Disabled
- Contacted
  - 83 females
  - 24 minorities
  - 7 disabled
- Responded
  - 35 females
  - 7 Minorities
  - 2 disabled
- Interviewed
  - 24 Females
  - 6 Minorities
  - 2 disabled
  - 6 Hired
  - 2 minorities' one female and one male
  - 4 whites 3 females 1 male
- No screening criteria included to explain how they determined who to interview.

**Department:** Department of Human Services  
**Position:** Social Worker 2 Targeted Case Management  
**Certification List:** All applicants  
**Underutilized:** Disabled

**Comments:**

- Contract Transfer posting
- DAS posting
- 5 – 280 Interviewed not hired
- 2 – 204 Declined employ
- 2 – 260 Evaluated did not meet screening requirements.
- 1 – 225 Hired Female
- Interview questions included and a written interview question attached. Documents only for the person hired not for all who were interviewed.

**Department:** Department of Transportation  
**Position:** Mechanic  
**Certification List:** All applicants  
**Underutilized:** Disabled

**Comments:**

- First posted as a transfer per contract language. Then opened to “all applicants”
- A letter to all applicants requesting them to respond to a series of questions that were work related and to submit a list of references.
- They add veteran’s points at the department for those who qualified.
- Answers to questions reviewed and screened by 2 supervisors.
- Those who were screened for an interview were invited to participate in the interview process. 3 person panel – 2 supervisors and one district mechanic.
- File complete

**Department: Department of Transportation Polk**

Position Driver's License Clerk

Certification list: All Applicant (1253)

Underutilized: Disabled

## Comments:

- 269 Applicants
- Interviewed 10
- 201 – Code 260 – Evaluated didn't meet screening requires – applicant evaluated, didn't meet position specific requirements 96 screened for limited or no customer service experience; 105 screened out due to grammar or spelling errors on application. Nothing in file on screening of applications.
- 41 – Code 270 – Evaluated, met screening requirements not interviewed- applicant evaluated, met screening requirements not among most qualified. A note in the file indicated not selected due to unable to contact, distance or out of state
- Narrative report indicated Essential Functions of a Driver's License Clerk:
  - Directly work with customers pertaining to licensing eligibility and issuance
  - Review documents for authenticity and to detect possible fraud.
  - Responsible for accurately collecting licensing fee
  - Adhere to privacy regulations
  - Interview criteria:
    - Customer Service Skills
    - Data entry accuracy-detail oriented
    - Attendance record
    - Ability to work in high/stress/busy atmospheres
    - Multitasking ability
    - Able to make monetary change
    - No scoring criteria included in file for interview questions

**Department: Department of Transportation Waterloo Station**

Position: Driver's License Clerk

Certification list: All Applicant #1388

Underutilized: Disabled

## Comments:

- 131 Names on the certification list, 10 disabled
- Interviewed 13
- Narrative: Essential functions
  - Directly work with customers pertaining to licensing eligibility and issuance
  - Review documents to detect possible fraud
  - Accurately collect licensing fees
  - Adhere to privacy regulations
- Interview Criteria
  - Excellent face-to-face customer service skills and excellent customer service skills working with elderly and non-English speaking people
  - Data entry accuracy/clerical experience-attention to detail
  - Ability to work in high stress/busy atmospheres
  - Multi-tasking ability
- 118 Coded 260 – applicant evaluated, didn't meet screening requirements, not among most qualified. No documentation on the scoring of the applicants listed in the groups below.
- Reasons in narrative:
  - Errors on application 41
  - Customer service experience limited to internal business customers or telephone work or limited customer service experience 17
  - Numerous jobs in a limited time frame 8
  - Very little data entry/computer experience 9
  - IDOP duties very limited or vague 7
  - Previously worked at Waterloo station and would not rehire 2
  - Contacted by telephone and no response 1
- Interview questions included no scoring criteria. Interview file incomplete, some resumes and references included.

**Department:** Department of Workforce Development

Position: Job Insurance Quality Auditor 2

Certification List: Promotion Certification (list not included)

Underutilized:

Comments:

- AFSCME transfer rights posting
- Posted on DAS Website
- XYZ contested his status on the certification list and was added to the list
- Thank you for interviewing letters included for 7 interviewed.
- Offer letter
- Request for Approval to Hire Job Insurance Quality Auditor 2 narrative:
  - Interview panel of two, interviewed 8 applicants and scored 3 higher than the person hired for the position. The reason for hiring the lower score is that she had unemployment compensation experience. Scoring criteria did not provide examples of acceptable answers. The scoring criteria consist of a rating scale from 1 being an unacceptable answer to 5 being an excellent applicant answer.
  - The Interview consisted of 18 questions none of which were about unemployment compensation practices, procedures or regulations. The interviewers did not ask any questions about unemployment compensation benefits experience.