STATE OF IOWA AFFIRMATIVE ACTION/DIVERSITY PLAN AND REPORT

Diversity Plan's Relationship to Affirmative Action

Each department will submit by July 31st an Affirmative Action/Diversity Plan to DAS, who will receive it on behalf of the Diversity Council. This document is to report on your activities and accomplishments for FY 2008, and report on your intended activities for FY 2009.

For the purposes of this document, the term protected classes refers specifically to females, minorities, and persons with disabilities. Protected classes may be subject to numerical goal setting in employment. The term diversity includes the protected classes, but also includes broader differences, such as age, sexual orientation, and religion. These differences are not subject to numerical goal setting in employment, but may be protected by non-discrimination statutes and policies. Please refer to Executive Order Four and the State's EEO/AA Policy for more details.

Diversity Plan Content and Design

(The following AA/Diversity Plan and Report format is required; however additional material may be submitted or referenced.)

I. Hiring and Promotion Practices

You submitted a baseline of your current hiring and promotional practices to DAS in February 2008. DAS will be contacting you to address questions and seek clarification of your submission. You will not need to submit any additional information until these meetings take place over the next several weeks.

AGENCY ACTION: If you have made any changes to your hiring practices during FY 2008 since your February submission, please submit these changes as part of your FY 2008 AA/Diversity plan results. In addition, if you plan any changes in FY 2009 those may also be submitted.

II. Recruitment and Retention Plan

AGENCY ACTION: Please fill in the text boxes in the template to describe any activities or initiatives you took in FY 2008 to address recruitment issues in your agency and your plans for FY 2009.

Recruitment and Retention Plan Intent

Recruitment and Retention of a skilled, productive, and motivated workforce is critical to establishing and maintaining a culture of excellence. Department plans will reflect specific departmental skill and workforce makeup needs to reveal opportunities for attention and improvement. These plans are intended to document your efforts in creating a culture of excellence.

Recruitment Plan

The purpose of the department's recruitment plan will be to position state government at all levels for success in finding, acquiring, retaining and promoting quality talent.

The primary components of the recruitment portion of the template include:

- Organizational Strategies
- Analysis of Factors Affecting Recruitment
- Sourcing Activities and Tools
- Other Recruitment Management Methods
- Milestones and Time Tables

Organizational Strategy

Improving diversity will help us advance our long term strategic objectives and business goals in the following manner:

By creating a culture of excellence for all employees, ODCP better serves its program stakeholders and the citizens of Iowa.

The overall organizational strategy for recruitment in my department for FY 2008 and changes for 2009 will include the following:

FY 2008 Maintain a culturally diverse workforce.

FY 2009 Promote cultural diversity through leadership, training and action.

Describe how managerial staff is assigned or otherwise allocated to the recruitment function. Please list what levels of management are involved in the recruitment function:

FY 2008 ODCP is a small agency, and the associate director--in consultation with DAS/HRE--is primarily responsible for all phases of recruitment.

FY 2009 (same as above)

The name and contact information of a primary recruitment contact for usage by DAS is:

Dale Woolery, Associate Director, Governor's Office of Drug Control Policy, 401 SW 7th Street, Suite N, Des Moines, Iowa 50309. Phone: 515-281-3788. Fax: 515-242-6390. E-Mail: dale.woolery@iowa.gov.

Analysis of Factors Affecting Recruitment

Based on known or projected staffing needs for FY 2009, please provide an estimate of the number of vacancies you plan to fill in FY 2009. (Note: this is for general information only and not intended to replace the affirmative action analysis and goal setting for FY 2009):

ODCP anticipates filling no vacant positions in FY 2009. We are a small agency (8 FTEs), and no new positions are planned. Aside from the director's position--which is appointed by the Governor--ODCP has hired only one new employee in the last 8+ years and, due to reorganization and cuts in federal funding, has experienced attrition in the number of positions since 1998.

Of the total number of positions to be filled, the following job classes have been identified as difficult to fill based on previous experience:

NA.

Of the total number of positions to be filled, the following job classes have been identified as high turnover:

NA.

Of the difficult to fill and high turnover job classes, list recruitment barriers experienced by job class:

NA.

Of the difficult to fill and high turnover job classes, those which are typically underutilized for protected classes (females, minorities, or persons with disabilities) are:

NA.

List the barriers that have been identified in recruitment of the protected classes:

Attracting large numbers of applicants from some classes with skills needed for positions that may become vacated.

The following methods and activities are planned to deal with recruitment barriers in FY 2009:

Publicize positions--as they become available--via DAS/HRE (e.g., website), ODCP website, appropriate professional organizations, and other targeted media outlets as warranted.

Sourcing Activities and Tools

In FY 2008 we attended the following career fairs, networking events, and community events:

NA.

In FY 2009, we plan to attend the following career fairs, networking events, and community events:

TBD, depending on recruitment needs.

Besides the DAS BrassRing applicant tracking system, we use (or plan to use in FY 2009) the following sourcing tools:

Tool	FY 2008	Budget Est.	FY 2009	Budget Est.
Internet Job Postings	Yes	NC	Yes	NC
Resume Search Products				
Standard News Print			TBD	TBD
Specialty Trade Journals	Yes	NC	Yes	NC
Radio				
TV				
Open House				
Search Firms				
Temporary Staffing	Yes	$8,804.27	Yes	$5,000 (est.)

Other (please list):

Notices via professional organizations via e-mails, websites, newsletters, bulletins, etc.

Identify which of these sourcing tools; either individually or in combination, are most effective in your experience:

Website postings and professional organization notices.

Other Recruitment Management Methods

In FY 2008, we recruited passive candidates in the following manner (passive candidates are those not actively seeking employment):

Applications and resumes submitted were received, placed on file, and a written acknowledgement was sent to the applicant.

Does your agency use interns? If so, please describe your process for recruiting, such as posting to your website or DAS, hiring as temporary, use of Americorps, etc.:

ODCP periodically uses interns, based on special project needs coinciding with the availability and qualifications of candidates. Recruiting typically involves notices to DAS and/or colleges and universities.

Please indicate whether you utilize temporary employment services to provide potential candidates for permanent hire, and if so the process you follow:

ODCP uses temporary employment services only to address short-term needs, and not to preview candidates for permanent hire.

Describe how you handle, track, or otherwise process unsolicited resumes. Indicate if/how you share these within your agency or with other agencies:

ODCP acknowledges in writing to the applicant receipt of his/her resume, which is placed on file and referred,as appropriate, to other agencies.

Milestones and Timetables

Summarize your FY 2008 recruitment milestones and identify opportunities for improvement:

ODCP identified new funding to fill one vacant position in FY 2008. In consultation with DAS/HRE, recruitment efforts outlined above were employed, and numerous applications were received. At the conclusion of the process, a female was hired. As a result of diversity training, more culturally-sensitive questions will be asked in future interviews of job applicants.

For FY 2009, provide a timetable for those activities you plan to implement:

July 2008-June 2009…Diversity training for all staff members.
September 2008…Workforce planning by ODCP team.
As warranted…Participate in recruitment activities.
(No new hires anticipated in FY 2009 by ODCP, at this time.)

Retention Plan

The purpose of the department's retention plan is to retain and promote diverse and qualified talent.

The primary components of the retention portion of the template include:

- Analysis of Factors Affecting Retention in three areas – FY 2008
  - Turnover
  - Promotions
  - Employee Engagement
- Plans to Improve – FY 2009
- Self assessment

Analysis of Factors Affecting Retention – FY 2008

The following sections are intended to obtain your analysis of the following factors affecting your workforce.

Turnover

From a retention perspective, the following job classes present the greatest challenge:

The Management Analyst job class potentially presents the biggest challenge, because of the relatively high level of skill, experience and investment on the line.

List the issues you have identified that contribute to the turnover in these classes:

Potential factors include funding limitations, relatively small opportunity for growth (due to small size of agency) and/or topping out in a pay grade.

Check the methods you use to identify turnover factors (check all that apply):

☒ Exit interviews

Describe how these are conducted:

Face-to-face, immediately prior to employee departure.

☐ Workforce surveys (employee engagement, satisfaction)

Describe how these are conducted:

Text Box

☐ Management team meetings/exercises

Describe how these are conducted:

Text Box

☒ *Other methods (please describe):*

Annual employee performance evaluation give and take (face-to-face meetings with opportunity for written feedback).

Promotions

Identify some of the most critical competencies you perceive to be most lacking in your organization. This may include any particular knowledge, ability, or skill, or personal trait:

Information technology and human resources (we primarily rely on DAS for support in these areas).

Which of these same competencies are most likely to affect a decision in your organization to open a vacancy to the general public rather than as a promotional opportunity:

Neither would be a major factor by themselves.

Identify barriers to promotional opportunities for internal employees, such as lack of education, infrequency of suitable vacancies, geographic location, etc. :

Infrequency of suitable vacancies and/or insufficient qualifications.

Indicate if and how these barriers differ for protected class employees (females, minorities, persons with disabilities):

Same for all.

Employee Engagement

Describe any activities or methods (such as surveys or interviews) your department uses to measure the engagement of your employees with your organization:

Annual employee performance evaluations.
Periodic staff meetings.
One-on-one meetings (as warranted).
Annual agency planning meeting.
Post-training debriefings.

Identify what topics you address:

☒ *Understanding of the organization's vision and mission*
☒ *Managerial approachability and style*
☒ *Job satisfaction*
☒ *Cultural inclusion*
☒ *Flow of and access to information*
☒ *Career progression awareness*
☒ *Work/life balance*
☒ *Other* – Matching employee skills with agency needs to maximize performance.

Employees would rate the department's effectiveness in communicating the support, programs and promotional opportunities available to them as:

☒ *Good* ☐ *Needing Improvement* ☐ *Unknown*

Describe the employee communication methods used to make employees aware of the support, programs, and promotional opportunities available to them:

New employee orientation.
One-on-one meetings.
Annual employee performance evaluations.
Training and professional development opportunities.
DAS/HRE and PDS newletters and bulletins.
E-mail notices.

Describe any changes you plan to make around employee engagement in FY 2009:

NC.

Plans to Improve – FY 2009

Check all programs you will implement in FY 2009 and describe how you see the program improving retention in your workforce for FY2009:

☐ *Orientation and On-boarding:*

Text Box

☒ *Training and educational opportunities to support business needs and employee competencies to enhance promotional potential:*

Multiple training and professional development opportunities will enhance each employee's value to theirself, our agency and the Iowans we serve.

☐ *Workplace accessibility (visual, physical):*

Text Box

☐ *Mentoring:*

Text Box

☒ *Awards and Recognition:*

Performance-based pay increases (as determined by the director), formal awards (e.g., Golden Dome) and informal recognition (e.g., public expressions of appreciation by director or associate director) are among the ways in which ODCP will reward employees, toward the goals of retaining productive employees and improving performance.

III. Diversity Training

AGENCY ACTION: Please provide information about diversity related training provided in FY 2008. This will be used to report FY 2008 training activities for the FY 2008 affirmative action plan year.

ODCP's director participated in diversity training in June 2008.

Provide information about diversity-related training planned for FY 2009 in the text box.

ODCP's associate director participated in diversity training in July 2008, and remaining staff members are expected to participate in diversity training January-June 2009.

Note: Mandatory diversity training will be provided to both management and employees in FY 2009. However, include in your plan and report any other training you are planning or have done.

IV. Workforce Composition and Hiring Opportunities

AGENCY ACTION: The goal setting data to address underutilization of protected class members in underutilized job categories will be sent to you for action separately in late July as mentioned earlier in this document. This data won't be available until after the end of the fiscal year. Therefore you will not need to submit your hiring goals with this document.

We will continue to address numerical underutilization through the normal quantitative affirmative action process as you have done in the past:

- DAS will provide your agency with your department's workforce composition, average turnover, and underutilization by job class.
- Your agency will review this data and establish hiring goals for FY 2009.
- Hiring lists issued by DAS will continue to identify protected class members if the job class is underutilized. How this list is handled should be addressed in your hiring practices and procedures (Item I., above).
- DAS will calculate your year end FY 2008 protected class hiring progress.
- Your hiring progress in FY 2008 and hiring goals for FY 2009 will be incorporated into the AA/Diversity Plan Annual Report to the IGOV and Legislature, due by September 30, 2008.

You also receive periodic hiring opportunity reports that remind you of the vacancies that are currently in process for your department

As a general measure of diversity in state government, a current workforce composition report (April 17, 2008) comparing your department to the executive branch overall is provided. Please use this as needed.

V. Efforts of the Agency to Encourage and Celebrate Diversity

AGENCY ACTION: Please fill in the following text boxes for each question. This will constitute your plan for FY 2009 to encourage and celebrate diversity. Also report any FY 2008 activities.

Describe how the success of your diversity efforts advances your department's long-term strategic objectives and business goals.

ODCP's mission is to…"serve as a leader and a catalyst for improving the health and safety of all Iowans by promoting strategic approaches and collaboration to reduce drug use and related crime."

ODCP's vision is to…"empower Iowa citizens, organizations and policy makers to cultivate safe and drug free communities."

A culturally diverse ODCP workplace will lead to: a better understanding of the issues we address; a more effective program response to carry out our mission and vision; and ultimately better served Iowa citizens.

Describe how your managers and supervisors will be involved in diversity.

Diversity training for all staff members.
Include culturally-sensitive questions in job applicant interviews.
Promote cultural diversity/sensitivity through leadership/example.
Encourage employee involvement in culturally diverse activities (e.g., continue allowing staff members to participate in annual MLK and other celebrations).

Executive Order 4 establishes the goal to be inclusive of employees with differences in age, race, creed, color, sex, sexual orientation, gender identity, national origin, religion, and disability. Describe the methods and activities you plan to initiate in FY 2009 to broaden inclusiveness for all these groups.

Clearly articulate this goal in all ODCP hiring/recruitment communications.