



CHESTER J. CULVER
GOVERNOR

OFFICE OF THE GOVERNOR

PATTY JUDGE
LT. GOVERNOR

October 7, 2009

Ray Walton
Director
Iowa Department of Administrative Services
Hoover State Office Building
Des Moines, IA 50319

Dear Mr. Walton:

I have received from the Diversity Council a list of recommendations with a focus on increasing diversity in the Executive Branch of Iowa state government. After reviewing these recommendations with the chair and co-chair of the Council, as well as with my staff, I wholeheartedly endorse these recommendations as outlined below:

- A. The hiring processes across state government must be standardized for greater efficiency; therefore, the recruitment and selection process must be consistent with the DAS's "Applicant Screening Manual." Please take all appropriate steps to assure that administrative departments and agencies are moving forward effectively with this process.
- B. All executive departments and agencies should strive to have a hiring pool of applicants of diverse backgrounds; i.e., disability, ethnicity, gender and age. Justifications must be made to the DAS Director when a qualified candidate in an underutilized category is not hired.
- C. DAS must ensure that next year's Diversity Plans are specific in identifying methods that departments and agencies will use in expanding, when applicable, the diversity of their respective workforces.
- D. Department Directors' performance evaluations should include a diversity component, which should reflect specific achievements in the areas of diversity recruitment, hiring, training and retention.
- E. DAS is hereby directed to review, evaluate and make necessary changes to the current Affirmative Action Processes within state government, including, but not necessarily limited to, refining the data used in the Affirmative Action Report.
- F. I ask that DAS work with IGOV to establish either a Diversity Inclusion Officer – a person whose job description will be developed by DAS – or to expand the role of the Affirmative Action Officer to include diversity initiatives.
- G. Our office will urge expanded diversity efforts in all three branches of government. In so doing, I shall be communicating with appropriate persons at our Board of Regents, the



Judicial Branch, and the Legislative Branch, inviting them to join in Diversity Council activities as they may deem appropriate for their respective goals and purposes.

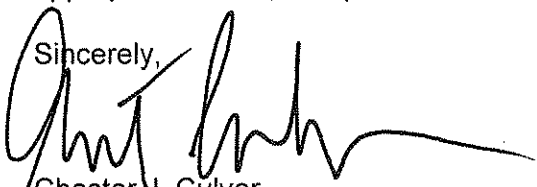
- H. I ask that DAS provide a plan for ongoing training and methods for leadership, recruitment and hiring persons in our administrative departments and agencies to use in integrating diversity into their respective workplaces. More specifically, I direct that DAS:
1. Provide a core of orientation courses for new managers; and
 2. Provide follow-up training/reviews for new managers.
- I. I ask that DAS now establish a training curriculum directed toward improving interview skills for current state employees who are seeking professional development, promotions or new positions within the state government system.
- J. I direct DAS to establish a training curriculum for hiring managers to provide evidence-based instruction as to the best practices that assure sufficient awareness of and respect for cultural differences in applicants for state government jobs and promotions when the managers are conducting interviews.

As you know, recruiting and retaining a diverse workforce while creating a welcoming culture that values the contributions of all employees is important to the Lt. Governor and me. I am pleased that your Department has already made progress in many of these areas.

Nevertheless, much work remains and I expect DAS to develop and implement items that are the responsibility of your Department without delay. Additionally, I expect full cooperation from all Executive Branch departments and agencies.

Please inform my office of any delays or problems you encounter so that we may take appropriate action, if required. I look forward to hearing reports of your continuing progress.

Sincerely,

A handwritten signature in black ink, appearing to read "Chester J. Culver", with a long horizontal flourish extending to the right.

Chester J. Culver
Governor of Iowa