

# STATE OF IOWA AFFIRMATIVE ACTION/DIVERSITY PLAN AND REPORT

## Diversity Plan's Relationship to Affirmative Action

Each department will submit by July 31<sup>st</sup> 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:*

Improving diversity is in our best interests to maintain our employment levels. Our community has a large Hispanic population that needs to be engaged as a source for employment. Improving our diversity is one of the goals in the IVH Strategic Plan.

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

FY 2008 Our focus for recruitment was on the health care professionals and the Resident Treatment Workers utilizing mixed media including internet recruiting.

FY 2009 Our focus will continue to be on the health care professionals and the Resident Treatment Workers. We will continue to use mixed media, career fairs, and contacts with minority groups and leaders in the community.

*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 All of the advertising for vacancies is done by the Personnel Office. The Nursing Department has first and second level Supervisors who attend career fairs. We have met with minority employees to get their ideas and contacts. During this fiscal year 28 Resident Treatment Worker positions were added. Statewide advertising was done to have applicants come to the IVH on a particular day for interviews and selection. Slightly more than 100 applicants came to be interviewed and those offered a position were given a health screen.

FY 2009 One of the goals in the Strategic Plan is to increase diversity in the workforce. A committee was formed last year to address this. In addition to the Supervisors involved in the recruitment function, minority employees will be attending career fairs and other community activities.

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

Dennis L. Mack, Employee Services Director

### **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):*

50

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

Licensed Practical Nurse, Pharmacist, Nurse Practitioner, Registered Nurse

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

Resident Treatment Worker, Licensed Practical Nurse

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

Resident Treatment Worker - must be a certified nurse aide, on the Direct Care Worker Registry, and pass background check, all required by Department of Inspections and Appeals due to our licensure. We believe our job and attendance

expectations are higher than private nursing homes due to the residents we serve. We admit residents with medical and mental disorders in numbers not typically found in a community nursing home. The certified nurse aide training and the Licensed Practical Nurse training is provided by the community colleges and their enrollment has been limited in recent years due to fewer qualified instructors available. In our particular area resides a sizeable Hispanic population but language has been a barrier. Our health care employees must be able to communicate with the residents in English.

Pharmacist and Nurse Practitioner - Our primary barrier for these two classes is our salary levels. There is a demand for both these professions nationwide resulting in limited numbers of applicants.

Licensed Practical Nurse - This training is received through the community colleges and many have had to limit their enrollment due to fewer qualified instructors available. The University of Iowa recently reduced future admissions to their College of Nursing because of the lack of qualified instructors. Further, many of those admitted complete their LPN training and continue on with their training to become a registered nurse.

Registered Nurse - There is a national Nursing shortage and because of that employers must offer competitive wages and benefits. While our benefits are competitive our wages are less competitive. Additionally, the private sector has offered sign-on bonuses and payment of school loans.

*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:*

Pharmacist, Nurse Practitioner, Registered Nurse

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

We are underutilized by 1 minority in the Professional Group which includes the two classes listed above. As I stated above salary levels and the demand for these professions nationwide limits the number of available applicants. We recently advertised nationally through internet sites for both classes and received no applicants for the Nurse Practitioner and two for the Pharmacist.

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

The identified classes are being reviewed by DAS-HRE and AFSCME for paygrade assignment. If the paygrades are increased this will assist with the salary barrier. There is little we can do with the shortage of applicants in these classes as that is something that can only be addressed by the community colleges and universities. Their enrollments are limited due to the shortage of qualified instructors.

## **Sourcing Activities and Tools**

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

Attended Grand View College, Marshalltown Community College, and Marshalltown High School career fairs. Presented as faculty at Governor's Conference on Aging. Established a clinical instruction alliance with Marshalltown Community College. Presented at the Young Mother's Group at the community YMCA/YWCA. Participated in a round table discussion on the shortage of health care professionals with U.S. Representative Tom Latham. Hosted a monthly group of ESL students from Iowa Valley Community College District to explain job opportunities and the importance of learning English.

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

Will be attending the same career fairs and will add Blackhawk Community College and the University of Iowa School of Nursing. Will attend Iowa Nurses Association Annual Convention. Will also approach area high schools to talk about careers in long term care. Through our minority employees will be exploring their sources. Will be working with ESL programs at the high school and the community college.

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

<b>Tool</b>	<b>FY 2008</b>	<b>Budget Est.</b>	<b>FY 2009</b>	<b>Budget Est.</b>
<b>Internet Job Postings</b>	Job Dig	3951	Job Dig	4000
	Career Builder	815	Career Builder	900
	NationJob	8200	NationJob	4100
	Monster	500	Monster	500
	Pharmacy Choice	5990	Pharmacy Choice	4000
	Valley Force	250	Valley Force	
<b>Resume Search Products</b>	Text Box	Text Box	Text Box	Text Box
<b>Standard News Print</b>	Des Moines Register	930	Marshalltown Times Republican	4000
	Marshalltown Times Republican	5919		
<b>Specialty Trade Journals</b>	Iowa Nurses Association	9135	Iowa Nurses Association	9000
	Veterans View	1995	Veterans View	1995
	National Minority Update	3176	National Minority Update	3000
	EOE & E Journal	1600	EOE & E Journal	1200

<b>Radio</b>	KGRN	1620		Text Box
<b>TV</b>	Text Box	Text Box	Text Box	Text Box
<b>Open House</b>	Text Box	Text Box	Text Box	Text Box
<b>Search Firms</b>	Text Box	Text Box	Text Box	Text Box
<b>Temporary Staffing</b>	Medical Staffing Pharmserv Solutions	19349 134384	USA Staffing Pharmserv Solutions	28000 40000

*Other (please list):*

Text Box

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

All of the internet sites have become the most effective followed by the Iowa Nurses Association Journal.

## **Other Recruitment Management Methods**

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

This is a by-product of providing practicums and being a clinical training site.

*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.:*

We primarily use student practicums and we are a clinical training site for LPN's, RN's, Pharmacists, Physician Assistants, Social Workers, Recreational Therapists, Physical Therapists, Dietitians, and Music Therapists. These are all arranged through the applicable colleges and universities. We have had a Safety Intern from Iowa State University the past three years through the initiative of our Safety Officer, an Iowa State Graduate. All of the practicums and clinical training are unpaid. A temporary position was used for the Safety Interns.

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

When we have used temporary services it was to address a specific short term need and not for recruiting.

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

We receive very few unsolicited resumes. If they are for positions that are continuously open they are submitted to DAS - HRE. If they are for positions which are difficult to fill they are forwarded to the appropriate supervisor even though there are no vacancies. Any others are placed in a hold file.

## **Milestones and Timetables**

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

The one day hiring blitz was a new endeavor. We had 28 new Resident Treatment Worker positions to fill so we advertised statewide for applicants to come to IVH on a specific day for interviewing and hiring. We had just over 100 applicants come with significantly less than 1% minority applicants.

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

In the Fall when schools are back in session we will be making contacts with the High School and the Community College that have programs geared toward Marshalltown's Hispanic population. We will also make contact with the people our minority employees have identified.

## 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:*

Resident Treatment Worker and Licensed Practical Nurse

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

The turnover in the Licensed Practical Nurse class is primarily due to incumbents returning to school to become Registered Nurses. Some of the turnover in the Resident Treatment Worker class is the result of employees not completing their probationary period due to poor attendance and/or the inability to perform the duties of the position satisfactorily. Turnover in this class can also be attributed to the shift they work or the work demands of the job.

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

Exit interviews

*Describe how these are conducted:*

These are conducted formally for all Registered Nurses. Informally done on a case by case basis.

Workforce surveys (employee engagement, satisfaction)

*Describe how these are conducted:*

An employee survey is done annually with each employee. This is done during the monthly inservice training each employee attends in the month of their birthday so there is a near 100% completion. The results are shared at the end of the year.

Management team meetings/exercises

*Describe how these are conducted:*

Supervisors hold monthly staff meetings with their employees to exchange relevant information. Periodic employee forums are held on all three shifts by the Commandant to provide information and for employees to ask questions.

*Other methods (please describe):*

Text Box

## **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:*

Within our largest class, Resident Treatment Worker, promotion within Nursing can only be achieved through additional education. The majority of the positions that we fill require some type of licensure, certification, or specific educational degree. The exception is in our dietary operations. There are limited promotional opportunities within this department because of the small number of classes higher than the Food Service Worker.

*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:*

Do not possess the required education/experience or licensure/certification for the class. Inability to maintain acceptable attendance.

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

As noted above, the lack of education/experience or licensure/certification required for the position.

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

The ability to perform the essential functions of the position may be an additional barrier to persons with disabilities.

## 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:*

Text Box

*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 - Text Box*

*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:*

We use all-staff e-mails, weekly newsletter, department staff meetings and employee forums.

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

With 1000 employees working 3 shifts communication is always an issue. The methods noted above are the most successful we have found. Communication is a priority with the management team and always looking for new methods.

## 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:*

We have a successful formal orientation program for all new employees. Nursing staff have 4 days and all other staff have 2 days. Each new employee also receives, within their department, orientation to the department and their job. One of the goals of our Strategic Plan is to develop an on-boarding program to augment the orientation program. Currently each department has their own process to welcome

new employees and familiarize them to the facility. We believe that a department wide on-boarding program will ensure that all employees receive the same information they need to be an employee and to prevent any employee from dropping through the cracks. We believe that making entry into our workforce a satisfying experience will assist with retention.

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

All of our licensed and certified staff have continuing education requirements that we support through time off to attend and in many cases payment of the training. We maintain a training budget that is available to each department for their employees. This year we allotted \$60,000 for training. We have a grant that pays for Resident Treatment Workers to become a Licensed Practical Nurse and Licensed Practical Nurses to become a Registered Nurse.

☒ *Workplace accessibility (visual, physical):*

Because we are a health care facility with many Residents with physical disabilities our physical plant is ADA compliant. Whenever a problem with accessibility surfaces it is addressed. For example, a wheelchair lift is being installed to ease movement between two buildings connected by an ADA compliant ramp.

☒ *Mentoring:*

Establishing a Mentoring program is also a part of our Strategic Plan. The turnover rate for Resident Treatment Workers and Licensed Practical Nurses, while low for the nursing care industry, needs to be reduced. Many of our employees come from community nursing homes which are a fraction of the size of IVH. They are often overwhelmed by the physical size and the complexity of services provided. Having a mentor will help guide them through the first year and we believe will increase retention.

☒ *Awards and Recognition:*

Each month the Commandant presents a certificate, cupcake and a balloon to employees in their work area for years of service. This form of recognition began four years ago and has been well received by employees. Beginning this year employees with 25, 30, 35, and 40 years of service will get a designated parking spot for a month. Additionally, there is an employee committee called the REAL committee that hosts fundraisers cook-outs, etc. for employee morale.

### 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.

During new employee orientation all employees receive an in-service on preventing discriminatory harassment. Additionally, 14 supervisors attended in-services on diversity/affirmative action issues.

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

New employee orientation will still provide preventing discriminatory harassment. All employees will attend the mandatory diversity training.

**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.*

As stated earlier, our community has a large Hispanic population that has not been tapped for employment primarily because of the language barrier. All of nursing staff and dietary staff must be able to communicate with the residents in English. The community has provided resources so that the language barrier is being lowered. This will provide a valuable source of employees to enter the health care field that is already short of applicants.

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

All are aware of EO 4 and the requirement for a diversity plan. All understand the importance of diversity and will be receiving the required training this fall.

*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.*

To be inclusive the attitudinal environment in the workplace must be accepting of all differences and not be exclusive. Such an environment exists at the Iowa Veterans Home. Caring for a very diverse veteran population is part of our culture. This will represent an ever increasing need in the future for health care facilities. The Iowa Veterans Home, between staff and residents, represents each of the above identified differences. For example, we have two gender identity residents who are provided a safe and caring environment by staff. We cannot broaden something we already have. What we can do is increase the numbers of employees with differences and we have described throughout this plan how we will attempt to accomplish that.