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STATE OF ALASKA  
Department of Administration  
Division of Personnel

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Department of Administration  
Division of Personnel

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STATE OF ALASKA  
Department of Administration  
Division of Personnel

Classification Study

February 1984

STEERING COMMITTEE

- 1) Governor's Office: Henry Lancaster  
(-3500)
- 2) EEO: Barry Best  
(Pat: -3570)
- 3) OMB: Gary Bader  
(-3568)
- 4) Personnel: Frank Raye  
(Sandy: -4430)  
  
Janet Jaron  
(Brett: -4424)

Advisory

- 5) House: Representative Mitch Abood  
(Ann Williams: -4947, -4964)
- 6) Senate: Senator Bill Ray  
(Jackie: -4922, -3717)  
  
Senator Jan Faiks, Alternate  
(Cheryl: 277-9753;  
Jens Zehbe: -4523, Juneau)
- 7) Court System: Karrold Jackson  
(264-0574, Anchorage)

STATE OF ALASKA  
Department of Administration  
Division of Personnel

Classification Study

Role of Steering Committee

- Establish policy and processes for the Classification Study
- Seek, review and incorporate the ideas of others
- Select a consultant
- Serve as spokesperson to organization represented
- Communicate Study process and goals
- Review Study results
- Comment on final proposal

October 1983

STATE OF ALASKA  
Department of Administration  
Division of Personnel

HISTORY OF THE CLASSIFICATION AND PAY SYSTEM

1960-  
1961

-State Personnel Act leads to Alaska Statute 39, Chapter 25.  
-Federal classifiers submit a class and pay plan for 2500 State positions. LAST IMPLEMENTED PLAN.

1961-  
1965

-Changes, additions to class and pay plan. Class Specifications incomplete or missing.

1965-  
1966

-Griffenhagen-Kroeger Study of 4300 State positions. Study results not implemented.

1966

-First salary and benefits survey completed.

1968

-First integrated salary schedule recommended and adopted by the Legislature.

1970

-The second salary and benefits survey recommends geographic pay differentials by election district and is adopted in the 1971 Legislative session.

1972

-First statewide housing and food cost survey.  
-The Public Employment Relations Act (AS 23.40.070) was passed which authorizes collective bargaining.

1975

-Delegated authority to departments for Classification Reviews begins.

1980

-Delegated authority expanded.

1981-1982

-Texas A & M Study. Not completed.

1983

-Classification study funded for \$500,000 to study approximately 15,000 positions.  
-39 personnel staff are now classifying positions.

STATE OF ALASKA  
Department of Administration  
Division of Personnel

Classification Overview

CLASSIFICATION: Grouping like things together in related order. Serves as "backbone" to personnel system.

EXAMPLES:

<u>TRANSPORTATION</u>		<u>JOBS</u>	
<u>Land Transport</u>	<u>Ocean Transport</u>	<u>Labor/Trades</u>	<u>Professional</u>
bicycle	rowboat	Laborer	Accountant
motorcycle	motorboat	Electrician's Helper	Senior Accountant
car	ferry	Electrician	Accounting Supervisor
bus	ocean liner	Electrical Supervisor	Accounting Manager
train			

---

CLASSIFICATION USES:

\*\* set pay \*\*

\*\* career counseling \*\*

\*\* performance evaluation \*\*

\*\* evaluate applicants \*\*

\*\* training plans \*\*

\*\* organizational planning \*\*

10/18/83

Classification Overview

WHAT'S WRONG NOW-- OLD SYSTEM

Employee Complaints	Management Complaints	Classifiers' Complaints	Legal Questions
- don't understand how jobs are measured and paid	- don't understand how jobs are measured and paid	- subjective	- can't prove unbiased
- pay is unfair and unequal	- doesn't solve problems	- must compare to several varying things	- can't show compliance with Equal Pay Act
- system is biased	- system is biased	- hard to explain	- lack of written guidelines to support pay practices
- review takes too long	- review takes too long	- review takes too long	- unproven pay methods
- qualifications for job are unreasonable	- cross-training hampered	- Classifiers disagree	
	- hard to change job content	- present system open to twisting	

WHAT SOLVES PROBLEMS-- NEW SYSTEM

- |   |   |
|---|---|
| ** Measure jobs the same way **                 | ** Be able to explain how decisions are made **     |
| ** Measure the same things **                   | ** Classifiers using the system get same results ** |
| ** Simplify the process, have results sooner ** | ** Be able to measure consistency **                |
| ** Make written descriptions clearer **         | ** Automate information **                          |
| ** Be able to show how the system works **      |   |

10/18/83

STATE OF ALASKA  
DEPARTMENT OF ADMINISTRATION  
DIVISION OF PERSONNEL

October 1983

CLASSIFICATION: WHAT COUNTS

These things count in classifying positions:

Authority and responsibility exercised  
Extent of supervisory controls over the work  
Nature and variety of work  
Guidelines available and individual  
judgement required  
Qualification requirements of the work  
Working conditions

These do not:

Personality  
Relative Efficiency  
Length of service  
Volume of work  
Scarcity of new employees  
Unusual diligence or overtime  
Financial need

STATE OF ALASKA  
 Department of Administration  
 Division of Personnel

October 1983

WORKFORCE

<u>Positions</u>	<u>Designation</u>	<u>Class Specifications</u>
13,414 484  700 459 <hr style="width: 50%; margin-left: 0;"/> 15,057	Classified Partially Exempt  Marine Transport Court System   Exempt	1137  38 85 <hr style="width: 50%; margin-left: 0;"/> 1260   —

Revised 11/83

CLASSIFICATION STUDY - TASKS AND TIMELINES

DRAFT

TASK	PERSON/S RESPONSIBLE	Sep 83	Oct 83	Nov 83	Dec 83	Jan 84	Feb 84	Mar 84	Apr 84	May 84	June 84	Jul 84	Aug 84
<u>PHASE #1 PRE-STUDY</u>													
Draft plan components & timeline	Administration, Governor's Office, OMB	X											
Develop tentative program budget	Administration, Governor's Office, OMB		X										
Establish a Steering Committee	Administration, Governor's Office, OMB		X X										
Determine groups of positions for inclusion	Administration		X X X										
Review plan components	Steering Committee		X X										
Establish communication and input mechanisms for Personnel Division, Labor Relations, Personnel Officers, unions, management, executive, legislative and employees	Steering Committee		X X X										
Write and distribute internally information on Alaska's Classification System	Administration		X X X										
Define consultant responsibilities and staff responsibilities	Steering Committee		X X X X										
Draft the RFP and selection criteria	Steering Committee		X X X										
Train staff in the use of factor evaluation systems, presentations and pay issues	Administration		X X X X X	X X						X X X X			
Develop a spec numbering system	Administration		X X X X	X X X X									
Distribute draft RFP for review	Steering Committee			X X									

CLASSIFICATION STUDY - TASKS AND TIMELINES

DRAFT

TASK	PERSON/S RESPONSIBLE	Oct 83	Nov 83	Dec 83	Jan 84	Feb 84	Mar 84	Apr 84	May 84	June 84	Jul 84	Aug 84	Sep 84
Prepare and process Authority to Negotiate	Administration		X										
Review input from expert sources on draft RFP	Steering Committee			X X									
Develop a structure to assure review of each position in system	Administration			X X X X									
Law Department review of RFP	Law			X X X									
Finalize RFP	Steering Committee				X								
RFP out to bid (includes advertising)	Administration				X X X	X X X							
Bidders Conference (if desired)	Steering Committee				X								
Briefings on progress to date	Steering Committee				X X								
Determine classification appeal procedures	Steering Committee					X X							
Determine level of maintenance to existing system during study	Administration					X X							
Evaluation process	Steering Committee						X X X						
Update all organization charts							X X X X	X X X X					
Define data processing needs, including schematic							X X	X X X X	X X				
On-site presentation from finalists	Steering Committee							X X					
Design supporting file and tracking systems								X X X X	X X X X				
Award and negotiation of contract	Steering Committee							X X					
Contract review period	Administration								X X				

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CLASSIFICATION STUDY - TASKS AND TIMELINES

DRAFT

TASK	PERSON/S RESPONSIBLE	Feb 84	Mar 84	Apr 84	May 84	June 84	Jul 84	Aug 84	Sep 84	Oct 84	Nov 84	Dec 84	Jan 85
<b>PHASE II - STUDY</b>													
Make occupational assignments to analyst teams	Administration				X X								
Finalize program budget	Administration				X								
Begin consultant component						X X		/					
Develop or refine specification format	Consultant, Staff					X X							
Consultant briefings						X							
Train personnel and union staff in FES and interviewing	Consultant					X X							
Prepare spec writing manual	Staff					X X	X X						
Demonstrations of FES to management	Consultant					X X	X X						
Train employees to complete position description questionnaires (unions present)	Consultant, Staff					X X	X X X X X						
Provide guidelines for clustering positions						X X X X							
Collect position description questionnaires						X X X	X X X X X X X X X X X						
Training in spec writing	Staff					X X							
Establish control point for one-of-a-kind classes						X X							
Sort to occupational groups	Staff					X X	X X X X X X X X X X X X						
First inter-rater reliability check	Staff								X X X				
Interviews (desk audits)	Consultant, Staff								X X	X X X X X X X X X X X X			

CLASSIFICATION STUDY - TASKS AND TIMELINES

DRAFT

TASK	PERSON/S RESPONSIBLE	Aug 84	Sep 84	Oct 84	Nov 84	Dec 84	Jan 85	Feb 85	Mar 85	Apr 85	May 85	June 85	Jul 85
Employee Committees (ratings)			X X	X X X X	X X X X	X X							
Ratings	Consultant, Staff			X X	X X X X	X X X X	X X						
Draft specs on word processor	Administration				X X X X	X X X X	X X X X	X X X X	X X X X	X X X X			
Prepare new schematic					X X X X	X X X X	X X X X	X X X X	X X X X	X X X X	X X X X	X X X X	
Collect, revise, display ratings					X X X	X X X X	X X X X	X X X X					
Recommend and display series and levels	Staff					X X	X X X X	X X X X	X X				
Management review of specs	Departments								X X X X	X X X X	X X X X		
Management review of rankings, series, levels	Departments								X X X X				
Cost estimate for implementation	Consultant								X X	X X X X			
Union review of specs	Unions									X X X X	X X X X	X X	
Display of benchmark ratings for classes	Staff									X X X	X X X X		
Union review of rankings, series, levels	Unions									X X X X			
Prepare final specs	Staff										X X X X	X X X X	X X
Second inter-rater reliability check	Staff											X X	
Track old system to new	Staff											X X X X	X X X X
Statistical analysis of State workforce	Staff												X X X X

CLASSIFICATION STUDY - TASKS AND TIMELINES

DRAFT

TASK	PERSON/S RESPONSIBLE	Sep 84	Oct 84	Nov 84	Dec 84	Jan 85	Feb 85	Mar 85	Apr 85	May 85	Jun 85	Jul 85	Aug 85
<u>PHASE III - PAY PLAN</u>													
Determine survey design		X X X X	X X X X										
Determine survey distribution				X X X X	X X								
Select and describe benchmarks						X X X X	X X X X	X X					
Survey evaluation									X X X X				
Merge class and pay plan											X X X X	X X	
Present material to Governor													X X
<u>PHASE IV - POST STUDY</u>													
Appeals		X X X X	X X X X	X X X X	X X X X	X X X X	X X X X	X X X X					

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Classification Study

Steering Committee

October 19, 1983

AGENDA

- I. Steering Committee
  - A. List of Members
  - B. Role of Members
- II. Classification Overview
- III. Classification Study Timeline
- IV. Discuss Communication networks- who to involve, how and when
- V. Discuss methods for reviewing draft RFP
- VI. Next meeting- last week in November

Classification Study

Outreach List

Unions

Management

Employees

Personnel Officers and Classifiers in Departments

Labor Relations Division

Personnel Board

Communication Tools

Meetings

Open meetings -for observation

-for input

Teleconferencing

Establishing smaller groups to hold meetings

Personnel Council Meetings

Written Information

Mailing lists

Newsletters (Personnel's and/or space in others)

Memos

Media

Radio

Newspaper

DEPARTMENT OF ADMINISTRATION  
Division of Personnel

Classification Study  
Steering Committee Meeting Summary  
10/19/83

Members present: Representative Abood  
Barry Best  
Al Eagle  
Senator Faiks  
Ben Harding  
Janet Jaron  
Senator Ray  
Frank Raye

Goal statement developed:

- That the Study produces a system which provides equity in classification decisions.

Specific concerns identified:

- That communication with Commissioners, unions, department personnel and the press be emphasized.
- That the process be open to observation.
- That the classification system adopted have the flexibility for adjustment to Alaska's needs.
- That we maintain adequate control of the process to assure tailoring to Alaska's requirements.
- That the classification system adopted weighs experience as well as education when evaluating knowledge requirements.
- That we recognize now that there will be costs associated with Study implementation.

Actions planned:

The attached chart shows specific activities to be completed in November. In addition, the Committee determined that:

- A packet of all materials prepared in November will be available at the next meeting.
- The possibility of public hearings at a later date will be considered.
- Future meetings will be held in Anchorage and Fairbanks, as well as Juneau.
- Teleconferencing will be utilized at later meetings.

Classification Study  
10/19/83  
Steering Committee Decisions

TASK	DRAFT BY	FINAL BY	DISTRIBUTE
Request for Proposal	Outline by 10/28/83	First draft 11/28/83	Discuss at 12/8/83 mtg.
Summary of 10/19/83 Meeting	10/28/83	11/4/83	11/4/83
Mailing List	10/31/83	11/4/83	At 12/8/83 mtg.
Written notice of status and plans to unions, commissioners and personnel officers from Commissioner Rudd	10/28/83	11/2/83	11/14/83
Request personnel Officers concerns regarding study in writing, cc: Commissioners from Frank Raye	11/1/83	11/4/83	11/15/83
Letter to Commissioners from Governor asking cooperation during study	11/1/83		11/11/83 estimate
Publish notice that Study in progress - written input sought- in Fairbanks Daily News, Empire, Anchorage Daily News and Anchorage Times	11/1/83	11/4/83	11/11 Juneau 11/18 Anch/Fbks.
Publish notice of 12/8 meeting and agenda in 2 Anchorage papers	11/1/83	mail 11/17/83	publish 12/1/83
Arrange Anchorage meeting, place and time	10/28/83	confirm 11/1/83	notify committee 11/2 & 11/28

10/28/83

INVITATION TO COMMENT

Juneau Empire

**STATE OF ALASKA  
DEPARTMENT OF ADMINISTRATION  
DIVISION OF PERSONNEL  
NOTICE OF STUDY  
AND  
INVITATION TO COMMENT**

The Division of Personnel has been funded for development of a new classification system for state jobs. The goal is to provide a sound job evaluation method and promote consistency and equity in classification. A Steering Committee with executive and legislative representation will conduct a selection process for a consultant and review the products of the forthcoming study. This is a two-year project with components for consultant selection, data collection and evaluation, systemsupport design and appeal hearings.

Any comments on the process and desired results should be received by December 9, 1983, and sent to:

Classification Study Steering Committee  
c/o Chief, Classification and Pay  
Department of Administration  
Division of Personnel  
Pouch C-0201  
Juneau, AK 99811

Publish: Nov. 11

Legal 1100-001

A.O. 02-73662

**MEETING NOTICE**  
**Anchorage Daily News**

<b>Public</b>		<b>Public</b>	
<b>Notices</b>	<b>900</b>	<b>Notices</b>	<b>900</b>

**STATE OF ALASKA**  
**DEPARTMENT OF ADMINISTRATION**  
**DIVISION OF PERSONNEL**  
**MEETING NOTICE**

The Steering Committee for the Classification Study of State positions will meet in Anchorage on December 8th at the Legislative Information Office, 1024 West 6th, first floor conference room, from 1:00 p.m. to 4:00 p.m.

Activity to-date will be reviewed and the draft Request for Proposals discussed. Space will be available for observation of proceedings. Agendas will be available at the meeting.

For additional information, contact the Chief, Classification and Pay, Division of Personnel, Pouch C - 0201, Juneau, AK 99811, or call 465-4424.

Pub: December 1, 1983

AO-02 73672

# MEMORANDUM

# State of Alaska

TO: Commissioner Esther Wunnicke  
Department of Natural Resources

DATE: November 10, 1983

FILE NO:

TELEPHONE NO: 465-2200

FROM: *JLR*  
Commissioner Lisa Rudd  
Department of Administration

SUBJECT: Classification Study

At the direction of the legislature, the Division of Personnel is engaged in the development of a new classification system. In addition to providing a sound evaluation method that promotes consistency and equity in classification, we will look for a system that is capable of responding to comparable worth questions. I have formed a Steering Committee for this project composed of the following:

Representative Mitch Abood  
Barry Best, EEO Director  
Al Eagle, representing OMB  
Ben Harding, Governor's Office  
Janet Jaron, Classification and Pay Section  
Senator Bill Ray, Senator Jan Faiks (alternate)  
Frank Raye, Director of Personnel

One of the first tasks of the Steering Committee is to develop communication links with all groups and individuals who should receive information and/or comment on the project steps and progression. In addition, the Committee will determine policies, evaluate proposals, establish processes and review deliverables.

Your cooperation in this process will be critical to its success. While involvement of your personnel staff is a constant (though not demanding their full time), there will also be stages when employees will be asked for updated information on their job duties, and managers will be asked to review a high volume of class specifications and recommended series designs.

As I mentioned, the Division of Personnel will need assistance from your personnel staff to complete this project. Our preference is to train all people classifying positions, whether in the central division or under delegated authority, at the same time. By active involvement in the rating and classifying of positions, personnel officers can best convey special knowledge regarding department jobs and assist us in tailoring the new system to State needs.

November 10, 1983

A draft timeline for the Classification Study is attached. Phase I includes all preliminary steps leading to contracting for a factor evaluation system. Key dates and tasks in this phase are:

1. Draft Request for Proposal (RFP) in early December
2. Publication of RFP in January
3. Consultants "on board" in June of 1984

During this eight-month period your personnel officer will have an opportunity for input into the process, will be invited to attend any relevant training arranged for Classification and Pay staff, and may be asked to sit on subcommittees with specific assignments in support of the Study. Phase II, the data collection and evaluation period, may require substantial revision to tasks and timelines once the consultant is selected. If projected timelines are accurate, the eight-month period from June of 1984 to February of 1985 will require the most intensive work of classification staff.

To facilitate communication, I am requesting that one employee from each department be designated as the Steering Committee's primary contact. This person should be able to disseminate information through the department's hierarchy, understand personnel issues, and represent departmental views and operating concerns to the Steering Committee. These individuals will be placed on the Committee's mailing list immediately, and a meeting with the Steering Committee will be scheduled at a later date. The name of your designee should be sent to Janet Jaron, Chief of Classification and Pay.

Please advise me or my staff if you wish additional information at any time about the process or content of this Study. I will be contacting you in 1984 with specific requests for support from your staff as tasks and the approach for the review process are better defined. Thank you for the help of your department in this project.

LR/JJ/je  
20/4D1/1103-05/22  
Attachment  
Original to each Commissioner  
and the Attorney General  
cc: Personnel Officers

# STATE OF ALASKA

**BILL SHEFFIELD, GOVERNOR**

## **DEPARTMENT OF ADMINISTRATION**

POUCH C (MS 0200)  
JUNEAU, ALASKA 99811  
PHONE: (907) 465-2200

### **OFFICE OF THE COMMISSIONER**

November 10, 1983

Cherie Shelley, Executive Director  
Alaska Public Employees Association  
Juneau Headquarters  
340 North Franklin Street  
Juneau, AK 99801

Dear Ms. Shelley:

The Division of Personnel budget for the 1984 fiscal year contains \$500,000 for development of a new classification system. In addition to providing a sound evaluation method that promotes consistency and equity in classification, we will look for a system that is capable of responding to comparable worth questions. I have formed a Steering Committee for this project composed of the following:

Representative "Mitch" Abood  
Barry Best, Equal Employment Opportunity Director  
Al Eagle, representing Office of Management and Budget  
Ben Harding, Governor's Office  
Janet Jaron, Classification and Pay Section  
Senator Bill Ray, Senator Jan Faiks (alternate)  
Frank Raye, Director of Personnel

One of the first tasks of the Steering Committee is to develop communication links with all groups and individuals who should receive information and/or comment on the project steps and progression. In addition, the Committee will determine policies, evaluate proposals, establish processes and review deliverables.

A draft timeline for the Classification Study is enclosed. Phase I includes all preliminary steps leading to contracting for a factor evaluation system. Key dates and tasks in this phase are:

- 1) draft Request for Proposal in early December;
- 2) publication of RFP in January;
- 3) on-site, open-to-observation presentations by finalists in April of 1984; and
- 4) consultants "on board" in June of 1984.

Phase II is the data collection and evaluation period. This section may require substantial revision when the contract is negotiated with the selected consultant. However, provisions for training interested union staff in the

November 10, 1983

new system and forwarding draft material to unions for comment will remain components. Phase III provides for collection of pay data which, along with information from the internal evaluations, will result in recommendations to the Governor's Office. Phase IV allows a considerable period of time for hearing any appeals which result from the Study and recommended allocations.

You will be receiving additional information from the Steering Committee in the future. The next meeting of this group will be in Anchorage on December 8 at 1:00 p.m. at the Legislative Information Office, 1024 West 6th, first floor conference room. The intent of this particular meeting is to allow observation rather than hear public testimony.

Please advise me, Labor Relations or Personnel staff if you wish additional information at any time about the process or content of this study.

Sincerely,



Lisa Rudd  
Commissioner

LR/kw  
122D1/1103-10/1  
cc: Steve Hafling  
State Labor Relations Agency

Bruce Ludwig  
Labor Relations Division

Additional actions planned by the Steering Committee include:

- Creation of a mailing list
- Publication of the open meeting in Anchorage papers
- Publication of the Study's existence and invitation to comment in Juneau, Anchorage and Fairbanks papers
- A future Steering Committee meeting in Fairbanks

Thank you for your "front-end" assistance. Please contact Janet or me if you have questions about the Study at any time.

FR/JJ/je

20/4D1/1103-06

cc: Commissioners -

Dick Lyon  
Mark Lewis  
Harold Reynolds, Jr.  
Richard Neve'  
Don Collinsworth  
Robert Smith  
James Robison  
Edward Pagano  
Esther Wunnicke  
Robert Sundberg  
Robert Heath  
Daniel Casey

Attorney General Norman Gorsuch

# MEMORANDUM

# State of Alaska

TO: All Personnel Officers

DATE: November 11, 1983

FILE NO:

FROM:

*Frank Raye*  
Frank Raye

Director  
Division of Personnel  
Department of Administration

TELEPHONE NO: 465-4430

SUBJECT: Classification Study

The Steering Committee for the Classification Study focused on communication networks at the first meeting. The role of departmental personnel staff in the Study will be varied and extensive. At various times it will include staffing committees, training, reviewing drafts, and the rating and allocation of positions. Because of the critical role you have and your experience with the State system, the Steering Committee would like your comments at the beginning of this process. Your responses will be consolidated and considered by the Steering Committee when making decisions.

Replies can address the process, content and/or desired outcomes of the Classification Study. The timeline sent with correspondence from Commissioner Rudd provides the tentative plan. Some of the areas you may want to speak to are:

- What the Study should accomplish
- Specific concerns the Study should address
- Elements that are critical to Study success
- Elements to be avoided
- How often and in what manner you would prefer receiving information
- The kind of information most needed by departments and employees

Please have your written response to Janet Jaron by December 2. This allows time to prepare and present this information at the December 8 meeting of the Steering Committee. This will be an open meeting held in Anchorage at the Legislative Information Office, 1024 West 6th, first floor conference room. The intent of the open meeting at this time is to allow observation rather than hear public testimony.

Additional actions planned by the Steering Committee include:

- Creation of a mailing list
- Publication of the open meeting in Anchorage papers
- Publication of the Study's existence and invitation to comment in Juneau, Anchorage and Fairbanks papers
- A future Steering Committee meeting in Fairbanks

Thank you for your "front-end" assistance. Please contact Janet or me if you have questions about the Study at any time.

FR/JJ/je

20/4D1/1103-06

cc: Commissioners - Dick Lyon  
Mark Lewis  
Harold Reynolds, Jr.  
Richard Neve'  
Don Collinsworth  
Robert Smith  
James Robison  
Edward Pagano  
Esther Wunnicke  
Robert Sundberg  
Robert Heath  
Daniel Casey

Attorney General Norman Gorsuch

Mailing List

Commissioner Dick Lyon  
Department of Commerce and  
Economic Development  
Mail Stop 0800

Larae Jones  
Personnel Officer  
Office of the Governor  
Mail Stop 0101

Commissioners & A.G.

Commissioner Richard A. Neve  
Department of Environmental  
Conservation  
Mail Stop 1800

Mavis Magnuson  
Personnel Officer  
Department of Revenue  
Mail Stop 0400

Commissioner Mark Lewis  
Department of Community  
and Regional Affairs  
Mail Stop 2100

Commissioner Jim Robison  
Department of Labor  
Mail Stop 0700

Tom Farnan  
Personnel Officer  
Department of Administration  
Mail Stop 0208

Commissioner Don Collinsworth  
Department of Fish & Game  
Mail Stop 1100

Commissioner Esther Wunnicke  
Department of Natural  
Resources  
Mail Stop 1000

Kay Schilz  
Personnel Officer  
Department of Education  
Mail Stop 0500

Norman Gorsuch  
Attorney General  
Department of Law  
Mail Stop 0300

Commissioner Daniel A. Casey  
Department of Transportation  
and Public Facilities  
Mail Stop 2500

Lynda McCurry  
Personnel Officer  
Department of Labor  
Mail Stop 0700

Commissioner Robert Sundberg  
Department of Public Safety  
Mail Stop 1200

Maj. Gen. Edward Pagano  
Adjutant General  
Department of Military  
Affairs  
Mail Stop 0900

Marianne Brustad  
Personnel Officer  
Natural Resources  
Mail Stop 1000

Arthur H. Snowden, II  
Administrative Director  
Court System  
Mail Stop 4100

Commissioner Robert Heath  
Department of Revenue  
Mail Stop 0400

Al Hanson  
Personnel Officer  
Department of Environmental  
Conservation  
Mail Stop 1800

Judy Porter  
Personnel Officer  
Department of Law  
Mail Stop 0300

Roger Thayer  
Personnel Officer  
Department of Transportation  
and Public Facilities  
Mail Stop 2500

Commissioner Harold Reynolds,  
Sr.  
Department of Education  
Mail Stop 0500

James Lawson  
Personnel Officer  
Department of Commerce and  
Economic Development  
Mail Stop 0800

Commissioner Robert L. Smith  
Department of Health &  
Social Services  
Mail Stop 0600

Personnel Officers

Carol McQueen  
Personnel Officer  
Department of Fish and Game  
Mail Stop 1100

Personnel Officers - Cont.

Phyllis Schmidt  
Personnel Officer  
Division of Adult Corrections  
Mail Stop 2000

Tom O'Donnell  
Personnel Officer  
Department of Health &  
Social Services  
Mail Stop 0600

Fran Kinney  
Personnel Officer  
Department of Military  
Affairs  
Mail Stop 0900

Chet Cottongim  
Personnel Officer  
Department of Public Safety  
Mail Stop 1200

Debra English  
Personnel Officer  
Department of Community &  
Regional Affairs  
Mail Stop 2100

Mr. Steven Frank  
National Marine Eng.  
Beneficial Assoc.  
2701 First Avenue  
Seattle, WA 98121

Mr. Al J. Baffone, Sr.  
Business Manager  
Public Employees Local #71  
530 East Fourth Avenue  
Anchorage, Ak 99501

Mr. Jerry Johansen,  
Regional Director  
Inlandboatmen's Union  
P.O. Box 6300  
Ketchikan, AK 99901

Capt. David Boyle  
International Organization of  
Masters, Mates & Pilots  
55 Bell Street  
Seattle, WA 98121

Ms. Janet Pusich, President  
Confidential Empl. Assoc.  
P.O. Box 558  
Juneau, AK 99802

Senate Committee on  
Employment Practices

Ms. Myrt Charney  
Executive Director  
Legislative Affairs Ag.  
Room 100, Behrends Building  
Juneau, AK 99811

Honorable Don Bennett  
Alaska State Senator  
P.O. Box 2801  
Fairbanks, AK 99707

Mr. Ken Kareen  
Personnel Officer  
City & Borough of Juneau  
Juneau, AK 99801

Honorable Dick Eliason  
Alaska State Senator  
P.O. Box 143  
Sitka, AK 99835

John Chenowith  
Ombudsman  
Pouch W0  
Juneau, AK 99811

Unions

Ms. Cherie Shelley,  
Executive Director  
APEA  
340 N. Franklin St.  
Juneau, AK 99801

Mr. Ed Harter, President  
PSEA  
P.O. Box 4-2624  
Anchorage, AK 99509

State Personnel Board

Mr. C. R. "Steve" Hafling  
State Labor Relations  
& State Personnel Board  
P. O. Box 6701  
Anchorage, Ak 99502

Honorable Rick Halford  
Alaska State Senator  
Chugiak, AK 99564

John Pugh  
Acting Deputy Commissioner  
Department of Health &  
Social Services  
Mail Stop 0600

Mr. Greg O'Clary  
124 Front Street  
Juneau, AK 99801

Senate Comm. on Empl.  
Practices-Cont.

Fran Rose  
Special Assistant to the  
Commissioner  
Department of Administration

Ms. Cherie Shelley  
(See Unions)

Lynda McCurry  
(See Personnel Officers)

Other State Offices

Administration

Executive Director  
Alaska's Women's  
Commission  
Mail Stop 0101

Commissioner Lisa Rudd  
Department of Administration

Janet Bradley  
Executive Director  
Human Rights Commission  
Mail Stop 0112

Department Representatives

Eleanor Andrews  
Deputy Commissioner  
Department of Administration

Ervin B. Jones  
Director, Administrative Svcs.  
Department of Revenue  
Mail Stop 0400

Director of Labor Relations  
Department of Administration  
Mail Stop \_\_\_\_\_

Richard I. Pegues  
Director, Administrative Svcs.  
Department of Law  
Mail Stop 0305

Caroline Venusti  
Manager, FFO  
Division of Personnel

Joe Betit  
Asst. Commissioner, Admin.  
Dept. of Health & Social Svcs.

Darrell Keith  
Manager, AFO  
Division of Personnel

Bill Publicover  
Director, Administrative Svcs.  
Dept. of Environmental Conservation

Department Reps. Cont.

By Request

Ms. Leta Kave  
c/o Honorable Robert H.  
Rettisworth  
Alaska State Representative  
211 Cushman St.  
Fairbanks, AK 99701

Honorable Niilo Koponen  
Alaska State Representative  
P.O. Box 252  
Fairbanks, AK 99707

Honorable Jim Duncan  
Alaska State Representative  
Mail Stop 3100

Honorable Mike Miller  
Alaska State Representative  
Mail Stop 3100

Honorable Donald E. Clocksin  
Alaska State Representative  
1527 "H" Street  
Anchorage, Ak. 99501

Honorable Vic Fischer *Senator*  
Alaska State ~~Representative~~  
1024 W. 6th, Anchorage, Ak. 99501  
4/401/1114-02/4

REQUEST FOR PROPOSALS  
FOR THE  
CLASSIFICATION PROJECT

State of Alaska  
Department of Administration  
Division of Personnel  
January 1984

CLASSIFICATION STUDY  
Request for Proposals  
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## INTRODUCTION

The State of Alaska Legislature has funded a Classification Study of the State's workforce. The goal is to provide consistency and equity in classification. The new system must be legally defensible by complying with all state and federal regulations regarding employment. It will also be rationally defensible by improving response time for classification review and increasing the ability of personnel staff to explain the evaluation method to employees and others.

The intent of this Study is to replace the existing method of evaluation with factor evaluation and provide a quantitative base for allocating positions. Additionally, the new system must provide for internal comparison across occupational lines.

The State seeks a consulting firm to provide a factor evaluation system and work cooperatively with State personnel staff to develop an integrated classification and pay plan. The tasks and respective roles envisioned are detailed in this document. It is anticipated that proposals will be in the \$250,000 to \$350,000 range, including Task #6. This is a realistic estimate of the funds the State has available for the consultant component of this study.

A Pre-proposal Conference will be held on February 9, 1984 in Room 707, State Office Building, Juneau, Alaska. The intent of this Conference is to identify, prior to proposal submittals, areas or statements in the RFP that would benefit from clarification. Questions submitted in advance will be read and answered first. Oral questions and responses will follow.

A transcript of the Conference will be mailed to each firm who has requested a copy of the Request for Proposals. Written questions to be addressed at the Conference must be received by February 7. Attendance will not be taken at the Conference. No questions will be answered following this Conference.

This RFP is issued by the State of Alaska, Department of Administration, Division of Personnel. The issuing office is the sole point of contact in the State for this RFP. Mail questions for the Pre-Proposal Conference to:

Janet Jaron  
Chief, Classification and Pay  
Department of Administration  
Division of Personnel  
Pouch C-0201  
Juneau, AK 99811

## BACKGROUND

Alaska Statute, Title 39 Section 25.150 charges the Director of Personnel with the preparation, maintenance and revision of a position classification plan for all positions in the classified and partially exempt services. By law, positions are to be grouped into classes based on duties and responsibilities and the plan must include for each class a title, a description of duties and responsibilities, training and experience qualifications, and other necessary position qualifications.

Attachment A highlights some of the historical aspects of the Classification and Pay Plan for the State of Alaska. Studies occurred in 1965 and 1982 but were not implemented. The 1965 Study recommended a pay matrix which was unacceptable because it deviated considerably from the existing matrix. The 1982 Study was not completed when funds were exhausted. No further funding was sought because communication channels for the Study had not been sufficiently open to all elements of the workforce, and the method being developed was occupationally specific. The only integrated classification and pay plan which reviewed all positions and was implemented occurred in 1961. The following explains the system in use, size and nature of the workforce, and additional factors that require consideration.

### A. THE CURRENT SYSTEM

Whole job evaluation is used to determine appropriate classification. While analysts consider elements such as responsibility, knowledge, reporting relationships, complexity and work environment, there are no weights assigned to these components. How each element influences the classification outcome varies from review to review. Complaints are received regularly from employees, management, unions and classifiers that the system is hard to understand, inconsistent, subjective, and non-responsive to new information. There is also the charge that classification reviews take an unreasonable amount of time.

Pay schedules are negotiated with respective unions during collective bargaining. Usually adjustments to the pay schedule occur annually. Several schedules result: the Public Safety unit has 7 ranges and the Labor, Trades and Crafts unit has 12. However, the majority have approximately 25 ranges, each with six progressive steps and additional longevity steps. The ranges and steps vary by a few dollars across schedules for partially exempt, non-represented, and employees in the General Government, Supervisory, and Confidential bargaining units. All units work a 37.5 hour week except the Supervisory unit, which has a 40 hour week. The current schedules appear as Attachment B.

Ranges for partially exempt and non-represented classified jobs are recommended by the Classification and Pay Section. During the contract year, this Section also recommends: 1) ranges for new classes identified and 2) increases and decreases to existing classes when data indicates pay ranges need adjustment.

Common practice is followed in recommending ranges: internal comparisons are considered, and market information adjusted to Alaska's cost-of-living is evaluated. Again, no weight has been determined for these elements, and consistency in pay recommendations is questionable. The potential problems are compounded by the number of new classes added one-at-a-time since the complete review in 1961.

Class specifications have been developed and individually revised over 23 years. While specifications contain similar sections, they are not all uniform in format or content. Additionally, no attempt has been made to validate the Minimum Qualifications section or to analyze the system for consistency in existing Minimum Qualifications.

#### B. THE WORKFORCE

There are 13,414 classified positions in the State. An additional 484 positions are designated as "partially exempt." The latter are not governed by the selection process mandated for classified staff but do have pay rates recommended by the Classification and Pay Section. Of the 1137 class specifications in existence, 45 are specific to partially exempt positions. 700 positions in the Marine Transport system which are essentially without written descriptions will be included in the Classification Study. Lastly, 459 exempt positions in the Court System will be evaluated and described in the Study context. Total filled and vacant positions for evaluation = 15,057.

In the Study group there are approximately 3600 positions in Juneau, 5300 in Anchorage and 1750 in Fairbanks. The balance are distributed across the State. 13,984 positions, or 93% of the study group, are represented by one of seven unions. With few exceptions, all positions in the classified service, including Personnel Analysts and Personnel Officers, are represented by a union. The distribution and unions are:

Positions	Unions
9314	Alaska Public Employees Assn., General Govt. Unit
1126	Alaska Public Employees Assn., Supervisory Unit
434	Public Safety Employees Association
2215	Public Employees Local #71, Labor, Trades & Crafts
195	Confidential Employees Association
560	Inlandboatman's Union
70	Intl. Organization of Masters, Mates and Pilots
70	National Marine Engineers Beneficial Association

Note: The Alaska Public Employees Association has two staff positions designated as Classification Officers.

State Departments and the number of positions per department are: Administration (1050), Law (300), Revenue (325), Education (360), Health and Social Services (1780), Labor (620), Commerce and Economic Development (300), Military Affairs (90), Natural Resources (810), Fish and Game (1040), Public Safety (800), Environmental Conservation (210), Community and Regional Affairs (170), and Transportation and Public Facilities (3270). A new Department of Corrections is recommended and would include 800 employees from the Health and Social Services total. Besides a full complement of clerical, administrative, labor/trades, public safety, scientific and technical positions, the State staffs a ferry system, hospitals, correctional institutions, homes for the aged, libraries, museums, airports and a telecommunications system.

### C. ADDITIONAL FACTORS

#### 1. Decentralization

A central Personnel Division consisting of Classification and Pay, Recruitment and Examining, Certification and Records and Training is located in Juneau. There are Personnel Division offices in Anchorage and Fairbanks that serve applicants and service departments and employees in those areas.

The central Personnel Division has delegated authority to most departments for major personnel functions, including classification. There are presently seven analysts in the Juneau Personnel Office and two in the Anchorage Personnel Office doing some classification work. 31 departmental personnel complete classification reports as their major duty or one of several duties. In full-time equivalents, approximately 19.0 positions are classifying jobs. While all work is submitted to the central personnel office for review, it is impossible because of time restraints and the size of central staff to do more than a cursory review of this work. In addition, a thorough review by central staff defeats the intent of delegation. Because of this structure, a large number of people must receive training in any new system. Also, a quantitative system that allows inter-rater reliability checks is mandatory to assure consistency in allocations.

#### 2. Geography

Alaska is the largest State in the Union in area with 589,757 square miles. Of 460,850 people, population in the three major cities is approximately 200,500 for Anchorage, 59,200 for Fairbanks and 22,000 for Juneau. Attachments C and D show Alaska's relationship in size to other states and a detail of the State. Note that transportation in the Southeast Region, which includes Juneau, is by air and water only south of Haines. Many locations in other regions are not tied into a road system.

#### 3. Working Conditions

In addition to isolation, working conditions in some locations include:

-below freezing temperatures

-18 to 24 hours of darkness in winter months  
-delays in receiving goods and information

## MINIMUM REQUIREMENTS

The State will review only those written proposals of firms which have:

- developed and utilized a factor evaluation system which allows comparisons across occupational lines;
- experience in data collection and the application of factor evaluation systems in public sector environments;
- experience working with government senior management;
- experience training employees in the use and maintenance of the evaluation method.

## SCOPE OF THE WORK

The scope of work defined here is to provide guidance to those firms submitting proposals and is insufficient for the legal purposes of entering into a contract with a management consultant. Full details of any resulting offer will be explained in the contract negotiated.

The final product of this Study will be an integrated classification and pay plan proposal. It will include a complete set of classification specifications, a schematic, recommended pay matrices, training manuals for evaluating jobs and using the system selected, automated support to sustain the system, and an appeal process for employees.

The selected firm will work with Division of Personnel, a Steering Committee and departmental personnel staff in developing recommendations and assisting in the process of gathering and analyzing information.

Task #1. Provide a factor evaluation system to the State for use in the classification and compensation of all occupational groups.

The consultant will:

- (a) Adapt the wording and/or weight of factors to accommodate State needs.
- (b) Train approximately 45 personnel professionals in the use of the rating system.
- (c) Explain the factor evaluation system to department management.
- (d) Recommend a class specification format which reflects the rating system and is consistent with requirements in the Personnel Rules, Attachment E.

Task #2. Recommend and oversee data collection methods during the Study.

The Division of Personnel will identify the study group, address on-going maintenance needs of the existing system, allocate internal staff resources, and coordinate data collection and review.

The Consultant will:

- (a) Provide and adapt as necessary a position description questionnaire.
- (b) Provide and adapt other forms for collecting rating information.

- (c) Train personnel staff in relevant interviewing techniques if audits will be used.
- (d) Train personnel staff in committee techniques or other group or presentation techniques needed for data collection.
- (e) Review a sampling of ratings completed by State staff to assure accuracy; retrain as necessary for consistency.

Task #3. Develop a communication system that will involve employees, management and unions and increase acceptability of final product.

With direction from the Steering Committee, the Consultant will:

- (a) Identify stages of the process and recommend communication methods for each stage and group involved.

Task #4. Recommend methods of automating data collection which facilitate reviews, revisions and comparisons during the Study and system maintenance following the Study.

The Classification and Pay Section has an IBM Personal Computer and a terminal accessing a mainframe. The State's computer system consists of several IBM computers with MVS and VM operating systems linked by a VTAM network. RAMIS, XEDIT, and SAS are available for report generation, statistical analysis and file manipulation. Attachment F provides technical specifications. These resources are not available for Consultant use.

The Consultant will:

- (a) Identify any applicable software developed by the firm for use with the factor evaluation system and assess its applicability to the State of Alaska system.
- (b) Advise the State regarding the best use of the above resources to support this Study and maintain the resulting system, taking into account the decentralized nature of classification reviews in the State.
- (c) Provide documentation to allow automated maintenance of the pay formula following implementation.

Task #5. Project a pay table consistent with existing pay schedules and project implementation costs based on internal analysis. Existing schedules are provided as Attachment B.

The Consultant will:

- (a) Display information by class within occupational groups, recommend pay grades and show costs.
- (b) Recommend options for implementing any anticipated costs.

Task #6. Evaluate and recommend ratings, series and pay based on points for personnel, partially exempt, medical care, and law enforcement, corrections and public safety positions. (See Task #5 for instructions on pay format.)

NOTE: SUBMIT A SEPARATE COST PROPOSAL FOR THIS ITEM. INDICATE A DOLLAR AMOUNT FOR EACH OF THESE FOUR GROUPS AND A TOTAL FOR ALL FOUR.

Attachment G gives a detail of the current classifications for these groups, and indicates location and department. Summarized:

CATEGORY	# OF DEPTS. WITH POSITIONS	# OF TITLES	LARGEST CLASSES	# OF POS.
Law enforcement, Corrections and Public Safety	10	69	Probation Officer I-IV, Youth Counselor I-III, Corrections Officer I-III, State Trooper, Corporal, Sgt., Airport Safety Officer II-V	1471
Partially exempt	all	78	Division Director, Special Asst. to the Commissioner, Deputy Commissioner, Attorney I-V	486
Medical care	5	64	Nurse I-IV, LPN I-II, Public Health Nurse I-V, Psych. Nurse Asst. I-IV, Nursing Aide, Mental Health Clinician I-IV, Resident Aide I-IV	702
Personnel	all	20	Personnel Tech., Personnel Asst., Personnel Officer and Analyst II-V	130

The Division of Personnel will coordinate data collection.

The Consultant will:

- (a) Identify and rate classes of work using the same data collection techniques as State staff reviewing the workforce.

- (b) Draft class specifications using the format as agreed upon in Task #1(d).
- (c) Present recommendations including class and rating displays consistent in format with those prepared by State staff.

## RESPONSIBILITIES

The following shows the tasks, party responsible, and product expected as envisioned at this time. Timeframes will be incorporated into any contract negotiated.

### A. CONSULTANT

<u>Task</u>	<u>Product</u>
Review factors and weights with Steering Committee, incorporate revisions.	Factor evaluation system in final form
Recommend methods of data collection.	Data Collection Method
Present data collection forms, including position description questionnaire, to Steering Committee; revise as necessary.	Data Collection Forms
Recommend a standardized class specification format which reflects the rating system.	Specification Format
Train staff (approximately 45 people) in rating method, interviewing techniques, and completion of forms, including position description questionnaire.	Training Workshops
Train staff in any additional data collection skills needed to support the study.	Training Workshops
Present recommendations for communication networks to Steering Committee.	Communication Plan
Demonstrate system to management.	Presentations
Provide or recommend software for automating rating information by class and position.	Automated System and Documentation
Review sample of ratings from staff; retrain as necessary.	Inter-rater Reliability Report and Methodology
Review, rate, format and draft specifications for personnel, law enforcement, partially exempt and health positions.	Classification Recommendations
Cost out dollars needed to implement points.	Cost estimate & Report
Provide software and documentation for maintenance of classification and compensation components of the new system.	Automated System

<u>Task</u>	<u>Product</u>
Train staff in system maintenance.	Training
Present findings and recommendations for job groups in Task #6, Scope of Work.	Presentations & Report
Format all rating information and salary recommendations.	Report
Other	
Typing and computer services to support consultant work, copies of reports prepared by consultants, and long distance phone calls initiated by the consultant are the responsibility of the firm selected.	
B. STATE	
Develop a specification numbering system.	Schematic
Determine appeal process for employees.	Appeal Procedure
Update organizational charts.	Organizational Information
Assign occupational groups and functional areas to staff.	Assignments
Write instructions for clustering jobs, including one-position classes.	Training Manual
Write instructions for preparing class specifications.	Training Manual
Make presentations to departments, log in position description questionnaires received, follow up for missing information.	Data Collection
Prepare specifications.	Classification Specification Book
Collect, revise, display ratings.	Charts
Recommend series and levels.	Charts & Report
Display benchmark ratings for classes.	Charts
Track old system to new.	Charts & Report
Consider adjustments to system based on market data.	Pay Recommendations
Other	
The State will provide workspace in the Classification and Pay Section for two consultants for the duration of the Study.	

The State will cover duplicating costs for forms to be used and data collected from State sources.

The State will provide easy-to-read, formatted information to consultants for use in the preparation of reports and recommendations.

C. JOINT CONSULTANT AND STATE

Consultant orientation to State system.

Training

Rating jobs consistently.

Ratings & Report

44

## GUIDELINES FOR SUBMITTAL

Eight copies of the proposal narrative and one copy of the cost statement should be submitted and contain the indicated information in the following order. The proposal should be submitted in two separate sections; 1) technical section (eight copies) and 2) cost section (one copy). For this RFP, the proposal must remain valid for at least 90 days.

LATE RESPONSES WILL NOT BE CONSIDERED AND WILL BE RETURNED TO SENDERS.

Proposals are to be submitted in double envelopes. Indicate on the outside envelope that a proposal is enclosed. Mailed material should be sent by registered, certified or express mail.

If there is doubt that your proposal or amendments will be received in time, telegraph or other forms of written notice that the proposal is in the mail will reserve the right to have your proposal read when it is received. This written notice must be received on or before 4:30 p.m. on March 14, 1984.

It is suggested that proposals be mailed at least five (5) days prior to March 14, 1984 due to possible postal delays.

### The submittal shall consist of:

- A. A statement indicating that there are no conflicts of interest for the consultant in proposing or executing this Study or an explanation of potential conflicts.
- B. The consultant's statement of the problem and desired outcome.
- C. A one-page summary addressing the Minimum Requirements.
- D. Scope of Work:

A discussion of how the proposer would prepare for and conduct the tasks and a description or discussion of each task.

- Bidders should describe the job evaluation methodology to be used, why it is appropriate for this application, how it was validated, and the level of reliability which has been achieved or can be expected.
- Indicate if the system has been modified for previous applications and, if so, how.

- E. Consultant Staff Assignments.

The commitment of each individual's time through the completion of the project indicated as follows:

Task	Individual		
	X	Y	Z
1a.	%	%	%
b.	%	%	%
c.	%	%	%
d.	%	%	%
2a.	%	%	%
Etc.			

Indicate on the table who would be the project manager. Attach resumes for each individual identified.

Indicate how turnover in assigned staff would be addressed.

Indicate how much time would be spent on-site in Alaska.

Indicate what percentage of job audits are assumed in the proposal.

#### F. Cost Proposal.

Submit two fee schedules, one including and one excluding Task #6.

Prepare the proposal in four parts:

1. A narrative
2. A summary cover sheet
3. A line-item detail
4. A work plan

The cost proposal must be supplied with the technical proposal by the deadline set for submittals. NOTE: The cost proposal and the technical proposal must be packaged separately with the cost proposal clearly marked.

In order to receive full consideration, this section must be complete. The prices and information provided will form the basis of payment under any resulting contract.

#### Narrative

This section should be brief and should reflect:

- An official offer to undertake the project at the quoted price
- A commitment to perform all financial responsibilities relevant to the performance of the proposed contract
- the length of time the offer is valid (90 day minimum)
- a statement that the price has been determined independently without discussions or information exchange with other competing interested parties

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-the approval and title of an authorized signer for the organization.

Summary Cover Sheet

Show costs by categories from the line-item detail and total price quote.

Line-item Detail

List:

- Personnel costs for professional staff by individual by hour including benefits
- Personnel costs for other support staff by hour including benefits
- Travel costs with detail of destinations, number of trips and purpose of travel
- Per diem expense by days
- Sub-contract costs, if any
- Duplicating costs
- Computer costs by hour
- Other direct costs itemized
- Overhead and administrative costs detailed and explained

The Work Plan

The State desires to have the project begin in June of 1984 and be completed not later than August 1985.

- Submit a proposed timetable for the performance and schedule for completion of each segment of each task.
- Show each task, the number of weeks and staff hours for each function, the cost and available start date.
- For Task #6, show how many audits are assumed in the estimate.
- Provide a schedule of reports to be provided and estimated dates for delivery.

If arrangements have been made to subcontract any of the items in the study, indicate the amount of time subcontractors would devote to each work item.

G. References

Attach a list of current projects and projects completed in the last three years in the area of classification/compensation. For completed projects, indicate: 1) the scheduled completion date and actual completion date; and 2) whether or not results were implemented.

Provide the organization's name, address, phone number and name of

that organization's project coordinator for each listing.

H. Other

Also submit:

-Any other material not specifically requested in the RFP that is indicative of the proposer's ability to perform the work under the stated provisions of the RFP.

-Any important tasks associated with the project that have been left out of the scope of work in this RFP.

Mail proposals to:

Janet Jaron  
Chief, Classification and Pay  
Dept. of Administration  
Division of Personnel  
Pouch C-0201  
Juneau, Alaska 99811

## SPECIAL CONDITIONS

The State will not pay any costs involved in the preparation and submittal of proposals or expenses incurred to prepare for or be present for oral presentations during the selection process. A consultant may be disqualified at any time because of unfavorable reference reports. Proposals that exceed the range stated may be eliminated as non-responsive.

### The State reserves the right to:

- Accept or reject any or all proposals received.
- Negotiate with all qualified sources.
- Cancel this RFP in part or in its entirety.
- Request additional written or oral information in support of the proposal or to clarify any aspect of the proposal.
- Inspect the premises of the Consulting firm.
- Retain all copies of proposals or information submitted to support a proposal.
- Make any deletions or additions to the statements in the RFP.
- Terminate this project prior to its completion by the offeror according to the terms outlined in the attached contract form.
- Require the selected proposer to participate in negotiations on the terms and conditions of a contract and to submit revisions, including price revisions that may result from such negotiations.
- Check references.
- Retain all data and working papers generated during the Study.
- Retain all rating forms and class specifications completed by consultants.

### Contracts

- The RFP does not commit the State to award a contract.
- A copy of a typical contract form is included in Attachment H. Any exceptions to the stated contract provisions should be noted in proposals.
- Payments under this contract will be made upon receipt of contractor's billing statement together with acceptable completed work products identified as Consultant Responsibilities (see 5(a)).

The specific incremental payment schedule will be negotiated with the successful bidder. Conditions for payment will be detailed in any contract negotiated.

- State payments will not exceed those specifically agreed to in the written contract.
- The State of Alaska will be strongly committed to the agreed-upon timetable and will consider penalty clauses for late deliveries when negotiating any contract.
- The contents of the proposal of the successful bidder may become contractual obligations, if a contract ensues. Failure of the successful bidder to accept these obligations may result in cancellation of the award.
- A contract resulting from this Request for Proposals for Professional Services must be submitted to the Commissioner of Administration for approval. If approved, it is effective from the date of approval.

#### News Releases

News releases pertaining to this RFP or the service, study or project to which it relates will not be made without prior State approval, and then only in coordination with the Issuing Office.

#### Proprietary Information

The State will attempt to prevent disclosure of information supplied by each proposer to others, provided such information is appropriately identified, arranged in such a way as to permit segregation and is not subject to public record. The State may release a summary of total prices.

## SELECTION PROCESS

There will be a two-stage selection process for responding firms. The Steering Committee will evaluate the written proposals of firms meeting the specified qualifications using the criteria outlined in this narrative.

From this process finalists whose proposals appear to best fit requirements will be identified and requested to make on-site presentations. No more than three persons should participate in presentations. The project manager must be one of the participants and must be present at all contract negotiation sessions. Other participants would be those anticipated for most direct involvement in the Study. The rating criteria for presentations appears under "Selection Criteria."

All firms will be notified as soon as possible following the evaluation of written submittals.

The State reserves the right to ask for references and contact such references about the consultant's ability to perform the work.

The anticipated timetable for the selection process is:

1/13/84	RFP available
2/7/84	Deadline for receiving written questions from Consultants
2/9/84	Pre-proposal Conference
3/14/84	Deadline for responding to RFP
4/10/84	Identification of finalists
4/23/84 - 4/30/84	On-site presentations
5/1/84 - 5/21/84	Award and negotiation of contract
5/21/84 - 6/6/84	Contract review period
6/11/84	Commencement of consultant work

## SELECTION CRITERIA

Consultants meeting the Minimum Requirements will be evaluated as follows:

### Written Proposal

Adequacy of scope of work	20.0%
Qualifications and experience of firm and individual consultants in development in classification/compensation plans with features outlined on the RFP for organizations similar to the State of Alaska	12.5%
Costs for services proposed	12.5%
Schedule and availability of consultants	5.0%
Total for Written Proposal	50.0%

Interview 30.0%

References 20.0%

Classification Study

Steering Committee

December 8, 1983

AGENDA

- I. Activity since 10/19/83 Meeting
  - A. Advertising
  - B. Communication Network
  - C. Input
- II. Budget Reappropriation
- III. Request for Proposals
  - A. Highlights
  - B. Pre-proposal Conference -  
revision to timeline
  - C. Comments
- IV. Next Meeting Date (Week of 1/30 - 2/3?)

TASK	PERSON/S RESPONSIBLE	Dec, 83	Jan. 84	Feb. 84	Mar.84	Apr.84	May 84	June 84
Establish log of phone calls related to RFP process		X						
Prepare cost estimate for professional services			X					
Review input on RFP		X X X						
Process Authority to Negotiate			X					
Request Professional Services Contractors Register				X				
Final draft of RFP			X					
Law Dept. review of RFP			X					
Notice Letter to Contractors Register & inquiry letters				X				
Advertise availability of RFP				X				
Pre-proposal Conference					X			
Consider amendments to RFP - distribute any changes					X			
Mail transcript of Conference to Consultants who returned Information sheets.					X			
Receive Proposals						X		
<u>Evaluate Proposals</u>								
-Screen for non-responsive proposals						X		
-Evaluate written proposals						X		
-Summarize evaluations						X		
-Status letter to respondents						X		
-Oral presentations							X	
-Notice of Award to respondents								X

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CLASSIFICATION STUDY - TASKS AND TIMELINES  
Request for Proposals and Selection Process

TASK	PERSON/S RESPONSIBLE	Dec. 83	Jan. 84	Feb. 84	Mar 84	Apr.84	May 84	June 84
Contract negotiation							X X X	
Finalize contract							X X X	
Consultants begin								X X X


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STATE  
of ALASKA**MEMORANDUM**TO:  Classification Study  
Steering Committee

DATE: 12/22/83

FILE NO:

TELEPHONE NO: 465-4424

FROM: Janet Jaron   
Division of Personnel  
Department of Administration

SUBJECT: Attached and next meeting

- The two pages accompanying this note summarize our second meeting. Please call any errors or omissions to my attention.
  
- The Assembly Chambers of the Municipal Building is reserved for our use on February 4th from 10:00 a.m. to 1:00 p.m. You will receive a second meeting notice a week prior to the 4th.

DEPARTMENT OF ADMINISTRATION  
Division of Personnel

Classification Study  
Steering Committee Meeting Summary  
12/8/83, Anchorage

Members present: Representative Abood  
Barry Best  
Gary Bader  
Senator Faiks  
Ben Harding  
Janet Jaron  
Frank Raye

Information update:

- Gary Bader now represents OMB on the Steering Committee.
- Tasks identified at the 10/19 meeting were completed on time.
- The Request for Proposals was summarized and recommendations for change noted.
- A request will be sent to the Legislature to identify Study funds as continuing.

Actions planned:

The attached chart shows specific activities to be completed in December and January. In addition, the Committee determined that:

- Follow-up for Personnel Officers' comments will continue until successful.
- All unions will be contacted before February 4th and given a summary of activity-to-date.
- Meeting notices will be published in Anchorage, Fairbanks, and Juneau regardless of meeting location.
- All names on the mailing list will receive meeting agendas.
- A Committee meeting will be held 2/4/84 in Juneau. A future meeting will be scheduled in Fairbanks.

Classification Study  
12/8/83  
Steering Committee Decisions

TASK	DRAFT	FINAL	DISTRIBUTE
Summary of 12/8/83 Meeting.		12/23/83	12/27/83
Publish notice of 2/4/84 meeting in 2 Anchorage papers, Fairbanks, and Juneau.	1/13/84	1/17/84	Juneau - 1/27/84 Anchorage/Fairbanks - 1/23/84
Notify Committee of 2/4/84 meeting, place and time.		12/27/83	1/26/84
RFP - second draft.	12/30/83	1/12/84	Available 1/13/84
Draft ad for RFP.	12/30/83	1/4/84	1/13/84
Prepare agenda.		1/25/84	1/27/84 to Mailing List

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# MEMORANDUM

# State of Alaska

TO: Jay Hogan  
Associate Director  
Division of Budget Review  
Office of Management and Budget

DATE: January 23, 1984

FILE NO:

TELEPHONE NO: 465-2277

FROM: Kenneth R. Ryals *KR*  
Director  
Division of Administrative Services  
Department of Administration

SUBJECT: FY 84 Supplementals  
And Lapse Dates

I have reviewed the Department of Administration operations and after implementing several operating efficiencies find that only the following divisions need supplemental '84 funding to operate without serious program impacts. This supplemental request is essentially the same as the request forwarded to Gary Bader on November 10, 1983. The changes are in the Personnel Applicant Tracking System and in Telecommunications Systems' attorney fees. The other item of importance is to procure an extension on the lapse date for the Classification Study (\$500.0; Sec. 30, Chapter 107, SLA 83). This study will continue into FY 85 and the funding lapse date should be extended to June 30, 1985 to reflect this plan.

1. Retirement Systems - 560.1

As we have discussed, supplemental budget requests are necessary for both the TRS State Match and Elected Public Officers Retirement System (EPORS) to meet FY 83 obligations. Funding for the TRS State Match is required by AS 14.25.080. Funding for the EPORS is required by AS 39.37.110.

To fully meet the FY 83 obligations requires a supplemental for the TRS State Match of \$161.5; and a supplemental for the EPORS of \$28.9. These monies are needed to fully meet the actuarially determined benefit costs of each system.

It is estimated at this time that FY 84 obligations would require supplementals of \$267.9 for the TRS State Match and \$101.8 for the EPORS.

2. Public Defender - 78.0

The budgeted office in Anchorage was required to move to new space, due to very cramped space and concerns of neighboring bank which had become an overflow waiting room. The new field office was closer to OSHA space standards.

3. Information Resource Management - 2,250.0

As part of a data center consolidation, there will be costs of getting out of the existing purchase contract on the IBM 3033A computer in Juneau. Even if there were no consolidation, the State would require a larger computer so there would be a need to get out of the existing purchase contract. While this item is a budgetted FY 85 Capital Request, it is advantageous to begin in FY 84 if possible.

4. Pioneer's Homes - 380.1

This program budget was initially submitted to the legislature at less than full funding needed to run the Anchorage Nursing Wing and to fund contractual services. Supplemental funding is necessary to prevent relocation of residents to other Homes, Senior Centers, relatives, etc.

5. Personnel - 100.0

To fund repair and maintenance of the Automated Personnel Applicant Tracking System. Contractor is completing DMS version. State will bear the expense for parallel testing and installation of the new system. Funds needed to RSA to CUS for the effort. Funds were inadvertently cut twice during the 1983 Legislative Session. There are no funds budgeted to maintain this system. The system has developed unanticipated problems in December, which will require more funding to expeditiously repair. This system must keep running or Personnel will have to pull staff away from other duties to run a slower manual system. If the manual system is in operation, the hiring processes will slow down, applicant waiting time will increase and public services may suffer as needed positions remain vacant.

6. Telecommunications Systems - 75.0

An additional 75.0 is necessary for attorney fees covering representation of Alaska in Washington D.C. on Telecommunication matters. Most recently, active protection of Alaska citizens' interests on the nation-wide unbundling of telephone toll tariffs is an example of these activities.

I would be glad to discuss this request and to forward any further documentation as you request it. I look forward to continuing to provide solid public and administrative services to other departments.

KRR/tzt  
19/1D1/1219-04

## Request for Proposals

The State of Alaska, Division of Personnel is starting a classification study of State positions and seeks a consultant to provide a factor evaluation system. The goal is to propose an integrated classification and pay plan with a quantitative base. Several study tasks will be executed by State personnel staff. Consultant responsibilities include:

- Recommendations for data collection procedures.
- Recommendations for internal communication networks.
- Staff training.
- Evaluation of a portion of the work force.
- Recommendations for automation to support data collection, system implementation, and system maintenance.
- Pay recommendations.
- Cost estimates for implementation.

Work begins June of 1984 with final recommendations in August of 1985.

A pre-proposal conference is scheduled for February 9, 1984; therefore, written inquiries must be received by February 7, 1984. Proposals are due by 4:30pm on March 14, 1984. Full details of requirements and submittal guidelines are contained in the Request for Proposals available from: **Janet Jaron, Chief, Classification and Pay, State of Alaska, Department of Administration, Division of Personnel, Pouch C-0201, Juneau, AK 99811, (907) 465-4424.**

## State of Alaska

January 13, 1984

STATE OF ALASKA  
DEPARTMENT OF ADMINISTRATION  
Division of Personnel

The attached advertisement advises the availability of the Request for Proposals. The following lists the newspapers and scheduled dates the advertisement will appear:

Anchorage Daily News	Jan 13, 16, 17
Anchorage Times	Jan 13, 16, 17
Fairbanks Daily News Miner	Jan 13
Juneau Empire	Jan 13
Nome Nugget	Jan 19
Alaska Journal of Commerce	Jan 16
Administrative Journal	Jan 16
North Star Reporter	Jan 15
Wall Street Journal - National	Jan 17, 18
National Business Weekly Wall Street Journal	Jan 20
Seattle P I/Seattle Times	Jan 17

**STATE OF ALASKA  
DEPARTMENT OF  
ADMINISTRATION  
DIVISION OF PERSONNEL  
MEETING NOTICE**

The Steering Committee for the Classification Study of State positions will meet in Juneau on Saturday, February 4th, in the Assembly Chambers of the Municipal Building, 155 South Seward Street, from 10:00 a.m. to 1:00 p.m.

Activity to date will be reviewed and new issues discussed. Space will be available for observation of proceedings. Agendas will be available at the meeting.

For additional information, contact the Chief, Classification and Pay, Division of Personnel, Pouch C-0201, Juneau, AK 99811, or call 465-4424.

Publish: January 27, 1984

A.O. 02-73708

Meeting notice appeared in both Anchorage papers and the Fairbanks paper, in addition to the display ad above from the Juneau Empire.

2/84

Meetings with Unions  
to Explain Classification Study

Alaska Public Employees Association Cherie Shelley, Darlene Livermore, Doryce Eggleston, Deborah Manion	11/83
Confidential Employees Association Janet Pusich	11/83
Labor Trades and Crafts, Local 71 Al Baffone, Don Valesco, Ginny Peterson	2/1/84
Public Safety Employees Association Ed Harter (Anchorage: 276-6464)	
Inlandboatmans Union Jerry Johanson (Ketchikan: 225-6360)	
Masters, Mates and Pilots Captain David Boyle (Seattle: 623-2271)	2/15/84
National Marine Engineers Beneficial Association Karl Landegrebe (Seattle: 682-6322)	2/15/84

## Classification Study

### PERSONNEL OFFICERS' COMMENTS

February, 1984

The following organizes the major categories Personnel Officers addressed. Those recommendations or concerns listed most frequently appear first. In summary, those issues mentioned most are:

- need for good communication
- desire to remove inequities in the existing system
- problems in the clerical classes.

#### Communication

- Provide for frequent and on-going input and involvement for personnel officers.
- Encourage "up-front" and continuing involvement of Governor's Office, Legislature and unions; don't ignore input of any affected/interested group.
- Involve managers, respect departmental concerns, expertise, and input.
- Provide step-by-step progress reports at least once a month.
- Have an open environment and free flow of information; avoid misleading information.
- Use personnel officers as key information disseminators.
- Try to identify and inform employees in advance of the goals, timeframe and effects of this Study.
- Make it clear that the Study will not solve all problems but will improve the quality of decision-making.
- Use memos to send information but call personnel officers if there will be a delay in sending a memo.
- Use Personnel Council meeting to provide information.
  
- Avoid surprises.
- Sell the Study to users.

#### Structuring Classes/Class Series

- Provide clear distinctions between levels in a series, particularly in the clerical group.

- Remove inequities in the clerical classes.
- Identify significant factors common to many jobs and use them to classify positions.
- Look for more generic classes.
- Review the existing flex-staffed classes, eliminate flex for those that are not appropriate for flexing, develop specific criteria for all flex-staffed positions.
- Emphasize responsibility of a position, do not consider volume.
- Straighten out the Administrative Assistant and Administrative Officer series.
- Clearly identify clerical vs. administrative classes.
- Have a clear definition of classes, eliminate the need for "clarification memos."
- Allocate secretaries based on duties.
- Remove restrictions, allow movement through and across related classes.
- Study Labor/Trades and Crafts positions.
- Consider a general Deputy Director class, similar to Director I and II classes.
- Establish clear responsibilities for supervisory jobs.
- Recognize classification differences between Departments and work assignments.
- Consider highly skilled specialists vs. a generalist supervisor.

#### Class Specifications

- Identify key elements of the class.
- Update specifications to reflect any new technology or skill not reflected now.
- Make sure minimum qualifications are minimum and realistic.
- Remove subjective elements in class specifications.
- Use simple duty statements.

### Timing

- Need advanced notice and adequate lead time to complete tasks.

### Pay

- Be able to compare across occupational groups and pay accordingly.
- Address pay inequities caused by movement between bargaining units.
- Review pay evaluations for clerical classes.
- Explain thoroughly the method used to determine pay recommendations.
- Bring pay in line with current recruitment needs.
- Stress objectivity and defensibility in the pay plan.
- Explain differences in range relationships for professional and paraprofessional positions, or make them uniform.
- Consider paying on the basis of internal values and recruitment needs instead of on practices in California, Washington and Oregon.

### Data Collection

- Training for departmental classifiers is critical.
- Review each position in the system, correct inaccuracies in current classifications.
- Scrutinize jobs equally, regardless of current pay range.
- Review the salary range of each class.
- Simplify writing job descriptions.
- Use desk audits at every level.
- If committees are used, select employees with a background in the personnel system.

### Staffing

- Increase the Class and Pay staff for the Study, remember the maintenance work will still have to be processed.
- Suggest an arrangement for generalists to assume some personnel officer responsibilities to free time for officers to do the Study.

### Related Personnel Functions

- Review all Training and Experience rating sheets as part of the Study.
- Provide a mechanism for reviewing and resolving any disputes.
- Review the examining process.
- Use the Study information to help applicants identify classes they qualify for.
- The new system should reduce the time spent to classify jobs.

# STATE OF ALASKA

## DEPARTMENT OF ADMINISTRATION

DIVISION OF PERSONNEL

BILL SHEFFIELD, GOVERNOR

POUCH C-0201  
JUNEAU, ALASKA 99811-0201  
(907) 465-4430

Classification Study  
Steering Committee  
February 4, 1984

### AGENDA

Location: Assembly Chambers  
Municipal Building  
155 Seward St.  
Juneau, Ak.

#### I. Status Report

- A. Steering Committee Membership
- B. Budget reappropriation
- C. Request for Proposals
- D. Advertising
- E. Communication Network

#### II. February and March activities

- A. Pre-Proposal Conference 2/9/84
- B. Deadline for Proposal submittals
- C. Establishing appeal process

#### III. Alaska's workforce

- A. Responsibilities in jobs and supervision
- B. Difficulty/complexity of the work
- C. Knowledge/experience requirements for jobs
- D. Personal contacts
- E. Working conditions

#### IV. Next Meeting dates:

Rating members for selection process -  
Week of March 12

Full Committee meeting - Week of  
April 9

DEPARTMENT OF ADMINISTRATION  
Division of Personnel

Classification Study  
Steering Committee Meeting Summary  
2/4/84, Juneau

Members present: Barry Best  
Gary Bader  
Henry Lancaster  
Karrold Jackson  
Janet Jaron  
Frank Raye

Status Report

- Changes to Steering Committee underlined:
  - Rep. Abood, House, Advisory Member
  - Gary Bader, Executive
  - Barry Best, Administration
  - Karrold Jackson, Court System, Advisory Member
  - Janet Jaron, Administration
  - Senator Ray, Senate, Advisory Member  
(Senator Faiks, alternate)
  - Henry Lancaster, Executive
  - Frank Raye, Administration
  
- Budget reappropriation
  - + House Bill #581 has been submitted to continue Study funds to 6-30-85.
  
- Request for Proposals
  - + 205 RFP's have been mailed to requesting firms.
  
- Advertising
  - + Average cost for Steering Committee meeting notice in Fairbanks, Juneau and 2 Anchorage papers = \$200.
  
- Communication Network
  - + Personnel Officer input on the Classification Study is attached in summary form. This will be an April agenda item. The summary will be given to the selected consulting firm.
  - + Meetings with unions continue. Marine Trans unions and PSEA will be seen in February and March.
  - + Notice of Steering Committee meetings is being sent to names on the mailing list.

### February & March activities

- Preproposal Conference 2/9/84
- 3/14/84 deadline for proposal submittal (advisory members can request copies of proposals received from Jaron)

### Alaska's Workforce

- Members are asked for their ideas on the uniqueness of Alaska's workforce. We need to identify what uncommon circumstances should be weighed in an evaluation system. This will be an April agenda item.

### Actions planned:

The attached chart shows specific activities to be completed in March and April. In addition, the Committee determined that:

- Outreach meetings for employees over lunch hours should be scheduled.
- An administrative appeal process should be drafted and reviewed.
- An overview meeting for Departmental representatives should be scheduled before June.
- Rating members will meet the week of 3/12/84 to prepare for evaluation of proposals. Advisory members are invited.
- The Steering Committee will schedule a meeting for mid-April in Juneau.
- A late May or early June meeting will be scheduled in Fairbanks.

Classification Study  
2/4/84  
Steering Committee Decisions

TASK	DRAFT	FINAL	DISTRIBUTE
Summary of 2/4/84 meeting.		2/28/84	2/28/84
Draft an administrative appeal process for review.	3/16/84	5/1/84	6/1/84
Schedule overview meeting with Department representatives.			4/84
Complete meetings with unions.		3/30/84	
Publish notice of April meeting in 2 Anchorage papers, Fairbanks, and Juneau.		3/21/84	Juneau - 4/1/84 Anchorage/Fairbanks - 3/26/84
Send April meeting notice to names on mailing list.			4/1/84
Notify Committee of April meeting, place and time.			3/26/84 and 4/6/84

2/28/84

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Meetings with Unions  
to Explain Classification Study

Public Safety Employees Association 3/5/84  
Ed Harter (Anchorage: 276-6464)

Inlandboatmans Union 2/23/84  
Jerry Johanson (Ketchikan: 225-6360)

This completes the initial meeting schedule with all unions. See page 64  
for dates of previous meetings.

# STATE OF ALASKA

## DEPARTMENT OF ADMINISTRATION

### DIVISION OF PERSONNEL

BILL SHEFFIELD, GOVERNOR

POUCH C (MS 0201)  
JUNEAU, ALASKA 99811

#### Agenda

#### CLASSIFICATION STUDY

#### STEERING COMMITTEE

April 9, 1984

Location: Assembly Chambers  
Municipal Building  
155 Seward Street  
Juneau, Alaska  
3:00 P.M.

#### I. Status Report

##### A. Proposal Review

1. Response
2. Firms identified for interviews
3. Interview process
4. Reference checking

##### B. Advertising

##### C. Communications network

#### II. April and May Activities

- A. Interviews: April 23-30, Room 713 S. O. B.
- B. Selection of Contractor
- C. Contract development and approval
- D. Information releases to Press

#### III. Study Planning

- A. Increase Planning Phase
- B. Discussing values - State Workforce
- C. Personnel Officers' comments

#### IV. Next Meeting Dates

(Week of May 1- Selection of vendor)

- A. April
- B. May
- C. June

Classification Study  
Proposal Log

<u>Date Received</u>	<u>Firm</u>	<u>Date to Committee</u>
3/9/84	1. Simon-Tanner & Associates 5408 Seventh Street Lubbock, Texas 79416	3/15/84
3/12/84	2. Brennan, Thomsen Assoc., Inc. 106 Four Seasons Center Chesterfield, Missouri 63017	3/15/84
3/12/84	3. Cresap, McCormick & Paget 1875 I Street NW Washington, DC 20006	3/15/84
3/12/84	4. Jeanneret & Assoc., Inc. 3223 Smith St., Suite #212 Houston, Texas 77006	3/15/84
3/12/84	5. Hay Management Consultants 110 - 110th N.E., Suite 312 Bellevue, Washington 98004	3/15/84
3/13/84	6. The Wyatt Company 111 S.W. Columbia Street, Suite 1300 Portland, Oregon 97201	3/15/84
3/13/84	7. B. Matthews 17402 6th Ave. SW Seattle, Washington 98166	3/15/84
3/13/84	8. GH Associated Consultants International, Inc. P.O. Box 19387 San Diego, California 92119-0387	3/15/84
3/13/84	9. Hamilton & Associates 133 Montair Drive Danville, California 94526	3/15/84
3/14/84	10. Yager Associates 3697 Wagon Wheel Park City, Utah 84060	3/15/84
3/14/84	11. Martin T. Kenny James Consulting Services 1700 Fourth & Blanchard Bldg. Seattle, Washington 98121	3/15/84
3/14/84	12. Philip Hamilton & Associates 8 East Long Street, Suite 910 Columbus, Ohio 43215	3/15/84

3/14/84	13. Norman D. Willis & Assoc., Inc. 700 Central Building Seattle, Washington 98102	3/15/84
3/14/84	14. Morris & McDaniel 2918 Napoleon Ave., Suite B New Orleans, Louisiana 70115	3/15/84
3/14/84	15. Arthur Young & Company Suite 600 1031 West 4th Avenue Anchorage, Alaska 99501-5992	3/15/84
3/14/84	16. Booz, Allen & Hamilton Suite 600 311 First Street, NW Washington, DC 20001	3/15/84
3/14/84	17. Organization Resources Counselors, Inc. Rockefeller Center 1211 Avenue of the Americas New York, New York 10036	3/15/84
3/14/84	18. Peat, Marwick, Mitchell & Co. 303 East Wacker Drive Chicago, Illinois 60601	3/15/84
3/14/84	19. The Ohio Labor Relations Institute, Inc. 2101 S. Hamilton Rd. - Suite 211 Columbus, Ohio 43232	3/15/84
3/14/84	20. William Hamilton & Associates 980 W. 17th Street Santa Ana, California 92706	3/15/84
3/14/84	21. Associated Students, Inc. 900 Boylston, Suite 3 Seattle, Washington 98104	3/15/84
3/15/84	22. Waters, Trego, Davis One Turtle Creek, #520 Dallas, Texas 75219	3/15/84
3/15/84	23. John H. Burnett & Associates Management Consultants Suite 611 730-740 N. Franklin Ave. Chicago, Illinois 60610	3/15/84
3/16/84	24. Personnel Technology & Productivity P.O. Box 146 Sebastopol, California 95472	3/16/84
3/15/84	25. Scontrino & Associates 21832 S.E. 28th Issaquah, Washington 98027	3/15/84

Classification Study  
Division of Personnel

Criteria for Written Proposals

Adequacy of Scope of Work	40%
Qualifications/Experience of Firm & Members in Developing Similar Plans	25%
Schedule & Availability	10%
Costs	<u>25%</u>
	100%

Written Proposal = 50% of total score  
Interview = 30% of total score  
References = 20% of total score

## Selection Process Overview

<u>Function</u>	<u>Date</u>
Pre-rating meeting - written proposals 1. Discuss rater error 2. Explain rating process and forms 3. Distribute proposals received to date 4. Decide meeting date - first week of April	3/15/84
Hand-deliver any additional proposals received which are consistent with RFP submittal instructions (call each office to advise package coming)	3/20/84
Independent ratings or proposals	3/16 - 4/4
Deliver ratings to JJ for recording or call for pick-up	4/4/84
Meet to discuss ratings	4/6/84, 10 a.m., Personnel Conference Room
Full Steering Committee meeting	4/9/84
Notify top scorers by phone and in writing - indicate time for interview	4/10/84
Notify balance of proposers of status	4/10/84
Pre-rating meeting, interviews Discuss format, roles Review rating forms	(4/16 - 4/20)
Presentations, scoring, finalize interview rating	4/23/84 - 4/30/84
Reference checks (FR, JJ, BB)	4/23/84 - 4/30/84
Rating meeting Present reference checks and rate Compute final ratings Select consultant	5/1/84
Notice of award to respondents	5/2/84

Classification Study  
4-9-84

Proposers Identified for Interviews

In alphabetical order:

Booz, Allen & Hamilton  
Suite 600  
311 First Street, NW  
Washington, DC 20001

Cresap, McCormick & Paget  
1875 I Street NW  
Washington, DC 20006

Jeanneret & Associates, Inc.  
3223 Smith St., Suite #212  
Houston, Texas 77006

Morris & McDaniel  
2918 Napoleon Ave., Suite B  
New Orleans, Louisiana 70115

Peat, Marwick, Mitchell & Co.  
303 East Wacker Drive  
Chicago, Illinois 60601

Norman D. Willis & Assoc., Inc.  
700 Central Building  
Seattle, Washington 98102

Arthur Young & Company  
Suite 600  
1031 West 4th Avenue  
Anchorage, Alaska 99501-5992

Department of Administration  
Division of Personnel

Classification Study  
7/30/84 Meeting

INDEX

Agenda

Contract Highlights

Work Plan

Communications Plan

Alaska Quantitative Evaluation System

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    Factors and Weights

Cabinet-level Briefing

Fairbanks Meeting Ad

Future Meeting Dates

# STATE OF ALASKA

BILL SHEFFIELD, GOVERNOR

## DEPARTMENT OF ADMINISTRATION

POUCH C (MS 0201)  
JUNEAU, ALASKA 99811

### DIVISION OF PERSONNEL

Classification Study  
Steering Committee  
July 30, 1984

#### AGENDA

Location: Training Room  
Public Safety Building  
1979 Peger Road  
Fairbanks, Alaska  
1:30 p.m.

#### I. Status Report

- A. Steering Committee Membership
- B. Terms of Professional Services Contract
- C. Completed Tasks
  - 1. work plan
  - 2. communications plan
  - 3. factor evaluation system
  - 4. Cabinet-level briefing
- D. Current Committees
  - 1. Class Specification Committee
  - 2. Data Collection Forms Committee
  - 3. Data Collection Methods Committee
- E. Advertising

#### II. August and September Activities

- A. Presentations to Management
- B. Training
- C. Anchorage Orientation
- D. Data Collection begins

#### III. New Business

- A. Additional Questions and Comments
- B. Agenda Items for This or Next Meeting
- C. Meeting Dates and Locations for Project Duration

Department of Administration  
Division of Personnel

Classification Study

Booz-Allen & Hamilton and State of Alaska  
Contract Highlights

- Orientation (executive and judicial)
- Work and communications plans *ampted - in book*
- Factor Evaluation System
- Camera-ready data collection forms
- Recommend data collection methods and a class specification format
- Management presentations - 8 *sessions* *deputy level - above*
- Training (3 sessions) *in September in Juneau*
- System design to support AQES; review and advise on automated support in a decentralized system
- Inter-rater reliability - test model and report for maintenance
- Evaluation of 2800 positions
- Prepare a pay table (2)
- Determine costs and implementation options
- Format all rating information
- Monthly reports

STATE OF ALASKA  
DEPARTMENT OF ADMINISTRATION  
DIVISION OF PERSONNEL

WORK PLAN  
FOR THE  
CLASSIFICATION STUDY

JULY 19, 1984

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## INTRODUCTION

This Work Plan details the tasks, time frames, roles and responsibilities for accomplishing a State-wide study to update the classification system, design and implement a new job evaluation system and conduct a market survey. The final report resulting from the study must be delivered to the Governor's office in August 1985.

The Work Plan contains fourteen major tasks, each having a number of subtasks. These tasks are to be performed by a large number of State employees, with specific tasks assigned to a Consultant. The project extends over a fifteen month time frame and many of the tasks must be performed sequentially. Thus the scope and complexity of the study necessitated the development of a detailed plan for proper management and control.

The Work Plan was developed in June 1984 by the study's Project Manager and Consultant, with considerable assistance from a committee established especially for this purpose. The Work Plan Committee consisted of managers and personnel staff from representative departments:

Bob Rehfeld	Director, Admin. Services	Community & Regional Affairs
Judy Knight	Director, Admin. Services	Labor
Frank Raye	Personnel Director	Administration
Kay Schilz	Personnel Officer	Education
Roger Thayer	Personnel Officer	Transportation & Public Facilities

Karrold Jackson	Personnel Director	Court System
Janet Jaron	Chief, Class & Pay	Administration
Kate Larson	Personnel Analyst	Adminstration
Patty Judson	Personnel Analyst	Administration

This Committee helped identify necessary tasks and appropriate time frames.

The Work Plan is designed to be used by the Project Manager to ensure that all necessary tasks are accomplished successfully. The tasks that occur in the next several months are described in detail, while those occurring towards the latter part of the study are only broadly outlined. The Work Plan will be reviewed monthly to ensure that scheduled tasks were performed, to identify tasks to be performed in the upcoming month, and to add detail as tasks become more imminent. Thus, it is a working document that will be revised as the study progresses.

CLASSIFICATION STUDY TIMELINE

TASKS	June	July	Aug	Sept	Oct	Nov	Dec	Jan	Feb	March	April	May	June	July	Aug	
1. ORIENTATION				XXX												
2. WORK PLAN				XXXXX												
3. COMMUNICATIONS PLAN				XXXXX												
4. DATA PROCESSING				XXXXXXXXXXXX												
5. FACTOR EVALUATION SYSTEM				XXXXXXX												
6. DATA COLLECTION FORMS AND METHODS				XXXXXXXXXXXX												
7. PRESENTATIONS TO MANAGEMENT				XXXXXXX												
8. STAFF TRAINING ON SYSTEM				XXXXXXXXXXXXXXXX												
9. DATA COLLECTION, EVALUATION AND REVIEW																
10. MARKET SURVEYING																
11. PREPARE PAY TABLE, EVALUATE COSTS & IMPLEMENTATION OPTIONS																
12. TRACK OLD SYSTEM TO NEW																
13. FINAL REPORT																XXX
14. SYSTEM APPEALS																XXX-->

Department of Administration  
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Classification Study  
Work Plan

Task	WHEN														Dates	People & Roles	Time Estimate		
	84				85				86										
	J	J	A	S	O	N	D	J	J	F	M	A	M	J				J	A
1. ORIENTATION: To acquaint consultants with State structure by review of written material related to the Classification & Pay Plan and meetings with personnel and union representatives.	X	X	X	X													June 11 - Sept 14		
Juneau . Provide written material on State and Court Systems.					X												June 11 - June 22	Class & Pay provides executive branch documents; Court Personnel Director provides Court documents	6 hours 3 hours
. Open House for Personnel Officers and union representatives.					X												June 18	Class & Pay plans Personnel Officers attend	4 hours 1 hour each
. Meeting with Personnel Officers for departmental overviews.					X												June 21-22	Class & Pay sets up meetings. One Personnel Officer per department	2 hours 15 minutes each
Anchorage . Open House for Personnel Officers and union representatives.													X				Sept 10-14	Juneau & Anchorage Class & Pay plans Personnel Officers attend	4 hours 1 hour each

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Task	WHEN												Dates	People & Roles	Time Estimate						
	84				85				85 86												
	J	J	A	S	O	N	D	J	F	M	A	M				J	J	A	S	-	F
. Meeting with Court System.					X														Sept 10	Project Manager attends. Court System Personnel plan	2 hours
. Monthly review of written materials and communications for inclusion in Consultant's package					X	X	X	X	X	X	X	X	X	X	X	X			July 84 - July 85	Class & Pay staff	1 hour/month

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Task	WHEN												Dates	People & Roles	Time Estimate						
	84			85			85			86											
	J	J	A	S	O	N	D	J	F	M	A	M	J	J	A	S	-	F			
<p>2. WORK PLAN: This task includes the development, drafting, review and finalization of the study work plan which fully describes the tasks to be completed, schedule, and responsible parties.</p> <p>. Work Sessions - Consultant, State personnel and departmental staff will work to develop a study work plan.</p>																		June 18-22	Work Plan Committee	Two 1-1/2 hour sessions	
. Drafting - The work session input will be used to prepare a draft plan.							X											June 18-29	Project Manager and consultant	One week to complete draft	
. Review - Review and comments on the proposed work plan.																		July 2-10	Work Plan Committee, management representatives from departments, Personnel Officers, and Class & Pay staff	1-2 hours during a 3-day period for review and comment	
. Final - Incorporation of comments and finalization of plan.																		July 23-27	Project Manager and consultant	Three days	

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Task	WHEN														Dates	People & Roles	Time Estimate			
	84				85				85				86							
	J	J	A	S	O	N	D	J	F	M	A	M	J	J				A	S	-
Monthly review of plan for possible revision.	X										X							July thru May 85 with monthly report & discussion	Project Manager & consultant	One hour each month

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Task	WHEN												Dates	People & Roles	Time Estimate						
	84			85			85			86											
	J	J	A	S	O	N	D	J	F	M	A	M				J	J	A	S	-	F
3. COMMUNICATIONS PLAN: This task includes re- view of work plan tasks & identification of the methods, timing, dis- tribution, signator & State staff/consultant roles of any communica- tions.	X																				
. Work Sessions - Consul- tant, State personnel & departmental staff will work to develop a draft plan.	X																		June 18-22	Communications Plan Committee	Three 1-1/2 hour sessions
. Drafting - The work session input will be used to prepare a draft plan.	X																		June 18-29	Project Manager and consultant	One week to com- plete draft
. Review - Review and comment on the pro- posed work plan.	X																		July 2-10	Communications Plan Committee, management representatives from departments, Personnel Officers, and Class & Pay staff	1-2 hours during a 2-day period for review and comment
. Final - Incorporation of comments and final- ization of plan.	X																		July 16-20	Project Manager and consultant	Three days

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Task	WHEN												Dates	People & Roles	Time Estimate				
	84				85				85 86										
	J	J	A	S	O	N	D	J	F	M	A	M				J	J	A	S
. Monthly review of plan.	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	July 1984 thru May 1985 with monthly report & discussion	Project Manager & consultant	One hour each month



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Task	WHEN												Dates	People & Roles	Time Estimate					
	84			85			85			86										
	J	J	A	S	O	N	D	J	F	M	A	M				J	J	A	S	-
. System implementation and maintenance.																		Sept 4	Class & Pay staff and User Services	
. Decentralized application of position evaluation.																		Aug - Sept 1984	Consultant	
. Review of all departments' resources.																		Aug - Sept 1984	Class & Pay staff obtains information for consultant review	
. Identify options for decentralized use.																		Aug - Sept 1984	Consultant	
. Training for departmental personnel staff in use.																		1985	Class & Pay staff	
. Ongoing study and maintenance support; Identify each function for support.																		Aug - Sept 1984	Consultant and Project Manager	

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Task	WHEN												Dates	People & Roles	Time Estimate						
	84			85			85			86											
	J	J	A	S	O	N	D	J	F	M	A	M	J	J	A	S	-	F			
. Program budget.	X	X	X															June - Aug 1984 for auto- mated support June 1984 - July 1985 for monitoring	Project Manager		
	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X						
. Position control for receipt of questionnaire, assignment, allocation, & audit if applicable.				X	X													Aug - Sept 1984	Class & Pay staff, User Services		
. Contact OMB to discuss possible integration of listings.																X		Sept 1984	Vic Ferreros and Gary Bader, OMB; Project Manager; 1 Class & Pay analyst; User Services	2 hour meeting	
. Class spec numbering system.	X	X	X	X														June - Sept 1984	Class & Pay staff, consultant, Finance		
. New Schematic.				X	X	X	X	X	X	X	X	X	X	X	X			Sept 1984 - July 1985	Class & Pay staff, consultant		
. Establish inter-rater reliability routine, establish test material & schedule for periodic review.				X												X		Sept 1984	Class & Pay staff, User Services, consultant		

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Task	WHEN												Dates	People & Roles	Time Estimate								
	84			85			85			86													
	J	J	A	S	O	N	D	J	F	M	A	M				J	J	A	S	-	F		
. Establish system for automating specifications						X													Oct 1984	Class & Pay staff			
. Evaluation of and ordering equipment				X	X	X	X													July - Oct 1984	Class & Pay staff		
. Statistical analysis of workforce.									X	X	X										May - July 1985	EEO staff, Class & Pay staff	1 week
. Develop Systems for evaluation of survey material.									X	X										Nov - Dec 1984	Class & Pay staff		
. Pay Table & conversion formula.									X	X	X										May - July 1985	Consultant	

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Task	WHEN												Dates	People & Roles	Time Estimate						
	84			85			85			86											
	J	J	A	S	O	N	D	J	F	M	A	M	J	J	A	S	-	F			
<p>5. FACTOR EVALUATION SYSTEM: Establish the factors and weights to be used in the Alaska Quantitative Evaluation System.</p> <p>. Meet with Class &amp; Pay staff for input on system guidelines.</p>																			June 21	Consultant & Class & Pay staff	1-1/2 hours x each participant
. Establish task force to define factors and weights. Define responsibility level of committee in writing.	X																		June 25-29	Project Manager & Commissioner of Administration	2 hours
. Schedule task force meetings and arrange logistics including Anchorage teleconference.	X																		June 25-29	Class & Pay staff and Court Personnel Director	6 hours
. Conduct task force proceedings																			July 23-27	Task force, consultant	3 days x number of task force members for input; 1 day x number of task force members to review findings; 5 days x 2 consultants

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Task	WHEN												Dates	People & Roles	Time Estimate					
	84					85		85								86				
	J	J	A	S	O	N	D	J	F	M	A	M				J	J	A	S	-
. Update on task force work	X																	August 1984	Project Manager drafts	
. Document Task Force decisions into an Alaska QES Manual	X	X																July 30 - Aug 10	Consultant	10 days



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Task	WHEN												Dates	People & Roles	Time Estimate						
	84				85				86												
	J	J	A	S	O	N	D	J	J	F	M	A				M	J	J	A	S	-
. Determine evaluation approach for seasonal employees.	X	X																	July - August 1984	Class & Pay staff, Personnel Officers with seasonal employees in their departments	
. Occupational assignments to Class & Pay analysts.					X														Sept 1984	Project Manager	
. Establish committees of departmental personnel people to support occupational groups.					X														Sept 1984	Project Manager	
. Establish control point for one-of-a-kind classes.									X										Oct 1984	Project Manager	
. Establish audit schedule.													X						Sept 1984	Personnel Officers, Class & Pay staff, consultant	
. Prepare supporting file systems.									X	X	X								Aug - Oct 1984	Class & Pay staff	
. Review maintenance support in Class & Pay - notify departments of any changes in process.	X					X				X									July 1984, Nov 1984, Feb 1985	Project Manager	

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Task	WHEN														Dates	People & Roles	Time Estimate				
	84				85				85				86								
	J	J	A	S	O	N	D	J	F	M	A	M	J	J				A	S	-	F
. Finalize forms, prepare camera-ready copy.																			Aug 17, 1984	Consultant	8 hours
. Incorporate procedures into training materials.																			Aug 17-24, 1984	Consultant	40 hours
. Print job analysis questionnaires.																			Aug 27 - Sept 14, 1984	Class & Pay staff	

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Task	WHEN												Dates	People & Roles	Time Estimate						
	84			85			85			86											
	J	J	A	S	O	N	D	J	F	M	A	M	J	J	A	S	-	F			
<p>7. PRESENTATION TO MANAGEMENT: Explaining the system, data collection processes and time frames, and allowing questions and answers.</p> <p>. Schedule presentations - check on other activities for possible conflicts in timing.</p>																			July 23-27	Class & Pay staff	8 hours
<p>. Arrange logistics: -Space -Video tape (audio-tape) -Overhead</p>							X	X	X										July 23 - Sept 13	Class & Pay staff	20 hours
<p>. Notify managers - send memo.</p>																			Aug 1, Aug 15, Sept 1	Class & Pay staff	3 hours
<p>. Prepare presentation: talking points, viewgraphs, handouts.</p>																			July 30 - Aug 17	Consultant with Class & Pay review	16 hours + 8 hours review
<p>. Conduct presentations -Juneau -Anchorage -Fairbanks</p>																			Aug 22-29 Sept 10-13 Sept 10-13	Consultant with Class & Pay staff  Managers attending: Deputy Directors, or Com- parable level (e.g., Re- gional Managers), through Commissioners	16 hours x 4 people (2 consul- tants, 2 Div. of Personnel) 2 hour presenta- tion

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Task	WHEN												Dates	People & Roles	Time Estimate						
	84				85				85 86												
	J	J	A	S	O	N	D	J	F	M	A	M				J	J	A	S	-	F
. Staff training to repeat presentations	X	X																	Aug - Sept 1984	Class & Pay staff	
. Additional presentations																			Sept - Oct 1984	Class & Pay staff does make-up sessions for Deputy Director and above in Sept. Class & Pay staff does sessions for supervisors in Sept/Oct.	

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Task	WHEN												Dates	People & Roles	Time Estimate						
	84			85			85			86											
	J	J	A	S	O	N	D	J	F	M	A	M				J	J	A	S	-	F
8. STAFF TRAINING IN SYSTEM.																			July 9-13, 1984	Class & Pay staff	8 hours
. Identify personnel staff to attend each session. -Juneau I -Juneau II -Anchorage																					
. Arrange logistics for training sessions.																			July 9 - Sept 14, 1984	Class & Pay staff	24 hours
. Prepare training materials.																			July 9 - Aug 22, 1984	Consultant	15 days
. Prepare guidelines for clustering positions.																			July - Aug 1984	Class & Pay staff	
Prepare specification writing manual.																			July - Aug 1984	Class & Pay staff	
. Incorporate training on specification writing into training sessions.																			Aug - Sept 1984	Class & Pay staff and consultant	

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Task	WHEN												Dates	People & Roles	Time Estimate						
	84			85			85			86											
	J	J	A	S	O	N	D	J	F	M	A	M	J	J	A	S	-	F			
. Conduct training. -Juneau I -Juneau II -Anchorage																			Aug 22-24 Aug 27-29 Sept 11-13	Consultant Personnel staff attending	3 days/sessions x 2 consultants
. Training of Class & Pay analysts to re- peat 3 day program				X	X														Aug - Sept 1984	Consultant trains desig- nated Class & Pay staff; Project Manager	
. Conduct make-up train- ing sessions for per- sonnel staff																			Sept 1984	Class & Pay staff	
. Review inter-rater reliability results																			Sept - Oct 1984	Project Manager and consultant	16 hours - PM 16 hours x 2 con- sultants
. Identify needed re- training				X	-----														Oct 1984 ----	Project Manager and consultant	
. Conduct retraining																			As needed	Class & Pay Analysts	

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Task	WHEN												Dates	People & Roles	Time Estimate						
	84					85					86										
	J	J	A	S	O	N	D	J	F	M	A	M				J	J	A	S	-	F
. Prepare general training in classification.						X	X												Aug - Sept 1984	Class & Pay Analysts	
. Identify personnel staff who need general training.						X	X												Aug - Sept 1984	Class & Pay staff with suggestions from Personnel Officers	
. Arrange training sessions.																			Sept 1984	Class & Pay staff	
. Conduct training.																			Oct 1984	Class & Pay Analysts	

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Task	WHEN												Dates	People & Roles	Time Estimate			
	84			85			85			86								
	J	J	A	S	O	N	D	J	F	M	A	M				J	J	A
9. DATA COLLECTION, EVALUATION & REVIEW.																		
. Distribution & completion of questionnaires				X	X													
. Return and logging of questionnaires.						X	X											
. Follow-up for missing forms.								X	X									
. Questionnaire distribution in Class & Pay for evaluation.						X	X	X										
. Field audits.								X	X	X	X							
. General update														X				
. Organizational committee meetings.						X	X	X	X	X	X	X						

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Task	WHEN												Dates	People & Roles	Time Estimate						
	84				85				86												
	J	J	A	S	O	N	D	J	F	M	A	M				J	J	A	S	-	F
. General Update.					X														Jan 1985	Project Manager	
. Job/class formation.					X	X	X	X	X										Dec 3, 1984 - April 1985	Classification teams; Personnel Officers/ analysts; consultant	
. Evaluations.					X	X	X	X	X										Dec 3, 1984 - April 1985	Classification teams; Personnel Officers/ analysts; consultant	
. Check and confirm evaluations.					X	X	X	X	X										Dec 3, 1984 - April 1985	Class & Pay staff; consultant	
. Prepare class specifications					X	X	X	X	X	X									Dec 3, 1984 - April 30, 1985	Classification teams; Personnel Officers/ analysts; consultant	
. General update									X										March 1985	Project Manager	
. Collect, revise, display ratings.					X	X	X	X	X										Jan 2 - May 15, 1985	Class & Pay staff; consultant	

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Task	WHEN												Dates	People & Roles	Time Estimate						
	84			85			85			86											
	J	J	A	S	O	N	D	J	F	M	A	M				J	J	A	S	-	F
. Recommend & display series and levels.							X	X	X	X	X	X							Jan 2 - May 15, 1985	Class & Pay staff; consultant	
. Management reviews of specifications & recommendations.							X	X	X	X	X	X							Jan 2 - May 15, 1985	Class & Pay staff prepare	
. Union review of specifications & recommendations.							X	X	X	X									Feb 1 - May 31, 1985	Class & Pay staff prepare	

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Work Plan

Task	WHEN												Dates	People & Roles	Time Estimate			
	84			85			85			86								
	J	J	A	S	O	N	D	J	F	M	A	M				J	J	A
10. MARKET SURVEYING: To collect information from the relevant markets and consider what integration is necessary on the pay table.																		
. Determine survey design.							X	X										
. Determine survey distribution.							X	X										
. Select and describe benchmarks.							X	X	X									
. Survey evaluation.										X	X							
. Review for implications in salary schedule.										X	X							

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Task	WHEN												Dates	People & Roles	Time Estimate						
	84			85			85			86											
	J	J	A	S	O	N	D	J	F	M	A	M				J	J	A	S	-	F
<p>11. PREPARE PAY TABLE, EVALUATE COSTS &amp; IMPLEMENTATION OPTIONS</p> <p>. Prepare Pay Tables.</p> <p>Develop pay line based on current rates.</p> <p>Develop new unified salary schedule.</p> <p>Develop point to grade conversion tables.</p>										X	X	X							May 1 - July 31, 1985	Consultant develops, analyzes and prepares a report; Class & Pay staff review and comment	30-40 days total
<p>. Determine State rules &amp; contract provisions governing step placement.</p>										X									May 1985	Consultant	
<p>. Convert employees' current rates to new rates, considering different forms of implementation in those classes whose salary grades are proposed to change.</p>													X	X					June - July 1985	Consultant	

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Task	WHEN												Dates	People & Roles	Time Estimate					
	84				85				86											
	J	J	A	S	O	N	D	J	F	M	A	M				J	J	A	S	F
. Calculate difference in costs between current payroll & each form of implementation.																	X	July 1985	Consultant	
. Repeat above for the Court System.																	X-X-X	May - July 1985	Consultant	

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Task	WHEN												Dates	People & Roles	Time Estimate			
	84				85				85 86									
	J	J	A	S	O	N	D	J	F	M	A	M				J	J	A
12. TRACK OLD SYSTEM TO NEW: Graphically show existing classes, rates & codes with new classes, rates & codes.																		
. Design forms							X										Jan 1985	Class & Pay staff
. Record existing information by occupational & alphabetical order.							X										Feb 1985	Class & Pay staff
. Chart information on new system.									X	X	X	X					March - June 1985	Class & Pay staff
. Record nature of any change.									X	X	X	X					March - June 1985	Class & Pay staff



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Task	WHEN												Dates	People & Roles	Time Estimate						
	84				85				85 86												
	J	J	A	S	O	N	D	J	F	M	A	M	J	J	A	S	-	F			
14. SYSTEM APPEALS: To review employee appeals of allocation actions.																					
. Review and record contract appeal processes.																			July 1984	Class & Pay and Labor Relations	
. Draft additional administrative process.																			July 1984	Divisions of Personnel and Labor Relations	
. Review process.																			July 1984	Director of Personnel, EEO, and Deputy Commissioner of Administration	
. General update										X									May 1985	Project Manager	
. Establish board to hear appeals and draft procedures.													X						July 1985	Department of Administration	
. Hear appeals.																			Sept 1985 - Feb 1986	Appeals Board	

STATE OF ALASKA  
DEPARTMENT OF ADMINISTRATION  
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COMMUNICATIONS PLAN  
FOR THE  
CLASSIFICATION STUDY

JULY 19, 1984

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## INTRODUCTION

This Communications Plan details the communications needed during the performance of a State-wide study to update the classification system, design and implement a new job evaluation system, and conduct a market survey. The final report resulting from the study must be delivered to the Governor's office in August 1985.

The development of a Communications Plan was undertaken to ensure that those individuals and groups who need information about the study receive it in a timely fashion. The Plan was developed in June 1984 by the Project Manager and Consultant, with considerable assistance from a committee established especially for this purpose. The Communications Committee consisted of managers and personnel staff from representative departments:

Beverly Reaume	Director of Administration	Fish & Game
Ervin Jones	Director, Admin. Services	Revenue
Frank Raye	Personnel Director	Administration
Tom O'Donnell	Personnel Officer	Health & Social Services
Alice Blumenshine	Personnel Officer	Labor
Karrold Jackson	Personnel Director	Court System
Janet Jaron	Chief, Classification & Pay	Administration
Patty Judson	Personnel Analyst, Classification & Pay	Administration

Linda Lowe

Personnel Analyst,  
Classification & Pay

Administration

Fran Rose

Special Staff Assistant

Administration

Harry Gamble

Information Officer

Education

This Committee helped ensure that the Plan is comprehensive in coverage; that it identifies all parties with a "need to know" and the appropriate communication mechanism for reaching them.

The Communications Plan is designed to be used by the Project Manager to ensure that the study is accomplished successfully. Communication of the study, its objectives, tasks, dates, potential outcomes, roles and responsibilities are essential to the study's success. The Plan will be reviewed monthly to ensure that planned communications were accomplished, to identify communication activities for the upcoming month, and to identify new forms of communication that appear to be needed. Thus the Plan is a flexible document that will guide, but not restrict, communication about the study.

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Task	Dates	People & Roles	Communication			
			Who	Mechanism	Signed or Presented by	Date
1. ORIENTATION: To acquaint consultants with State structure by review of written material related to the Classification & Pay Plan and meetings with personnel and union representatives.	June 11 - Sept 14					
Juneau Provide written material on State and Court Systems.	June 11 - June 22	Class & Pay provides executive branch documents; Court Personnel Director provides Court documents	Consultant	Materials given during meetings	Project Manager and Court Personnel Director	June, 1984
Open House for Personnel Officers and union representatives.	June 18	Class & Pay plans Personnel Officers attend	State Personnel Staff and union representatives	Invitation	Project Manager	June, 1984
			Consultant	Meetings	State Personnel Staff	June 18, 1984
Meeting with Personnel Officers for departmental overviews.	June 21-22	Class & Pay sets up meetings One Personnel Officer per department	Consultant	Meetings	Personnel Officers	June 20-21, 1984

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Communication Plan

Task	Dates	People & Roles	Communication			
			Who	Mechanism	Signed or Presented by	Date
<b>Anchorage</b> . Open House for Personnel Officers and union representatives.	Sept 10-14	Juneau & Anchorage Class & Pay plans Personnel Officers attend	State Personnel staff and Union Representatives	Invitation	Project Manager and Court Personnel Director	Aug 1984
			Consultants	Meetings	State Personnel staff	Sept 1984
. Meeting with Court System.	Sept 10	Project Manager attends Court System Personnel plan	Consultant	Meeting	Court Personnel Director and Staff	Sept 1984
. Monthly review of written materials and communications for inclusion in consultant's package	July 1984- July 1985	Class & Pay staff	Consultant	Materials	Project Manager and Court Personnel Director	Ongoing

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Communication Plan

Task	Dates	People & Roles	Communication			
			Who	Mechanism	Signed or Presented by	Date
<p>2. WORK PLAN: This task includes the development, drafting, review and finalization of the study work plan which fully describes the tasks to be completed, schedule, and responsible parties.</p> <p>. Work Sessions - Consultant, State personnel and departmental staff will work to develop a study work plan.</p>	June 18-22	Work Plan Committee	Two managers Two Personnel Officers Two Class & Pay staff Project Manager Personnel Director	Meetings		June 18-22, 1984
. Drafting - The work session input will be used to prepare a draft plan.	June 18-29	Project Manager and consultant				
. Review - Review and comment on the proposed work plan.	July 2-10	Work Plan Committee, management representatives from departments, Personnel Officers, and Class & Pay staff	Work Plan Committee members Personnel Officers C&P staff Steering Committee	Cover Memo transmitting draft document	Project Manager	July 2, 1984

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Task	Dates	People & Roles	Communication			
			Who	Mechanism	Signed or Presented by	Date
. Final - Incorporation of comments and finalization of plan.	July 23-27	Project Manager and consultant	Work Plan Com. Personnel Offices Steering Com. Class & Pay Staff Unions Reps. Duncan/ Miller	Cover Letter transmitting final document	Project Manager	Aug 1984
			Commissioners Department Representatives Reps. Duncan/ Miller	Cover Memo transmitting a summary document		
. Monthly review of plan for possible revision.	July thru May 85 with monthly re- port & dis- cussion	Project Manager and consultant				

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Task	Dates	People & Roles	Communication			
			Who	Mechanism	Signed or Presented by	Date
<p>3. COMMUNICATIONS PLAN: This task includes review of work plan tasks &amp; identification of the methods, timing, distribution, signator &amp; State staff/consultant roles of any communications.</p> <p>. Work Sessions - Consultant, State personnel &amp; departmental staff will work to develop a draft plan.</p>	June 18-22	Communications Plan Committee	Two Managers Two Personnel Officers Two Class & Pay staff Project Manager Personnel Manager <i>Director</i>	Meetings		June 18-22, 1984
<p>. Drafting - The work session input will be used to prepare a draft plan.</p>	June 18-29	Project Manager and consultant				
<p>. Review - Review and comment on the proposed work plan.</p>	July 2-10	Communications Plan Committee, Management representatives from departments, Personnel Officers, and Class & Pay staff	Communications Plan Committee members Personnel Officers C&P staff Steering Committee	Cover Memo transmitting draft document	Project Manager	July 2, 1984

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Task	Dates	People & Roles	Communication			
			Who	Mechanism	Signed or Presented by	Date
. Final - Incorporation of comments and finalization of plan.	July 16-20	Project Manager and consultant	Communications Plan Committee members Personnel Officers C&P Staff Steering Committee Unions Reps. Duncan/ Miller	Cover memo transmitting final document	Project Manager	July 27, 1984
			Commissioners Department Representatives Reps. Duncan/ Miller	Cover memo transmitting summary document	Each Department's Personnel Officer	August 1984
. Monthly review of plan.	July 1984 thru May 1985 with monthly report & discussion	Project Manager & consultant				

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Task	Dates	People & Roles	Communication			
			Who	Mechanism	Signed or Presented by	Date
<p>4. DATA PROCESSING - Design, development and implementation of automated support.</p> <p>. Class and Position Evaluation - develop requirements/preliminary design for providing automated support for key classification and rating functions.</p>	June 18-22	Consultant				
. Discuss requirements and design alternatives.	June 18-22	Consultant, User Services and Project Manager				
. Finalize requirements and preliminary design.	June 25 - July 13	Consultant	Project Manager	Report	Consultant	July 13, 1984
			Court System	Letter & Copy	Project Manager	July 1984
. Meet with D.P. Directors & Deputy Commissioner to agree on level of service & date requirements.	July 30 - Aug 3	Department of Administration staff	Data Processing Deputy Commissioner	Obtain agreement for services from data processing	Personnel Division	July 20, 1984
. Detailed design, development, testing & acceptance of programs.	July 13 - Aug 31	User Services staff, consultant to provide test data; 1 Class & Pay analyst for programming and formatting.				

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Task	Dates	People & Roles	Communication			
			Who	Mechanism	Signed or Presented by	Date
. System implementation and maintenance.	Sept 4	Class & Pay staff and User Services	Class & Pay staff	Training	User Services staff and one Class & Pay Analyst	Sept 4, 1984 +
. Decentralized application of position evaluation.	Aug-Sept 1984	Consultant	Personnel Officers	Presentation at Personnel Council	Project Manager	July 1984 meeting
. Review of all departments' resources.	Aug-Sept 1984	Class & Pay staff obtains information for consultant review	Personnel Officers	Memo	Project Manager	July 1984
. Identify options for decentralized use. . Training for departmental personnel staff in use.	Aug-Sept 1984 1985	Consultant Class & Pay staff	Personnel Officers	Training	Class & Pay staff	Oct 1985
. Ongoing study and maintenance support; identify each function for support.	Aug-Sept 1984	Consultant and Project Manager	Project Manager	Report	Consultant	
. Program budget.	June-Aug 1984 for automated support. June 1984 to July 1985 for monitoring	Project Manager				
. Position control for receipt of questionnaire, assignment, allocation, & audit if applicable.	Aug-Sept 1984	Class & Pay staff, User Services	Personnel Officers Class & Pay staff	Training	Consultant	Aug/Sept 1984

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Task	Dates	People & Roles	Communication			
			Who	Mechanism	Signed or Presented by	Date
. Contact OMB to discuss possible integration of listings.	Sept 1984	Vic Ferreros and Gary Bader, OMB; Project Manager, 1 Class & Pay, analyst, User Services	OMB, User Services	Meeting	Project Manager	Sept 1984
. Class spec numbering system.	June-Sept 1984	Class & Pay staff, consultant, Finance	Payroll Retirement & Insurance EEO Risk Management Legislative Personnel Court Personnel Personnel Officers	Meeting	Divisions of Personnel and Finance	July 1984
. New Schematic.	Sept 1984- July 1985	Class & Pay staff, consultant	Personnel Officers	Training	Consultant	Aug/ Sept 1984
. Establish inter-rater reliability routine, establish test material & schedule for periodic review.	Sept 1984	Class & Pay staff, User Services, consultant	Personnel Officers	Memo or Personnel Council presentation	Project Manager	late Sept. or early Oct. then on-going
			Class & Pay staff	Training	Project Manager	
. Establish system for automating specifications	Oct 1984	Class & Pay staff	Personnel Officers Class & Pay staff	Training	Consultant	Aug/ Sept 1984

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Task	Dates	People & Roles	Communication			
			Who	Mechanism	Signed or Presented by	Date
. Evaluation of and ordering equipment	July-Oct 1984	Class & Pay staff				
. Develop systems to support statistical analysis of work force.	May-July 1985	EEO staff, Class & Pay staff				
. Develop systems to support evaluation of survey material.	Nov-Dec 1984	Class & Pay staff				
. Pay Table & conversion formula.	May-July 1985	Consultant	Project Manager	Report	Consultant	

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Task	Dates	People & Roles	Communication			
			Who	Mechanism	Signed or Presented by	Date
<p>5. FACTOR EVALUATION SYSTEM: Establish the factors and weights to be used in the Alaska Quantitative Evaluation System.</p> <p>. Meet with Class &amp; Pay staff for input on system guidelines.</p>	June 21	Consultant & Class & Pay staff	Consultant	Meeting	Class & Pay staff	June 21, 1984
. Establish task force to define factors and weights. Define responsibility level of committee in writing.	June 25-29	Project Manager & Commissioner of Administration	Commissioners Department Representatives	Memo establishing Task Force	Commissioner of Administration	last week of June or first week of July, 1984
. Schedule task force meetings and arrange logistics including Anchorage teleconference.	June 25-29	Class & Pay staff and Court Personnel Director	Designated Task Force members: . 2 from Admin. . 1 from each Department . 1 each from LTC, PSEA, . CEA, APEA . 3 from courts	Briefing meeting	Project Manager	July 9-18, 1984
. Conduct task force proceedings	July 23-27	Task force, consultant				

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Task	Dates	People & Roles	Communication			
			Who	Mechanism	Signed or Presented by	Date
. Update on task force work	August 1984	Project Manager drafts	Employees Senate Committee on Employment Practices Senate/House State Affairs Steering Committee Mailing List	Newsletter (progress, announce open meetings, give names & phone numbers to contact, mention appeal rights)	Jointly from Department Personnel Officer and Project Manager	August 1984
. Document task force decisions into an Alaska QES Manual	July 30 - Aug 10	Consultant	Project Manager	Report	Consultant	Aug. 10, 1984

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Task	Dates	People & Roles	Communication			
			Who	Mechanism	Signed or Presented by	Date
<p>6. DATA COLLECTION FORMS AND METHODS: Establish the data collection forms and procedures to be used in the project.</p> <ul style="list-style-type: none"> <li>Establish committees to determine data collection forms and procedures.</li> </ul>	June 25-29	Project Manager	Personnel Officers Class & Pay staff	Memo and briefings	Project Manager	July 1984
<ul style="list-style-type: none"> <li>Draft data collection forms and procedures.</li> </ul>	July 9 - Aug 3	Consultant, Class & Pay staff	Project Manager	Draft Reports	Consultant	Aug. 3 1984
<ul style="list-style-type: none"> <li>Review and determine data collection forms and procedures                             <ul style="list-style-type: none"> <li>Method for questionnaire distribution and collection</li> <li>audit percentages and methods to identify positions for audit</li> <li>specification format</li> </ul> </li> </ul>	July-Sept 1984	Committees: 2 Class & Pay Analysts, 3 Personnel Officers, Court Personnel Director, Project Manager	Data Collection Forms and Procedures Committees	Meetings Draft reports	Project Manager	July/August 1984
<ul style="list-style-type: none"> <li>Collect all organizational charts.</li> </ul>	June-Oct 1984	Class & Pay staff	Personnel Officers	Presentation at Personnel Council	Project Manager	June 1984
<ul style="list-style-type: none"> <li>Confirm all positions for inclusion.</li> </ul>	July 1984	Department of Administration staff	Personnel Officers Steering Committee Mailing list	Memo	Project Manager	July 1984

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Task	Dates	People & Roles	Communication			
			Who	Mechanism	Signed or Presented by	Date
. Determine evaluation approach for seasonal employees.	July-Aug 1984	Class & Pay staff, Personnel Officers with seasonal employees in their departments				
. Occupational assignments to Class & Pay analysts.	Sept 1984	Project Manager	Class & Pay Analysts	Meeting	Project Manager	
. Establish committees of departmental personnel people to support occupational groups.	Sept 1984	Project Manager	Personnel Officers	Presentation at Personnel Council	Project Manager	Aug. or Sept. 1984
. Establish control point for one-of-a-kind classes.	Oct 1984	Project Manager	Class & Pay staff Personnel Officers	Training	Consultant	Aug/Sept 1984
. Establish audit schedule.	Sept 1984	Personnel Officers, Class & Pay staff, consultant				
. Prepare supporting file systems.	Aug-Oct 1984	Class & Pay staff				
. Review maintenance support in Class & Pay - notify departments of any changes in process.	July 1984 Nov 1984, Feb 1985	Project Manager	Personnel Officers	Memo	Project Manager	July 1984 Nov 1984 Feb 1985

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Task	Dates	People & Roles	Communication			
			Who	Mechanism	Signed or Presented by	Date
. Finalize forms, prepare camera-ready copy.	Aug 17, 1984	Consultant	Project Manager	Report	Consultant	Aug 17, 1984
			Court Personnel Director	Forms and cover memo	Project Manager	Aug-Sept 1984
. Incorporate procedures into training materials.	Aug 17-24, 1984	Consultant	Project Manager	Training Outline	Consultant	Aug 24, 1984
			Court Personnel Director	Training Outline with cover memo	Project Manager	Aug-Sept 1984
. Print job analysis questionnaires.	Aug 27 - Sept 14, 1984	Class & Pay staff				

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Task	Dates	People & Roles	Communication			
			Who	Mechanism	Signed or Presented by	Date
<p>7. PRESENTATION TO MANAGEMENT: Explaining the system, data collection processes and time frames, and allowing questions and answers.</p> <p>. Schedule presentations - check on other activities for possible conflicts in timing.</p>	July 23-27	Class & Pay staff				
<p>. Arrange logistics: -Space -Videotape (audio-tape) -Overhead</p>	July 23 - Sept 13	Class & Pay staff				
<p>. Notify managers - send memo.</p>	<p>Aug 1, Aug 15, Sept 1</p>	<p>Class &amp; Pay staff</p>	<p>Governor's Cabinet</p>	<p>Presentation</p>	<p>Commissioner of Administration, Deputy, Director of Personnel, Project Manager</p>	<p>July 1984</p>
			<p>Commissioners cc: Department Representatives Personnel Officers</p>	<p>Memo</p>	<p>Commissioner of Administration</p>	<p>August 1984</p>
			<p>Commissioners</p>	<p>Follow-up phone call</p>	<p>Commissioner of Administration</p>	<p>Aug/Sept 1984</p>
<p>. Prepare presentation: talking points, view-graphs, handouts.</p>	<p>July 30 - Aug 17</p>	<p>Consultant with Class &amp; Pay review</p>	<p>Project Manager</p>	<p>Draft presentation</p>	<p>Consultant</p>	<p>Aug. 17, 1984</p>

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Task	Dates	People & Roles	Communication			
			Who	Mechanism	Signed or Presented by	Date
. Conduct presentations -Juneau -Anchorage -Fairbanks	Aug 22-29 Sept 10-13 Sept 10-13	Consultant with Class & Pay staff	Managers: Deputy Directors, or comparable level (e.g., Regional Managers), through Commissioners	Presentations	Consultant Project Manager	Aug/ Sept 1984
. Staff training to repeat presentations	Aug-Sept 1984	Class & Pay staff	Class & Pay Analysts	Training (attendance at presentations and review of video tape)	Consultant Project Manager	Sept 1984
. Additional presentations	Sept-Oct 1984	Class & Pay staff does make-up sessions for Deputy Director and above in Sept. Class & Pay staff does sessions for supervisors in Sept/Oct.	Personnel Officers cc: Commissioners Department Representatives	Memo request-the identification of staff needing information	Project Manager	Sept 1984
			Supervisors	Presentations	Class & Pay Analysts	Sept/ Oct 1984

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Task	Dates	People & Roles	Communication			
			Who	Mechanism	Signed or Presented by	Date
<p>8. STAFF TRAINING IN SYSTEM.</p> <ul style="list-style-type: none"> <li>Identify personnel staff to attend each session. <ul style="list-style-type: none"> <li>-Juneau I</li> <li>-Juneau II</li> <li>-Anchorage</li> </ul> </li> </ul>	July 9-13, 1984	Class & Pay staff	Personnel Officers cc: Directors of Administrative Services	Memo (Director of Administrative Services must approve training for Assistants)	Project Manager	July 1984
<ul style="list-style-type: none"> <li>Arrange logistics for training sessions.</li> </ul>	July 9 - Sept 14, 1984	Class & Pay staff				
<ul style="list-style-type: none"> <li>Prepare training materials.</li> </ul>	July 9 - Aug 22, 1984	Consultant	Project Manager	Materials	Consultant	Aug 22, 1984
<ul style="list-style-type: none"> <li>Prepare guidelines for clustering positions.</li> </ul>	July-Aug 1984	Class & Pay staff				
<ul style="list-style-type: none"> <li>Prepare specification writing manual.</li> </ul>	July-Aug 1984	Class & Pay staff				
<ul style="list-style-type: none"> <li>Incorporate training on specification writing into training sessions.</li> </ul>	Aug-Sept 1984	Class & Pay staff and consultant				

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Task	Dates	People & Roles	Communication			
			Who	Mechanism	Signed or Presented by	Date
. Conduct training. -Juneau I -Juneau II -Anchorage	Aug 22-24 Aug 27-29 Sept 11-13	Consultant Personnel staff attending	Department Personnel staff Division of Personnel staff EEO staff Union staff	3 Training sessions	Consultant	Aug/ Sept 1984
. Training of Class & Pay analysts to repeat 3 day program	Aug 22- Sept 12, 1984	Consultant trains designated Class & Pay staff; Project Manager				
. Conduct make-up training sessions for personnel staff	Sept 1984	Class & Pay staff	Department Personnel staff Division of Personnel staff EEO staff Union staff	Training	Class & Pay Analysts	late Sept 1984
. Review inter-rater reliability results	Sept-Oct 1984	Project Manager and consultant	Personnel Officers	Memo	Project Manager	Oct 1984
			Personnel Officers	Presentation at Personnel Council	Project Manager	Nov 1984
. Identify needed re-training	Oct 1984 +	Project Manager and consultant				

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Task	Dates	People & Roles	Communication			
			Who	Mechanism	Signed or Presented by	Date
. Conduct retraining	As needed	Class & Pay Analysts	Personnel staff involved in project who need retraining	Training	Class & Pay Analysts	As needed
. Prepare general training in classification.	Aug-Sept 1984	Class & Pay Analysts				
. Identify personnel staff who need general training.	Aug-Sept 1984	Class & Pay staff with suggestions from Personnel Officers	Personnel Officers	Memo	Project Manager	Sept 1985
. Arrange training sessions.	Sept 1984	Class & Pay staff				
. Conduct training.	Oct 1984	Class & Pay Analysts	Personnel staff identified for general training	Training	Class & Pay Analysts	Sept-Oct 1984 and as needed

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Task	Dates	People & Roles	Communication			
			Who	Mechanism	Signed or Presented by	Date
9. DATA COLLECTION, EVALUATION & REVIEW.  • Distribution & completion of questionnaires	Sept 27 - Oct 18, 1984	Class & Pay staff; State employees and supervisors	Governor's Cabinet	Announcement	Commissioner of Administration	Sept 1984
			Department Managers Personnel Officers	Meeting to address procedures in each department, especially problems	Administration staff	Aug/Sept 1984
			Employees	Mailing/distribution through department cover letter to include info. on audits and appeals	Commissioner of each Department	Sept 27, 1984
			Media	Press release or Press conference	Commissioner of Administration and/or Governor	Sept 1984
			APEA and other Unions	Letter request for coverage in newsletters	Director of Personnel	Sept 1984
			Bush employees	TV scanner	Project Manager	Oct 1984
			Steering Committee mailing list	Copy of employee letter	Project Manager	Sept 27, 1984
• Return and logging of questionnaires.	Oct 12 - Nov 15, 1984	Personnel Officers; Class & Pay staff				

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Task	Dates	People & Roles	Communication			
			Who	Mechanism	Signed or Presented by	Date
. Follow-up for missing forms.	Nov 1 - Dec 31, 1984	Personnel Officers				
. Questionnaire distribution in Class & Pay for evaluation.	Oct 17 - Dec 31, 1984	Class & Pay staff				
. Field audits.	Nov 12, 1984 - Feb 15, 1985	Personnel Officers/analysts; Class & Pay staff; consultant	Employees selected cc: Supervisors Personnel Officers	Memo: schedule, what to expect	Analyst doing the audit (?)	Nov 1984 to Feb 1985
. General Update.	Nov 1984	Project Manager	Employees Steering Committee Mailing list Senate Committee on Employment Practices	Newsletter updating progress and procedures	Division of Personnel and each Department's Personnel Officer	Nov 1984
. Organizational committee meetings.	Oct 1, 1984 - Apr 30, 1985	Personnel Officers/analysts; Class & Pay analysts				
. General Update.	Jan 1985	Project Manager	Employees Steering Committee Mailing list Senate Committee on Employment Practices	Newsletter updating progress and procedures	Division of Personnel and each Department's Personnel Officer	Jan 1985
			Senate/House State Affairs	Presentation or written briefing	Division of Personnel	Jan 1985

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Task	Dates	People & Roles	Communication			
			Who	Mechanism	Signed or Presented by	Date
. Job/class formation.	Dec 3, 1984 - Apr 19, 1985	Classification teams; Personnel Officers/analysts; consultant				
. Evaluations.	Dec 3, 1984 - Apr 19, 1985	Classification teams; Personnel Officers/analysts; consultant				
. Check and confirm evaluations.	Dec 3, 1984 - Apr 19, 1985	Class & Pay staff; consultant				
. Prepare class specifications	Dec 3, 1984 - Apr 30, 1985	Classification teams; Personnel Officers/analysts; consultant	Division of Personnel and Department Personnel staff	Meetings on impact of new system	Project Manager	April 1984
. General Update.	March 1985	Project Manager	Employees Steering Committee Mailing list Senate Committee on Employment Practices	Newsletter updating progress and procedures	Division of Personnel and each Department's Personnel Officer	March 1984
. Collect, revise, display ratings.	Jan 2 - May 15, 1985	Class & Pay staff; consultant				
. Recommend & display series and levels.	Jan 2 - May 15, 1985	Class & Pay staff; consultant				

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Task	Dates	People & Roles	Communication			
			Who	Mechanism	Signed or Presented by	Date
. Management reviews of specifications & recommendations.	Jan 2 - May 15 1985	Class & Pay staff	Department Director of Administrative Services or comparable	Meetings	Director of Personnel Project Manager	Jan - May 1985
			Cabinet level staff in each Department	Meetings	Department of Administration staff	Jan - May 1985
			Personnel Of- ficers	Cover memo with specifi- cations and recommenda- tions	Project Manager	Jan - May 1985
. Union review of specifications & recommendations.	Feb 1 - May 31, 1985	Class & Pay staff	Unions	Meetings to deliver mater- ial	Director of Personnel Project Manager	Feb - May 1985

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Task	Dates	People & Roles	Communication			
			Who	Mechanism	Signed or Presented by	Date
<p>10. MARKET SURVEYING: To collect information from the relevant markets and consider what integration is necessary on the pay table.</p> <p>. Determine survey design.</p>	Sept 3 - Oct 31, 1984	Class & Pay staff				
. Determine survey distribution.	Nov 1 - Dec 14, 1984	Class & Pay staff	Personnel Officers	Discussion at Personnel Council to identify matching jobs	Project Manager	Jan 1985
. Select and describe benchmarks.	Jan 2 - Mar 15, 1985	Class & Pay staff	Personel Officers	Discussion at Personnel Council to identify recruiting problems, representative jobs	Project Manager	Jan 1985
. Survey evaluation.	Apr 15 - May 17, 1985	Class & Pay staff				
. Review for implications in salary schedule.	May 17 - June 28, 1985	Class & Pay staff				

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Task	Dates	People & Roles	Communication			
			Who	Mechanism	Signed or Presented by	Date
<p>11. PREPARE PAY TABLE, EVALUATE COSTS &amp; IMPLEMENTATION OPTIONS</p> <ul style="list-style-type: none"> <li>. Prepare Pay Tables.</li> <li>Develop pay line based on current rates.</li> <li>Develop new unified salary schedule.</li> <li>Develop point to grade conversion tables.</li> </ul>	<p>May 1 - July 31, 1985</p>	<p>Consultant develops, analyzes and prepares a report; Class &amp; Pay staff review and comment</p>				
<ul style="list-style-type: none"> <li>. Determine State rules &amp; contract provisions governing step placement.</li> </ul>	<p>May 1985</p>	<p>Consultant</p>				
<ul style="list-style-type: none"> <li>. Convert employees' current rates to new rates, considering different forms of implementation in those classes whose salary grades are proposed to change.</li> </ul>	<p>June-July 1985</p>	<p>Consultant</p>				

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Task	Dates	People & Roles	Communication			
			Who	Mechanism	Signed or Presented by	Date
. Calculate difference in costs between current payroll & each form of implementation.	July 1985	Consultant	Project Manager	Report on total task	Consultant	July 31, 1985
. Repeat above for the Court System.	May-July 1985	Consultant	Project Manager	Report on total task	Consultant	July 31, 1985

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Task	Dates	People & Roles	Communication			
			Who	Mechanism	Signed or Presented by	Date
12. TRACK OLD SYSTEM TO NEW; Graphically show existing classes, rates & codes with new classes, rates & codes.						
. Design forms	Jan 1985	Class & Pay staff				
. Record existing information by occupational & alphabetical order.	Feb 1985	Class & Pay staff				
. Chart information on new system.	March-June 1985	Class & Pay staff				
. Record nature of any change.	March-June 1985	Class & Pay staff				

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Classification Study  
Communication Plan

Task	Dates	People & Roles	Communication			
			Who	Mechanism	Signed or Presented by	Date
<p>13. FINAL REPORT: Combine information from consultant &amp; Personnel staff for comprehensive package.</p> <p>. Integrate necessary survey information into pay plan.</p>	May-June 1985	Class & Pay staff				
. Prepare summary sheets and graphs.	June-July 1985	Class & Pay staff				
. Meetings to review package.	Aug 1985	Department of Administration	Director of Personnel Commissioner of Administration Deputy Commissioner	Memo on report Meetings	Project Manager	Aug 1985
. Deliver to Governor's Office.	Aug 31, 1985	Commissioner of Administration	Governor	Memo on report	Commissioner of Administration	Aug 1985
. Publish Report	After Governor's release	Division of Personnel	Personnel Officers Steering Committee Department Representatives Unions Senate/House State Affairs Mailing list	Report and cover memo	Commissioner of Administration	Sept 1985

Department of Administration  
Division of Personnel

Page 30

Classification Study  
Communication Plan

Task	Dates	People & Roles	Communication			
			Who	Mechanism	Signed or Presented by	Date
14. SYSTEM APPEALS: To review employee appeals of allocation actions. • Review and record contract appeal processes.	July 1984	Class & Pay and Labor Relations				
• Draft additional administrative process.	July 1984	Divisions of Personnel and Labor Relations	Committee from Personnel and Labor Relations	Meetings Work sessions	Project Manager	
• Review process.	July 1984	Director of Personnel, EEO, and Deputy Commissioner of Administration				
• General update	May 1985	Project Manager	Employees Steering Committee Senate Committee on Employment Practices Senate/House State Affairs	Newsletter on progress including appeals process	Division of Personnel with each Department ficer	May 1985
• Establish board to hear appeals and draft procedures.	July 1985	Department of Administration	Individual Employee	Memo with allocation and appeal information	Director of Personnel?	Oct 1985?
• Hear appeals.	Sept 1985 - Feb 1986	Appeals Board				

# STATE OF ALASKA

BILL SHEFFIELD, GOVERNOR

## DEPARTMENT OF ADMINISTRATION

POUCH C (MS 0201)  
JUNEAU, ALASKA 99811

### DIVISION OF PERSONNEL

#### Classification Study

#### ALASKA QUANTITATIVE EVALUATION SYSTEM COMMITTEE

July 23, 1984

**Purpose:** Establish the factors and weights that will be used to evaluate State jobs.

The Committee will review a set of draft factors (.e.g. knowledge, complexity, responsibility, working conditions) and factor definitions prepared by the consultant. These will be discussed, and the Committee will make a final decision on the factors and the number of levels needed to compensate the range of State employees. The Committee will also rank the factors in relation to each other and will review and decide on the final system to be used.

#### PARTICIPANTS

##### EXECUTIVE DEPARTMENTS

###### Administration:

Eleanor Andrews  
Deputy Commissioner

Frank Raye  
Director, Personnel

###### Commerce:

Lois Cook  
Director,  
Admin. Svcs.

###### Community & Regional Affairs:

Jeff Smith  
Deputy Commissioner

###### Corrections:

Danith Arnoldt  
Admin. Officer 3

###### Education:

Jan Hiley  
Special Asst.

###### Environmental Conservation:

Bill Publicover  
Director,  
Admin. Svcs.

EXECUTIVE DEPARTMENTS - Cont.

Fish & Game:

Beverly Reaume  
Director, Admin.  
Svcs. & Fiscal  
Mgmt.

Health & Social Svcs.:

Norma Lang  
Special Asst.

Labor:

Judy Knight  
Director,  
Admin. Svcs.

Law:

Richard Pegues  
Director,  
Admin. Svcs.

Military Affairs:

Dick Rountree  
Director, Admin.  
& Support Svcs.

Natural Resources:

Sharon Barton  
Director, Mgmt.

Public Safety:

Jos Mapranath  
Director,  
Admin. Svcs.

Revenue:

Martin Richard  
Director,  
Public Svcs.  
or  
Ervin Jones  
Director,  
Admin Svcs.

Transportation & Public Facilities:

Ron Lind  
Director,  
Admin. Policy  
& Fiscal Mgmt.

COURT SYSTEM

First Judicial District:

Kris Carlisle  
Area Court  
Administrator

Third Judicial District:

Goldeen Goodfellow  
Clerk of Court,  
Asst. Area  
Court Administrator

COURT SYSTEM - Cont.

Fourth Judicial District:

Wayne Wolfe  
Clerk of Court,  
Asst. Area Court  
Administrator

EMPLOYEE REPRESENTATIVES

Alaska Public Employees Association:

Diane Corso  
Field Office Mgr.

Confidential Employees Association:

Tom O'Donnell

Labor, Trades and Crafts:

Don Rouleau

Public Safety Employees Association:

Dave Kaiser  
representing  
Ed Harter, Pres.

Department of Administration  
Division of Personnel

Classification Study

FACTORS IN THE  
ALASKA QUANTITATIVE EVALUATION SYSTEM  
AND RELATIVE WEIGHTS

<u>Factor</u>	<u>Weight</u>
1. Knowledge Required	17.9%
2. Scope of Actions	16.4%
3. Job Complexity	15.6%
4. Amount of Discretion	14.7%
5. Consequence of Error	17.9%
6. Contacts	7.7%
7. Physical Effort	1.7%
8. Hazards	6.9%
9. Surroundings	<u>1.2%</u>
	100.0%
10. Personnel Authority	
11. Employees Supervised	

STATE OF ALASKA  
Department of Administration  
Division of Personnel

Classification Overview

CLASSIFICATION: Grouping like things together in related order

- Placing like jobs in a class
  - Ordering classes in series
  - Placing series in occupational groups like trades, clerical, professional
- Serves as the "backbone" to a personnel system.

CLASSIFICATION EXAMPLES:

<u>TRANSPORTATION</u>		<u>JOBS</u>	
<u>Land Transport</u>	<u>Ocean Transport</u>	<u>Labor/Trades</u>	<u>Professional</u>
bicycle	rowboat	Laborer	Accountant
motorcycle	motorboat	Electrician's Helper	Senior Accountant
car	ferry	Electrician	Accounting Supervisor
bus	ocean liner	Electrical Supervisor	Accounting Manager
train			

---

CLASSIFICATION USES:

\*\* set pay \*\*

\*\* career counseling \*\*

\*\* performance evaluation \*\*

\*\* evaluate applicants \*\*

\*\* training plans \*\*

\*\* organizational planning \*\*

STATE OF ALASKA

Department of Administration

Division of Personnel

CLASSIFICATION: WHAT COUNTS

These things count in classifying positions:

Authority and responsibility exercised  
Extent of supervisory controls over the work  
Nature and variety of work  
Guidelines available and individual  
judgment required  
Qualification requirements of the work  
Working conditions

These do not:

Personality  
Relative efficiency  
Length of service  
Volume of work  
Scarcity of new employees  
Unusual diligence or overtime  
Financial need

STATE OF ALASKA  
Department of Administration  
Division of Personnel

Reasons for a Classification  
Study

Age of State Classification System

- o No comprehensive review of classes implemented since Statehood.
- o No comprehensive salary review implemented since Statehood.

Method of Classification

- o Current method is subjective. Individual departments do classification - consistency in the use of the system can't be assured.
- o Existing method is time-consuming and labor intensive.
- o Current method is hard to explain and subject to abuse.

Legal Issues

- o Need to show consistency in classification and pay.
- o Need to assure compliance with Equal Pay Act.
- o Need to assure compliance with Title VII and guarantee no adverse impact in classification system.

Additional Problems in Existing System

- o 25% of positions involve automatic promotion. Doubt exists regarding the consistency and supportability of this practice.
- o There are 294 one-position classes and 136 two-position classes, which equals 40% of the existing 1,075 classes. 20% for one- and two-position classes is a public sector average.

FUNDING: \$500,000  
 Legislative Appropriation  
 in FY 1984 budget

DEPARTMENT OF ADMINISTRATION  
 Division of Personnel

Classification Study Activity Summary  
 May 1983 -- June 1984

Phase I

GOVERNOR'S OFFICE	LEGISLATIVE OUTREACH	STEERING COMMITTEE	DEPARTMENT OUTREACH	UNION OUTREACH	PROFESSIONAL SERVICES CONTRACT	ADVERTISING/MEDIA
<p><u>8/83:</u> Approval of initial timeline and format</p> <p><u>6/84:</u> Approval of final timeline and format; established 8/85 as deadline for final report</p>	<p><u>9/83:</u> Presentation to Senate Committee on Employment Practices</p> <p>Steering Committee representation</p> <p><u>10/83:</u> Meetings with Rep. Duncan/Miller &amp; Sen. Ray</p> <p><u>4/84:</u> Presentation to House State Affairs Committee</p>	<p><u>9/83:</u> Committee established -- DOA Staff Asst., Governor's Office</p> <p>DOA Budget Analyst, Office of Mgmt. &amp; Budget</p> <p>Director of Personnel</p> <p>Director of EEO</p> <p>Chief of Class &amp; Pay</p> <p>Senator Ray</p> <p>Senator Faiks, alternate</p> <p>Representative Abood</p> <p>Personnel Director, Courts</p> <p><u>10/83, 12/83, 2/84, 4/84, 7/84:</u> Meetings in Juneau, Anchorage, Fairbanks</p> <p><u>3/84 - 5/84:</u> Rating members of committee completed consultant selection</p>	<p><u>11/83:</u> Initial timeline sent to Commissioners and Personnel Officers</p> <p>Established contact group of one manager per department</p> <p>Received written recommendations on study process and goals from Personnel Officers</p> <p><u>12/83 - 6/84:</u> Monthly updates on Study plans to all Personnel Officers</p>	<p><u>11/83:</u> Initial timeline sent to 7 unions</p> <p><u>11/83 - 3/84:</u> "Meet and confer" sessions with 7 unions</p> <p><u>1/84 - 2/84:</u> Language regarding the Classification Study incorporated in contract drafts - APEA, CEA, LTC, PSEA</p>	<p><u>3/84:</u> Received 25 proposals</p> <p><u>4/84:</u> 7 firms gave presentations in public</p> <p><u>5/84:</u> Selected Booz, Allen &amp; Hamilton with Hallcrest-Craver &amp; Associates</p> <p><u>6/84:</u> Contract signed - consultants on site</p>	<p><u>9/83:</u> Juneau Empire &amp; Anchorage Times feature stories &amp; related editorial</p> <p><u>11/83:</u> "Invitation to Comment" published statewide</p> <p><u>1/84:</u> RFP advertised statewide and nationally</p> <p><u>12/83, 2/84, 4/84, 7/84:</u> Steering Committee meetings advertised statewide</p>

DEPARTMENT OF ADMINISTRATION  
Division of Personnel

Classification Study Timeline  
Highlights

Task	84				Phase II				85				85-86			
	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep-Feb
Final Work Plan, Final Communications Plan (Done in committee - each committee = 2 dept. mgrs., 2 dept. personnel officers, 4 DOA staff)	XX															
Factor Evaluation System (Done in committee - 16 department managers, 4 union representatives, 3 Court managers)		X														
Data Collection Forms, Data Collection Methods (Done in committee - 4 dept. personnel officers & 4 DOA staff)		XXX	XXX													
Presentation to Management (5 sessions in Juneau, 2 in Anchorage, 1 in Fairbanks)			XX	XX												
Staff Training in System (Personnel Officers, Personnel Analysts and union representatives)			XX	XX												
*Data Collection (Distribution & return through departments of job description questionnaires)				XXXX	XXXX	XXXX	XXXX									
Market Surveying (Design, send and evaluate results)				XXXX	XXXX	XXXX	XXXX	XXXX	XXXX	XXXX	XXXX	XXXX	XXXX			
Draft Class Specifications & Recommendations (Departmental personnel officers and DOA staff)							XXXX	XXXX	XXXX	XXXX	XXXX					
*Review Specifications & Recommendations with Department Management								XXXX	XXXX	XXXX	XXXX	XXXX				
Review Specifications & Recommendations with Unions									XXXX	XXXX	XXXX	XXXX	XXXX			
Prepare Pay Table, Evaluate Costs & Implementation Options (Completed by consultant)													XXXX	XXXX		
Submit Final Recommendations to Governor's Office															XXX	
System Appeals																XXXX XXXX

# STATE OF ALASKA

**DEPARTMENT OF ADMINISTRATION**

*DIVISION OF PERSONNEL*

**BILL SHEFFIELD, GOVERNOR**

*POUCH C (MS 0201)  
JUNEAU, ALASKA 99811*

*(907) 465-4430*

STATE OF ALASKA  
DEPARTMENT OF ADMINISTRATION  
DIVISION OF PERSONNEL  
MEETING NOTICE

The Steering Committee for the Classification Study of State positions will meet in Fairbanks on Monday, July 30, in the Training Room of the Public Safety Building, 1979 Peger Road, at 1:30 p.m.

Activity to date will be reviewed and new issues discussed. Space will be available for observation of proceedings. Agendas will be available at the meeting.

For additional information, or if you would like to be on the Classification Study mailing list, please contact the Chief, Classification and Pay, Division of Personnel, Pouch C-0201, Juneau, AK 99811, or call 465-4424.

13/4D3/0713-02

Department of Administration  
Division of Personnel

Classification Study

Steering Committee  
Suggested Meeting Dates & Updates

<u>DATE</u>	<u>LOCATION</u>
Sept. 21, 1984 (Friday)	Juneau -
November, 1984	Written Update
December 14, 1985 (Friday)	Anchorage
January, 1985	Written Update
March, 1985	Juneau
May, 1985	Fairbanks
July, 1985	Juneau

March 3, 1987

The attached are title pages from publications which were originally in the materials sent to the Library by the Blue Ribbon Commission on the State Personnel Act. The full reports have not been retained in the files because they should all be easily available from other sources.

Jeanie Henry

**A Preliminary Study:**

# **The Status of Women in Alaska**



Compiled by the University of Alaska  
Institute for Social and Economic  
Research, and Joan Katz, for the Alaska  
State Commission for Human Rights

January, 1977

# ALASKA'S WOMEN: DETERMINING OUR FUTURES



Work of artist 'Communicating' by P.O. Lee of Upernivik

**March 19, 20, 21, 1982**

A statewide women's conference sponsored by the Alaska Commission on the Status of Women at the Sheraton Anchorage Hotel. The conference will bring together women from all parts of the state to learn together, grow together, and express ourselves together.

For information, write the Alaska Commission on the Status of Women, 338 Denali Street, Suite 850, Anchorage 99501, or call 276-3003

## **Conference Report**

### **Alaska Commission on the Status of Women**

JAY S. HAMMOND  
GOVERNOR

BARBARA L. SCHUHMAN  
CHAIR

KATHERINE T. HURLEY  
EXECUTIVE DIRECTOR



PHONE  
(907) 276-3003

**STATE OF ALASKA**  
OFFICE OF THE GOVERNOR

ALASKA COMMISSION ON THE STATUS OF WOMEN  
338 DENALI STREET, SUITE 850  
ANCHORAGE, ALASKA 99501

**FIVE YEARS LATER**

A REVIEW OF THE RECOMMENDATIONS CONTAINED IN

A PRELIMINARY STUDY:

THE STATUS OF WOMEN IN ALASKA, 1977

AUGUST 1982

PREPARED BY: CHRISTINE CALLAHAN, RESEARCH ANALYST

# ALASKA'S 1980 POPULATION

—A PRELIMINARY LOOK—

STATE OF ALASKA Jay S. Hammond, *Governor*

ALASKA DEPARTMENT OF LABOR Edmond N. Orbeck, *Commissioner*

ADMINISTRATIVE SERVICES DIVISION John Post, *Director*

RESEARCH AND ANALYSIS SECTION Chuck Caldwell, *Chief*

PREPARED BY: Stephen D. Harrison, *Labor Economist*

Jim Fowler, *Graphic Artist*

Melanie Wilhelm, *Administrative Assistant*

Ingrid Zaruba, *Statistical Clerk*

JANUARY 1, 1981

# Alaska Population Overview

Prepared by

Stephen D. Harrison

FIRST EDITION

December 1979

ALASKA DEPARTMENT OF LABOR Edmund N. Orbeck, *Commissioner*

RESEARCH AND ANALYSIS SECTION John E. Post, *Chief*

**LABOR MARKET INFORMATION  
FOR 1982  
AFFIRMATIVE ACTION PROGRAMS**

**STATE OF ALASKA**

**Jay S. Hammond, Governor  
State of Alaska**

**Edmund N. Orbeck, Commissioner  
Department of Labor**

**John E. Post, Director  
Administrative Services**

**Chuck Caldwell, Chief  
Research and Analysis**

*4500*

**June 1981**

Review  
by  
Executive Branch of Alaska State Government  
of  
CHANGING COMMITMENT INTO ACTION  
EMPLOYMENT OF WOMEN AND MINORITIES IN ALASKA STATE GOVERNMENT

- A Report of the Alaska Advisory Committee to the United  
States Commission on Civil Rights

## PREFACE

The report, "Changing Commitment into Action -- Employment of Women and Minorities in Alaska State Government" is the product of a study by the Alaska Advisory Committee to the U.S. Commission on Civil Rights. The study commenced in 1977 and ended September 22, 1978. The report of the study was not released until September 22, 1980.

While there was a substantial amount of time, effort and expense that went into both the study and report the final observations and recommendations are, at this late date, of limited value. A majority of the reports' recommendations had either been implemented or were "in the works" long before the report was released.

In addition, the report makes several assumptions which appear to be based on uninformed testimony gathered during the study. As a result the report is, in some respects, inaccurate and tends to mislead.

The following review of the committee's report attempts to "set the record straight" with regard to equal employment opportunity within the executive branch of Alaska State Government by responding to applicable portions of relevant chapters, the recommendations, and by the inclusion of replies from several executive branch agency officials to Mr. Brook's requests of December 3, 1980, for reviews of "Changing Commitment into Action."

CONTENTS

INTRODUCTION.....	1
AGENCIES RESPONSIBLE FOR EQUAL EMPLOYMENT OPPORTUNITY IN ALASKA.....	3
STATE EEO RESPONSIBILITY - DIVISION OF EQUAL EMPLOYMENT OPPORTUNITY.....	7
STATE DEPARTMENTS AND OFFICES.....	10
CONCLUSIONS, FINDINGS AND RECOMMENDATIONS.....	40

Chapter 1  
INTRODUCTION

This chapter of the report includes the background of the study with excerpts of a letter from the chairman of the Alaska State Commission for Human Rights to the Governor, a description of the area of Alaska, its population, Alaska Labor Market Information for Affirmative Action Programs - 1976, and workforce statistics.

The letter from the chairman of the Alaska State Commission for Human Rights to Governor Hammond dated February 9, 1978 was partial information furnished to the committee during its study. Since the information in the letter was "already a matter of public record" there apparently was no effort to check its accuracy either during the study or prior to releasing the report.

The letter stated:

There is an embarrassing absence of minorities at all levels. One could go blind looking for women (24) and minorities (1) in the recently released list of 457 State employees making over \$40,000.00.

Alaska's equal employment monitoring and auditing efforts since the EEO program was established six years ago have been ill-conceived failures... (We wish to stress that our criticism of the State's efforts is not directed solely at the program's present employees. The worst which could be said about them is that they have failed to correct faulty program concepts which were adopted by other than staff long before the present staff began work.)

The above quotation implies that the Division of Equal Employment Opportunity is the agency responsible for equal employment opportunity for all three branches of State government (Executive, Legislative and Judicial) and the University of Alaska; whereas, the Division is responsible solely for the executive branch.

It is not known where the statistics for "the recently released list of 457 State employees making over \$40,000.00" was obtained. But we question their reliability because, in the executive branch alone, 275 classified employees made \$40,000.00 plus in February, 1978. Of this total, 21 were women and 4 were minorities. In February, 1979 a total of 252 employees made \$40,000.00 or more, 29 were women and 5 minorities. During December 1980 a total of 690 classified employees were making \$40,000.00 and over, 101 women and 45 minorities. It is evident that, in spite of statements to the contrary, statistics maintained by the Division of EEO show a fairly small but steady improvement in the numbers of women and minorities at this level within the executive branch of State government. And, at least three of the minority employees within the executive branch were not included in the list of those making \$40,000.00 or more in 1978.

Chapter 2

AGENCIES RESPONSIBLE FOR  
EQUAL EMPLOYMENT OPPORTUNITY IN ALASKA

This chapter describes the agencies responsible for Equal Employment Opportunity in Alaska. It is interesting to note that although staff of the U.S. Commission were provided with copies of Administrative Order No. 59, the report used outdated information from the State of Alaska Affirmative Action Plan dated March 16, 1977 and an interview on December 13, 1977 with a former director of the EEO Division to describe the Governor's commitment and the Division of EEO respectively.

Administrative Order No. 59, which was signed by Governor Hammond June 20, 1980 is printed below. All aspects of this Administrative Order have been implemented.

## STATE OF ALASKA

### Office of the Governor

#### Administrative Order No. 59

In further pursuit of the State of Alaska's commitment to human rights as expressed in the State Constitution and Alaska Statute 18.80.200, as amended, I, Jay S. Hammond, Governor of the State of Alaska, under the authority granted by Article III of the Alaska Constitution and by Alaska Statute 44.17.060, order the following as the equal employment opportunity policy of the executive branch of the State of Alaska:

#### 1. Statement of Policy; General Requirements

1.1 The policy of the executive branch of the State of Alaska is equal opportunity and nondiscrimination in all of its employment decisions, programs, and activities. The State shall take affirmative steps to implement this policy in the internal affairs of State government, as well as its relations with the public.

1.2 All departments or appointing authorities shall have affirmative action programs and written plans to conform with this order. All affirmative action programs and plans shall be reviewed by the Department of Administration, Division of Equal Employment Opportunity, established in part 2 of this order.

1.3 Affirmative action requires that steps be taken in all departments to eliminate discriminatory barriers to employment on the grounds of race, religion, color, national origin, age, sex, handicap, marital status, changes in marital status, pregnancy or parenthood, when the reasonable demands of the position do not require a distinction. It also requires positive, aggressive measures to ensure that all terms and conditions of employment including, but not limited to, the areas of recruitment, hiring, assignments, evaluation, promotion or transfer, layoff, termination, training, compensation, and treatment are not arbitrarily discriminatory on the grounds listed.

#### 2. Responsibilities

2.1 The Commissioner of the Department of Administration is responsible for the Equal Employment Opportunity Program. Specific responsibility and authority for administering and implementing the State's Equal Employment Opportunity Program is assigned to the Division of Equal Employment Opportunity, established within the Department of Administration.

2.2 The Director of the State Division of Equal Employment Opportunity shall administer the Equal Employment Opportunity Program for employment within the executive branch, and shall carry out the State's policy on nondiscrimination, equal employment opportunity, and affirmative action in employment within the executive branch. The Director shall:

- (1) Develop and implement guidelines, standards, and procedures governing the preparation, timely submission, and review of affirmative action plans by all departments within the executive branch;
- (2) Give final approval or disapproval of all affirmative action plans submitted by each department;
- (3) Conduct an ongoing review of affirmative action plans and their implementation to assure that programs are in compliance with this administrative order;
- (4) Establish a uniform compliant procedure which is to be included in all affirmative action plans and available to all persons subject to this administrative order, including applicants as well as employees. This procedure must be used to investigate, determine, and resolve issues covered by this Administrative Order or related to affirmative action plans. This procedure is a means by which persons may bring issues covered by this order to the attention of responsible officials for the purpose of investigation, determination, and resolution. However, a failure to comply with this procedure does not deny a person any right he would not otherwise have under the United States and Alaska Constitutions and statutes.
- (5) Maintain contact with State agencies, employees, or applicants and any State or federal enforcement agency in connection with all issues covered by this administrative order.
- (6) Cooperate with the director of the Division of Personnel to ensure that the State personnel system is operated in ways which provide assistance to appointing authorities in meeting affirmative action goals and that all personnel system policies, practices, and regulations comply with this administrative order.
- (7) Monitor employment practices and policies and take necessary measures to ensure that all conditions of employment, including but not limited to, the areas of recruitment, hiring, assignment, evaluation, promotion, demotion, transfer, layoff, termination, training, compensation and treatment are not arbitrarily discriminatory on the grounds listed in sections 1.3 of this order.
- (3) Review all employee collective bargaining agreements on a continuing basis to ensure compliance with this administrative order and advise the director of the Division of Labor Relations on EEO matters as they pertain to contract negotiations and management.
- (9) Provide training to management, supervisors, and employees to strengthen knowledge and understanding of State and federal anti-discrimination laws and subjects covered under this administrative order.

- (10) Prepare the overall State affirmative action plan which is to consist of this administrative order, the annual plan, and the annual report. The State affirmative action plan must be submitted to the commissioner of administration, the governor, and the legislature each year.

2.3 The commissioner of each department or the authority in agencies of the executive branch that are not in departments shall:

- (1) Have an affirmative action plan setting forth goals and timetables, identifying problem areas, outlining remedies, and specifying reasonable measures to eliminate the effects of any past or present discriminatory practices and terms, conditions, and privileges of employment.
- (2) Select an official of the department at the level of director or above who is to be designated the department equal employment opportunity representative. The department equal employment opportunity representative shall supervise development and implementation of the department's affirmative action plan and program.

This administrative order takes effect immediately.

DATED June 20, 1980, at Juneau, Alaska.

Jay S. Hammond, Governor

There are two additional errors in this chapter: (1) The EEO Committee was not established by executive order of the governor. Members of the committee were appointed by the governor and, (2) The Alaska Equal Pay for Women Act, AS 23.10.155 was repealed in 1980 during the eleventh session of the Alaska Legislature.

Chapter 3

STATE EEO RESPONSIBILITY  
DIVISION OF EQUAL EMPLOYMENT OPPORTUNITY

The purpose of Chapter 3 of the Advisory Committee report was to describe and assess the responsibilities of the Division of Equal Employment Opportunity as listed by the Advisory Committee in Chapter 2 of their report.

Restating what has already been said in the review of Chapters 1 and 2:

- . The responsibilities of the Division of EEO extend to the executive branch of State government only,
- . The limited value of a report covering three and four year old material, and
- . The questionable accuracy of the information furnished.

Rather than continue to comment on Chapter 3, further discussion will be limited to the major accomplishments of both the Division of EEO and the executive branch since early 1979.

- . The Division of EEO completely revised and rewrote the affirmative action plan for the executive branch. It is entitled, State of Alaska Affirmative Action Workbook and includes a section on each of the essential components required to be in all approved plans of each department within the executive branch.

This plan was published July 1, 1980 and copies were distributed to the EEO representatives and personnel officers of each department during a 3-day Affirmative Action Plan Workshop conducted by Division of EEO staff July 23, 24 and 25, 1980.

All departments now have plans which, in addition to other components, contain short term and long term hiring goals for minorities and women in job groups where they are underutilized. To assist departments to attain their goals the Division of EEO and the Division of Personnel have developed a procedure. This procedure enables department hiring authorities to consider the top five minorities and the top five women in addition to the top five on an eligible list whenever filling a position. The procedure may be used for classifications in which minorities and/or women are under-represented and is due to go into effect in the near future.

Monitoring of program progress including attainment of goals and other affirmative actions under department plans is being carried out by staff of the Division.

- . Administrative Order No. 59 was signed by Governor Hammond June 20, 1980. The order is in this review under the previous section (Chapter 2).
- . Staff of the Division of EEO continue to conduct workshops for managers, supervisors and EEO representatives in Juneau, Anchorage and Fairbanks. Three additional workshops have been added: Employment Law and the Handicapped, Upward Mobility for Employees, and EEO for Employees. Approximately 850-900 executive branch employees have attended these workshops since April 1979.

. Targeted, outreach recruitment is conducted by staff of the Divisions of Personnel and EEO to encourage minorities and women to apply for jobs within the executive branch. During recruitment trips tests have been administered in rural and bush areas of the State. The Division of Personnel is attempting to utilize the services of other agencies to administer examinations in rural communities.

The Alaska Resource and Recruitment Directory -- of Minority, Women, Handicapped and The Elderly Organizations and Agencies was published in April 1980. The directory is distributed state-wide and is used by executive branch agencies and by the Division of Personnel as a recruitment aid.

Division of Personnel recruitment staff regularly attend job fairs and career days throughout the State and at the University of Alaska in special recruitment efforts.

Recruitment bulletins are distributed to all Job Service offices throughout the State, and to Minority, Women, Handicap and Elderly Organizations. For promotional purposes recruitment bulletins are posted conspicuously throughout all offices of agencies of the executive branch.

- . The Division continues to operate the Talent Bank based in the Anchorage office of the Division.
- . The Division of Personnel received funding from the legislature to establish an automated applicant flow data system which is targeted operational in October 1981.
- . The Division of EEO has submitted a capital budget request to the legislature which if appropriated, will enable the Division to establish an automated employee tracking system. This system will track all the promotions, transfers, terminations both voluntary and involuntary, position reallocations and reclassifications, etc., by race and sex of all employees in all departments of the executive branch.

Chapter 4

STATE DEPARTMENTS AND OFFICES

NOTE: Included in this portion of the review are responses from various executive department officials to Mr. Brook's letter of December 3, 1980.

DEPARTMENT OF COMMERCE AND ECONOMIC DEVELOPMENT

# MEMORANDUM

State of Alaska

TO: William R. Hudson, Commissioner  
Department of Administration

THRU: Lois Cook, Director *LC*  
Division of Administrative Services  
Department of Commerce &  
Economic Development

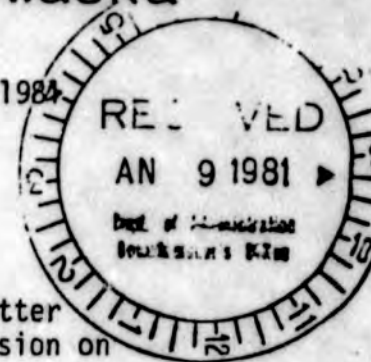
FROM: James C. Lawson, Personnel Officer *JCL*  
Division of Administrative Services  
Department of Commerce &  
Economic Development

DATE: January 7, 1981

FILE NO:

TELEPHONE NO:

SUBJECT: Reply to Letter  
From Commission on  
Civil Rights



The following is my reply to the letter from Joseph T. Brooks, Regional Director, United States Commission on Civil Rights, for incorporation into the executive branch response.

Finding #5 and Recommendation.

Impartial interview board to interview applicants instead of individual interviewer and varying interviews.

It would, in most cases, be impractical to use a "board" for reviewing. The use of a preplanned interview guide sheet, which can be used for interviewing all applicants equally is more favorable. The "EEO for Supervisors" training session suggests this guide sheet, and this department is moving for compliance in this manner.

Promotions and Upward Mobility.

Problem - No strong positive steps to ensure equal access to jobs and promotions within the department. Also vacancy announcements for promotions not circulated to all employees across all departments.

A procedure bulletin is being formulated which will itemize the necessary steps for filling a vacant or soon-to-be vacant position. Steps include encouraging known minorities within the department to seek certification to specific job classifications, prior to calling for the register. When a departmental register is not used, an open register is called, which makes the job vacancy available to anyone who is qualified and on that register.

Problem - Alaska Natives restricted account of required formal education which they may lack.

Reclassification to reflect true minimum qualifications instead of "ideal" qualifications is a current on-going consideration, as is substitution of related work experience for educational requirements. Further, the department will pay the expense of training when funds are available, and division directors are encouraged to request training funds in their annual budget.

MEMORANDUM  
William R. Hudson

-2-

January 7, 1981

Problem - No contract compliance nor affirmative action program to encourage participation of minority and women's firms in State contracts.

Within the department, minority firms (mostly Alaska Native) are currently asked to bid and are awarded contracts over majority bidders. This is due in part to the fact that the projects involved are largely in Native communities. Women's firms are directed to the proper division and are sent bidding information.

Comment:

At present the Department of Commerce and Economic Development is recruiting for EEO Affirmative Action Committee members. Once appointments are announced, the committee will meet to identify the objectives which will be handled in an expeditious manner to bring the department even more into compliance. Among the top priorities will be implementation of EEO evaluation within the normal performance evaluations for supervisors. Also, an updated awareness that minorities ranked below number five on a register may be utilized when EEO division indicates underutilization.

With regard to underutilization charts, we have made good progress in our goals to utilize the female and minority work force. We have recently hired a severely handicapped person, thereby further improving our utilization of all the available work force.

JLC/mh1/23

DEPARTMENT OF COMMUNITY AND REGIONAL AFFAIRS

December 19, 1980

Joseph T. Brooks  
Regional Director  
United States Commission on  
Civil Rights  
915 Second Avenue, Room 2852  
Seattle, Washington 98174

Dear Mr. Brooks:

Your letter of December 3, questioned whether Community and Regional Affairs had implemented recommendations made by the Alaska Advisory Committee to the U.S. Commission on Civil Rights in a publication entitled "Changing Commitment Into Action -- Employment of Women and Minorities in Alaska State Government.

I fail to find any specific recommendations or findings made for Community and Regional Affairs, one section does state that "The advisory Committee hopes that with technical assistance...the Department will be able to improve its statistical "picture" of presentation of Women and minorities at all levels". (Based on 1978 employee statistics). Community and Regional Affairs has one of the highest minority profiles in the state departments -- 17%. This figure is only 2% under the standard for minority employment. We continue to rank high, 65%, for female employment

The 1980-81 Department Affirmative Action Program (enclosed) provides an up-to-date look at our employment profile, specific employment goals and objectives, problems and corrective actions, responsibilities of our Affirmative Action Committee, etc.

If, after review of our new Program, you have any questions, feel free to contact me again.

Sincerely,

Les McAnerney  
Commissioner

DEPARTMENT OF EDUCATION

# MEMORANDUM

State of Alaska

TO: William R. Hudson, Commissioner  
Department of Administration

DATE: January 15, 1981

FILE NO:

TELEPHONE NO: 465-2800

FROM: Marshall L. Lind, Commissioner  
Department of Education

SUBJECT: Letter from U. S. Commission  
on Civil Rights



We have reviewed the recommendations to our department in the study of the Alaska Advisory Committee to the U. S. Commission on Civil Rights. The following is our update on our action regarding these recommendations.

## Recommendation 1

This recommendation speaks to the need to develop a career ladder for upward mobility from mid-level to upper-level management positions and to review minimum qualifications so that various kinds of administrative experience can be translated formally to school administration experience.

## Action

Upon further analysis, the Department of Education has determined that, organizationally at least, a career ladder does exist between mid-management (ranges 19-21) and upper-management (ranges 22-26). Overall in the Department, the ratio of mid-management positions to top-management positions is 129:15 or approximately 9:1. Since most top-level positions are filled by within-department promotions, it would appear that adequate access is afforded to mid-management level employees.

However, while the percentages of women and minorities represented in mid-management positions are 41% and 5% respectively, percentages of the same groups in upper-management are 20% and 0% respectively. Since the advisory committee report, an additional woman has been appointed to a top-management position, raising the number of women in top-management from three to four.

Part of the difficulty is the low turnover in top-management positions. In the past two years, only four such positions were open. Two were filled with women (one as a lateral transfer; thus the statistics did not change); one had no women applicants at all, and the fourth required an extensive background in school finance and contract procedures, which the few women applicants did not have.

In an attempt to provide more expanded opportunities for women and minorities to gain the experience which would enable them to meet the qualifications for top-management positions, the Commissioner has reworked the current position of Special Assistant to the Commissioner to provide a short term (i.e., one to two year) internship experience for women and minority candidates within the department. Because incumbents of this position in the past have been promoted to top-management positions within the department, it is felt that the proposed use of this position exclusively for women or minority candidates would allow such candidates to be groomed for higher-level administrative positions.

William R. Hudson, Commissioner  
Department of Administration  
January 15, 1981  
Page Two

Some work is continuing on review of minimum qualifications for professional positions within the department. It seems likely for the near future that many professional positions will continue to require a teaching certificate. However, the department has begun to review applicant experiences on a case-by-case basis and to allow credit for administrative experience - both paid and volunteer - outside of the more normal principal/superintendent experience.

#### Recommendation 2

This recommendation asked the department to study and implement criteria for alternative methods of teacher certification.

#### Action

The Department spearheaded a two-year study of teacher certification requirements, including alternative routes to certification beyond the normal baccalaureate degree in teacher education. The study was followed by proposed regulatory changes in several areas of certification. Strong public resistance to the proposed regulations, given at extensive public hearings, caused the State Board to withdraw the proposed regulations.

In a time of nationwide teacher surplus, which is felt in all but the most isolated parts of Alaska, it seems questionable if any effort to open up alternative routes to full certification will be successful. No such alternative is planned again for the near future in Alaska.

However, although it does not carry with it all of the benefits of full certification (in particular those of tenure and membership in the Teachers Retirement System), Alaska's Recognized Expert Certificate does allow persons with recognized skills to teach on a limited basis.

#### Recommendation 3

This recommendation asked the Department to work with the University of Alaska and others to develop appropriate teacher training programs for bilingual aides.

#### Action

In the past two years, significant studies have been made by individual school districts, the University of Alaska system (in particular, the community colleges) and the state's two private colleges and universities to expand the career ladder for bilingual teacher aides. Since most programs are delivered on-site to persons who are employed full or part-time, progress along the career ladder to full certification is slow. It is not unusual for a village resident to take between six and eight years to complete a degree under these circumstances. On the other hand, asking villagers to leave the village for four years in campus study has never been a very effective route to a degree. It appears likely that the current system - time consuming as it may be - is the more effective approach.

William R. Hudson, Commissioner  
Department of Administration  
January 15, 1981  
Page Three

The Department also sponsors short-term, for-credit, workshops and training experiences for bilingual aides that can help speed up the time required to get a degree.

DEPARTMENT OF ENVIRONMENTAL CONSERVATION

STATE  
of ALASKA

## MEMORANDUM

TO:  The Honorable William R. Hudson  
Commissioner  
Department of Administration

DATE: January 2, 1980

FILE NO:

TELEPHONE NO: 465-2600

FROM: Ernst W. Mueller  
Commissioner  
Department of Environmental  
Conservation

SUBJECT: Letter, U.S. Commission  
on Civil Rights

The letter and enclosure received from Mr. Joseph T. Brooks, Regional Director, U.S. Commission on Civil Rights, made only one very general recommendation to this department; i.e., "The Department should be taking affirmative steps to correct the under-representation of minorities and women.

This recommendation leaves a great latitude for interpretation. We believe the Department has acted within the intent and spirit of the Equal Employment Opportunity laws in our recruitment and employment practices.

The Department has:

1. Filled a vacancy in the upper management level with a white female.
2. Hired minorities when available.
3. Hired the handicapped through the Division of Vocational Rehabilitation.
4. Provided opportunity for upward mobility through "in house" recruitment, training, and tuition payments.
5. Recruited through trade journals and national publications.
6. Rewritten Class Specifications and task descriptions to provide for upward mobility, promotional opportunity, and easier entry into our specialized job class.
7. The Department has suffered no grievances resulting from recruitment or hiring practices.



DEPARTMENT OF HEALTH AND SOCIAL SERVICES

Mr. Joseph T. Brooks  
Regional Director  
United States Commission on Civil Rights  
Northwestern Regional Office  
The Federal Buiding  
915 Second Avenue, Room 2852  
Seattle, Washington, 98174

Dear Mr. Brooks:

Thank you for your recent letter regarding the study conducted by the Alaska Advisory Committee to the U.S. Commission of Civil Rights entitled "Changing Commitment Into Action -- Employment of Women and Minorities in Alaska State Government."

We have thoroughly reviewed and analyzed the report and the recommendations made by the Alaska Advisory Committee, and would like to take this opportunity to respond.

As of November 19, 1980, there were 1,816 employees in the Department of Health and Social Services. Of these, 338 were minorities, and 1,478 were women. In salary ranges 16 and above, 53 were minorities and 238 were white women, and 236 were white men, for a total of 527 employees. A comparison was made of the employment status of male and female minorities in FY 78, the period of time the report was based on, and FY 80. The comparative statistics are displayed in Table I, and show increases in the employment of both male and female minorities in all salary ranges. In summary, for ranges 22-28, there was an increase of 100% employment for male minorities; in ranges 16-21, employment for male minorities increased 41.6%, and female minorities increased 70.5%. In ranges 10-15, employment for male minorities increased 26.8%, and in ranges 5-9 there was an increase of 56.5%. The employment rates for female minorities do not reflect as high an increase, but are significant. In response to the specific findings and recommendations made in the report, we would like to address each of these separately.

Table I

Department of Health and Social Services  
COMPARISON OF EMPLOYMENT OF MALE AND FEMALE MINORITIES

SALARY RANGES	FY 78 - FY 80										Total Employees FY 78 FY 80 (+ -) %		
	MALES					FEMALES							
	White FY 78	White FY 80	Minorities FY 78	Minorities FY 80	% (+ -)	White FY 78	White FY 80	Minorities FY 78	Minorities FY 80	% (+ -)			
Ranges 22-28	37	31	0	1	+100%	12	11	0	0	0%	49	43	-12%
Ranges 16-21	202	213	12	17	+41.6%	187	212	17	29	+70.5%	418	471	+12.7%
Ranges 10-15	230	243	41	52	+26.8%	262	261	52	49	+ 5.7%	585	605	+ 3.4%
Ranges 05-09	48	37	23	10	-56.5%	360	316	90	80	-11%	521	443	-14.9%
Ranges 51-60	50	48	16	21	+31%	51	49	11	12	+ 9%	128	130	+ 1.5%

TRAINING

The Department has increased its recruitment and training of Alaska Natives in technical programs, and includes persons providing services as well as employees of the State.

This is accomplished through the training provided by several divisions; namely, the Division of Public Health, the Office of Alcoholism and Drug Abuse, the Division of Mental Health, the Division of Corrections, and specifically the Division of Social Services, reorganized as the Division of Family and Youth Services. These programs offer training to providers and consumers of services throughout the state and prepare them to understand and cope with situations arising in their villages and communities, especially in the absence of state-funded positions to provide the services. In addition, training for state employees has increased considerably in order to broaden the base of bicultural-bilingual skills needed to more appropriately serve Alaska Natives and other minorities. Attached is an outline of the training offered by the Division of Family and Youth Services for FY 81, and gives you an indication of the types of training being offered the social workers in their division.

In FY 80, the Department sponsored 107 employees in training appropriate to their employment, and of this number 82 were women or minorities. In the first quarter of FY 81, 36 employees were sponsored in training by the Department, and of this number, 22 were females and 8 were minorities.

We are also providing you with Department's Affirmative Action Plan for 1981, and call your attention to Section VIII: Identification of Problem Areas, page 151-158, and the emphasis on training for upward mobility, targeting females and minorities. In fact, throughout the plan you will find a strong Department commitment to the advancement of those protected class members the Department presently employs, and the recruitment of those identified as underutilized.

IMPARTIAL REVIEW COMMITTEES FOR PROMOTIONAL EVALUATIONS

The Department's response to assuring that each employee considered for promotion receives equal opportunity is the establishment of several "checkpoints" in the Department. First, the Personnel Section of the Division of Administrative Services is responsible for the individual career development of targeted employees--those identified as underutilized. Specific training plans are developed with the employee and the supervisor and if variable scheduling of work hours

Mr. Joseph T. Brooks  
Page Three

December 26, 1980

is required, that can be accomplished. For example, the Department presently has Permanent Part-time Positions established, which allow the employee to work flexible or shorter hours, or even part-year in some cases. For example, one employee attends college nine months of the year and works in the summer, while her alternate works the nine months she is in school.

The Department has always had Equal Employment Opportunity Representatives for each division and separate office in the Department. However, that responsibility has formalized in the creation of an Affirmative Action Committee this year. This committee serves as "an impartial review committee" in situations where the Department deems it is needed. It is not considered appropriate for non-State employees to be involved in the selection of supervisors for State employees, and in fact would violate both the General Government and Supervisory Agreements with Alaska Public Employees Association. The closest situation that would parallel the Alaska Advisory Committee's recommendation made to use community residents in the selection of employees for promotion might be unsolicited recommendations made by the Department's board or commission members regarding the appointment of a partially exempt director. even in that situation, there are personnel rules which must be followed, as well as equal opportunity and affirmative action principles we endorse and practice, which would preclude the selection of any State employee based on criteria other than qualifications and merit.

DIVISION OF CORRECTIONS ALLEGED DISCRIMINATORY PRACTICES

The Division of Corrections has undertaken a very aggressive affirmative action program this year, as evidenced by their corrective action plan which is attached. This corrective action includes training for all their employees in the principles of equal opportunity and affirmative action, to insure that promotional opportunities will be made available to those minorities and females presently employed. It will also insure that hiring officials give equal consideration to all applicants.

We trust that we have adequately answered your inquiry regarding the Department's response to the report. We appreciated the work done by the Alaska Advisory Committee and felt that the recommendations were very appropriate, with the one exception noted regarding the use on non-state employees in evaluating promotional opportunities. If we may provide additional information or clarification in any area of our civil rights work, please let us know.

Sincerely,

DEPARTMENT OF LABOR

# MEMORANDUM

State of Alaska

TO: William Hudson, Commissioner  
Department of Administration

DATE: January 30, 1981

FILE NO:

TELEPHONE NO:

SUBJECT:

465-2700

Draft Response to  
Report by the United  
States Commission on  
Civil Rights

FROM:

*Edmund N. Orbeck*  
for Edmund N. Orbeck, Commissioner  
Department of Labor



Pursuant to Governor Hammond's memorandum of December 22, 1980 on this same subject, I am providing you with comments of the Department of Labor with respect to the findings and recommendations by the U.S. Commission on Civil Rights in those instances where their findings relate to activities of the Department of Labor.

Several of the recommendations made by the Alaska Advisory Committee to the U.S. Commission on Civil Rights concern the need for more comprehensive labor force information. Specific data limitations were pointed out in their findings and their recommendations call for the Alaska Department of Labor to rectify those deficiencies. There is a mistaken assumption that the Alaska Department of Labor is responsible for the quality of labor force data collected by the Bureau of the Census in its decennial census or that such data deficiencies can be easily corrected. In particular, problems associated with categorical data by race were built into Census procedures. Some of these problems deal with the race categories themselves (for example, Spanish-speaking is not a race) while others deal with sampling limitations. The Department of Labor utilizes census data in order to prepare specific reports and studies, including statistical reports for affirmative action programs. Unfortunately, reports published by the Department of Labor cannot overcome basic data limitations contained within the census data sources.

Under the title "Availability of Women and Minorities in the Labor Force," recommendation number one states that the Alaska Department of Labor in conjunction with the EEO Division, Department of Administration, "should develop current data on the labor pool for urban and rural areas for the following discrete categories: white (not including Hispanic), Black, Aleut, Eskimo, American Indian, Asian American, Pacific Islander, and Hispanic." Since this detail of information was not even collected by the 1970 decennial census, the magnitude of this task could exceed the cost in Alaska of the decennial census. Further, this effort would necessarily have to be undertaken periodically to keep such information current. Neither the Department of Labor nor the Department of Administration has the resources to undertake a project of this magnitude. Therefore, future informational needs will necessarily have to be met by decennial census data. The 1980 census will provide some information in the near future, but even this data will quickly become dated. In summary, there is no acceptable data source which can be tapped to provide the requested information on a continuing basis.

William Hudson, Commissioner  
January 30, 1981  
Page 2

Under the same heading (women and minorities in the labor force), recommendation three suffers a similar but more complicated fate. In addition to the lack of ongoing data sources as outlined above, labor force definitions obscure the true pattern of worker availability. The Department of Labor has long been criticized for its statistical treatment of the rural unemployed. It is felt by many Alaskan administrators that the BLS-census definition of "unemployed" is excessively restrictive in that "discouraged workers" (those who are not seeking work) are not counted as being in the labor force. Again, the 1980 census will provide some relief but it will not overcome definitional limitations. The Alaska legislature has funded a one time study of "the real unemployed" for a specific geographic area of the State. It is hoped that information gained from this study will provide additional insights regarding the definitional limitations of present labor force concepts. Unfortunately, we will not be able to establish a definitive data series from this study alone. In summary, the State Department of Labor cannot comply with recommendation number three because the data to do so is not available from any known source.

It should be noted that the Department's affirmative action plan has been revised considerably from the plan in effect at the time the review was conducted initially (presumably 1978), in accordance with directions from the EEO Division. The current plan has been processed to the EEO Division for approval as well as having been submitted to (and approval received from) the Employment & Training Administration of the U.S. Department of Labor.

The inquiry from the U.S. Commission for Civil Rights indicates some confusion in the use of racial and ethnic categories. It should be understood from foregoing comments that the problems with these categories stem from their beginnings in the census data. Within the Department, they do not cause the particular confusion cited in the Commission report. There may be some confusion in use by other agencies not familiar with the terms. It should be noted that there is a difference between the requirements of the State of Alaska EEO Office, which separates Alaska Native and American Indian, from that of the U.S. Department of Labor's Employment & Training Administration, which combines American Indian and Alaska Native into the same category.

That summarizes our response to the items which we feel fall within our purview. If there are further questions, please have representatives of your staff contact Glenn Lundell, Deputy Commissioner. Also, if significant rewrite should occur in the sections for which we have contributed information, we would appreciate the opportunity to review those prior to their being mailed as a composite report.

DEPARTMENT OF MILITARY AFFIARS

31 Dec 1980

Mr. Joseph T. Brooks  
Regional Director  
United States Commission on Civil Rights  
Northwestern Regional Office  
915 Second Avenue, Room 2952  
Seattle, Washington 98174

Dear Mr. Brooks:

This is in response to your inquiry as to whether the recommendations directed to the Department of Military Affairs, based on the findings listed in the report of the Alaska Advisory Committee to the United States Commission on Civil Rights, have been implemented. In October 1980 this Department rewrote our affirmative Action Plan, submitted and received approval from the Division of Equal Employment Opportunity, Department of Administration. The Department has implemented much of the plan already utilizing the recommendations stated in the report written by the Alaska Advisory Committee and the Affirmative Action Workshop given by the Division of Equal Opportunity. Some areas where the Department has initiated review and taken action are; 1) position classification: review of minimum qualifications unique to this Department, 2) recruitment in job classes of underutilization, 3) career counseling, 4) employee development training.

Sincerely,

Major General C.F. Necrason  
Adjutant General  
Department of Military Affairs.

DEPARTMENT OF PUBLIC SAFETY

# STATE OF ALASKA

JAY S. HAMMOND, GOVERNOR

## DEPARTMENT OF PUBLIC SAFETY OFFICE OF THE COMMISSIONER

POUCH N - JUNEAU 99811

December 30, 1980

465-4322

Joseph T. Brooks  
Regional Director  
United States Commission on  
Civil Rights  
Northwestern Regional Office  
The Federal Building  
915 Second Avenue, Room 2852  
Seattle, Washington 98174

Dear Mr. Brooks:

At the outset, the publication "Changing Commitment into Action," and the accompanying letter dated September 15, 1980, referencing the publication and indicating a news conference to be held on September 22, 1980 was received after the press release date. Therefore, this department did not have an opportunity to attend.

The information contained in the publication is somewhat dated in that the statistical data and other related information is over two years old. I am sure you will recall that the department was not pleased with the interviews conducted by one of your staff members and thus did not attend the open meeting of "The Employment Status of Minorities and Women in Alaska State Government." This of course was not an indication of the department's attitude toward the subject matter but rather a show of indignation, but that is past history.

The department is pleased to respond to the reports contents as related to its activities in the area of "Employment of Women and Minorities in Alaska State Government" and the measures taken toward that end even though there were no recommendations incorporated in the report directed specifically toward this department.

### Affirmative Action

In fiscal year 1980 the department developed and distributed an Affirmative Action Plan. The plan has been updated and expanded upon for this Fiscal Year.

### Upper Mobility

Upper mobility is being addressed through a career path package being developed by the Personnel section of the department's Administrative Services Division. The package will contain job descriptions in related fields and times of competitive examination openings. Distribution of the package, which is behind schedule as a result of position vacancies in the personnel section, will be department wide. During the recruitment drives for State Trooper and Fish & Wildlife Protection Officers, members of the department, and in particular women and minorities, were encouraged to apply.

The department is continuing to provide training opportunities to its members to the full extent possible.

### Recruitment

The department in the last two years has conducted its recruitment campaign for the Trooper recruit class with accelerated emphasis toward minorities and women with the added assistance of the Division of Equal Employment Opportunity. During this department's 1979 recruitment program personal contacts were made, letters and brochures mailed, and advertisements in various medias were conducted statewide. Out of the 789 applicants received in 1979, 37.2% were from women and minorities.

For the 1980 recruitment drive the approach zeroed in more on minorities and women with emphasis on rural (bush) areas. Teams of recruiters from the Department of Administration's Divisions of Personnel and Equal Employment Opportunity traveled to various and numerous areas throughout the state recruiting and testing at the same time. This enabled an applicant to take the written test for the position without having to travel at their own expense to central areas for testing, as had been done in the past.

As of this writing, the department has not received the requested results of the recruitment, such as number of applicants and of those the numbers of minorities and women, the numbers that took the test and the pass/fail ratio.

Of the number of those entering the department's last recruitment academy, 32% were minorities and/or women.

### Native Village Assistance

To meet the public safety needs for native villages in Alaska, as was referenced by Dr. John Angell's March 1979 report to the Alaska Criminal Justice Planning Agency, the department developed the Village Public Safety Officer (VPSO) program.

Joseph T. Brooks

-3-

December 30, 1980

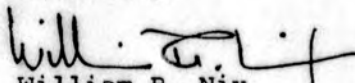
This program in essence establishes a position in a village who is trained in law enforcement, fire prevention and emergency medical assistance and given the material to be effective. VPSO personnel are not members of this department. Through contractual arrangements, the personnel are selected and supported by various Native non-profit corporations. The department trains, assists and monitors the VPSO's in the field and administers the pass-through State funds supporting the program.

The program was implemented this fiscal year and some 40 villages within 5 native corporations were targeted for the VPSO program. Expansion will continue to other villages in succeeding years.

Enclosed is statistical data from the State's EEO-4 Report of June 30, 1980 related to this department.

In the final analysis, the department has made good progress and expects to accelerate that progress in the years to come in the effort to realize full equal employment opportunities for all.

Sincerely,

  
William R. Nix  
Commissioner

Enclosure: a/s

STATE OF ALASKA  
EXECUTIVE BRANCH

AAP Form 01

SURVEY OF EMPLOYEES

6-30-80

Department Public Safety

Job Categories	Total Employees	Total Female	Total Minority	MALE						FEMALE						
				W	B	H	AN	AI	A	W	B	H	AN	AI	A	
Officials/Administrators	19	1	1	17	1						1					
Professionals	48	7	3	38	1			1	1		7					
Technicians	115	58	12	52	1		1	1	2	51	2	1	1	2	1	
Protective Service	351	20	27	304	5	1	7	9	5	20						
Para-Professionals	13	6	1	7						5	1					
Office/Clerical	194	183	21	11						162	5	2	4	5	5	
Skilled Craft	5			5												
Service/Maintenance	17	3	2	13			1			2	1					
All Other																
<b>TOTAL</b>	<b>762</b>	<b>278</b>	<b>67</b>	<b>447</b>	<b>8</b>	<b>1</b>	<b>9</b>	<b>11</b>	<b>8</b>	<b>248</b>	<b>9</b>	<b>3</b>	<b>5</b>	<b>7</b>	<b>6</b>	

Division \_\_\_\_\_

Job Categories	Total Employees	Total Female	Total Minority	MALE						FEMALE						
				W	B	H	AN	AI	A	W	B	H	AN	AI	A	
Officials/Administrators																
Professionals																
Technicians																
Protective Service																
Para-Professionals																
Office/Clerical																
Skilled Craft																
Service/Maintenance																
All Other																
<b>TOTAL</b>																

- W - White
- B - Black
- H - Hispanic
- AN - Alaska Native
- AI - American Indian
- A - Asian

DEPARTMENT OF TRANSPORTATION AND PUBLIC FACILITIES



December 17, 1980  
0008

Joseph T. Brooks, Regional Director  
U.S. Commission on Civil Rights  
Northwestern Regional Office  
The Federal Building  
915 Second Avenue, Room 2852  
Seattle WA 98174

Dear Mr. Brooks:

In response to your letter of December 3, 1980, since your report did not contain specific recommendations for our department, I think that our Affirmative Action Plan contains the most complete picture of our efforts concerning minority and female employment. This plan, copy attached, spells out the duties and responsibilities of the people within the Department of Transportation and Public Facilities in this area. If, after your review of this plan, you have any specific areas that are still of concern, please contact Ron Lind, Deputy Commissioner for Administration, Department of Transportation and Public Facilities.

Sincerely,

A handwritten signature in cursive script, appearing to read "Robert W. Ward".

Robert W. Ward  
Commissioner

Attachment

Chapter 5

CONCLUSIONS, FINDINGS, AND RECOMMENDATIONS\*

\* Source: "Changing Commitment into Action," Chapter 5 - A report of the Alaska Advisory Committee to the United States Commission on Civil Rights - July 1980.

## Availability of Women and Minorities in the Labor Force

### Recommendation 1

The Alaska State Department of Labor, in conjunction with the Equal Employment Opportunity Division of the Department of Administration, should develop current data on the labor pool for urban and rural areas for the following discrete categories: White (not including Hispanic), Black, Aleut, Eskimo, American Indian, Asian American and Pacific Islander, and Hispanic. Data should also be gathered and published on the presence of the older and disabled (handicapped) workers in the State work force. This data should be displayed by job classification and pay levels.

### Recommendation 2

The U.S. Commission on Civil Rights should recommend to the Bureau of the Census that measures be taken in the 1980 census to obtain an accurate count of Alaska Natives.

### Recommendation 3

The State Department of Labor should revise its population and work force figures to reflect accurately the number of Alaska Natives and their employment status.

### Response

The Alaska State Department of Labor, in conjunction with the Division of EEO, developed labor pool statistics for White, Black, Hispanic, Alaska Native (Eskimo, Aleut, etc.), American Indian, and Asian and Pacific Islander. These available labor pool statistics were distributed to departments of the executive branch in September 1979. They are updated annually.

Current work force data is collected by job classification and pay level for all departments. This work force data system was automated in February 1977 and has been distributed to departments of the executive branch on a quarterly basis by the Division of EEO ever since. Data on the presence of the older and handicapped worker will be displayed and published in the same report if funds are appropriated by the legislature.

### Response

Same as response for recommendation #3.

### Response

The Alaska Department of Labor updates its population and work force data annually. See memorandum of January 30, 1980 from Department of Labor Commissioner Orbeck to Department of Administration Commissioner Hudson under Chapter 4 of this review.

#### Recommendation 4

Increased efforts must be made by the Department of Administration and all other departments to recruit and fill positions in rural areas with Alaska Natives.

#### Recruitment

##### Recommendation 1A

The Cook Inlet Native Association (CINA) has developed a comprehensive program for access to State hiring; other groups testifying before the Alaska Advisory Committee apparently have not developed this kind of liaison mechanism yet. The plan is included in this report as appendix B. The Advisory Committee feels that the State's endorsement of the proposed voluntary plan would serve as a model for other Alaska Native associations and minority advocacy groups. The State EEO Division should initiate this program and maintain routine contact with minority groups.

##### Recommendation 1B

The Department of Administration, as the State's recruiter, and each department that recruits for jobs requiring special skills should develop a recruitment program to enlarge their labor pool to include a nationwide search for minorities and women.

#### Response

Efforts are made by departments to fill State jobs in rural areas with Alaska Natives. Not all departments have positions in rural areas but those that do are encouraged to recruit Alaska Natives.

Division of EEO conducts targeted recruitment in the rural areas.

#### Response

The Divisions of EEO and Personnel do maintain routine contact with minority groups. Publication and dissemination of The Alaska Resource — and Recruitment Directory is a part of this effort as are targeted recruitment, outreach testing and participation in "career" day events.

#### Response

It is the policy to hire Alaskans whenever possible. If workers with special skills are not available within the State, the Department of Administration and affected departments do recruit nationwide for workers with the necessary special skills.

### Recommendation 2

The University of Alaska should work with the EEO Division, Department of Administration, and the State Department of Labor to identify those areas where there are few women and minorities available in the labor pool to develop programs for training women and minorities in these job skills, using funding available from Federal, State, and local programs. Where this approach is deemed unrealistic, recruitment efforts outside the State should emphasize women and minority sources of workers.

### Hiring

#### Recommendation 1

The Department of Administration should make assistance available to persons filling out applications for State employment. Instructions should be clarified, should be as bias free as possible, and should specify that voluntary, job-related experience should be included and will be considered. The EEO Division should work with minority and women's advocacy groups to assist minorities and women in applying for State employment.

#### Recommendation 2

The EEO Division should develop a tracking system for job applicants that could be used to determine the number of women and minorities placed in jobs in State government and the length of time it takes to obtain a position after initial application. Such a system could also be used to identify barriers to State employment by documenting the points at which applicants drop out of the application, placement on the register, or interview processes.

### Response

When recruiting is conducted out-of-state emphasis is placed on sources of minorities and women if women and/or minorities are under-represented in the work force within the classifications for which recruitment is being conducted.

#### Response

Assistance has been provided to minorities and women in applying for State employment since early 1978. Voluntary job-related experience is included and considered.

#### Response

An applicant flow system is being automated by the Division of Personnel. The system is targetted to be operational in August 1981.

Recommendation 3

The Department of Administration should continue to analyze job classifications and should utilize findings from Federal and other State studies, where possible, to avoid additional costs and duplication of efforts.

Recommendation 4

The Department of Administration should make testing available in locations throughout the State when at all feasible.

Recommendation 5

The Advisory Committee encourages the EEO Division to continue to contact as many managers and supervisors as possible throughout the State on an ongoing basis. Impartial interview boards that include minorities and women should be used where feasible to reduce individual bias in selection procedures.

Recommendation 6

The departments should consider using an interpreter for examinations for those positions in which English language facility would not be a requirement for performance of the job.

Recommendation 7

A contract compliance program should be established by the State legislature for departmental purchasing and contract awards to ensure participation of minority and women's firms.

Response

The Department of Administration, Division of Personnel does utilize findings from other State and Federal agencies and continues to analyze job classifications.

Response

Testing is available in rural areas of Alaska in connection with targeted recruitment.

Response

The Division of EEO is continuing to conduct workshops for managers and supervisors which include emphasis on interviewing techniques. Interview panels are used where feasible.

Response

Interpreters are used for examinations whenever needed.

Response

N/A .

## Promotions and Upward Mobility

### Recommendation 1

The EEO Division must assist departments in identifying problem areas, in developing analyses as a part of their affirmative action plans in problems relating to the underutilization of minorities and females. Each department should create a plan for improving utilization of minorities and females.

### Recommendation 2

The departmental EEO Division should ensure circulation of vacancy announcements to all employees.

### Recommendation 3A

The EEO Division should conduct a study of the status of female employees throughout State government related to advancement and equal pay to develop recommendations to address these problems.

### Recommendation 3B

The EEO Division should work with each department to develop training for advancement and upgrading of skills through management intern programs, tuition reimbursement programs, and other employee development programs as appropriate.

### Response

The Division of EEO has been assisting departments in all of these areas. They will continue to do so.

### Response

Vacancy announcements are posted on bulletin boards throughout departments and employees are encouraged to apply for promotions. The Division of Personnel receives more applications from among current employees than it does from non-employees.

### Response

The Division of EEO plans to conduct such a study as soon as resources are available to do so. In the meantime the hiring and promotion of women into jobs where they are presently under-represented is a major affirmative action goal for all departments.

### Response

This is addressed in current department affirmative action plans. The Division of EEO will monitor progress.

#### Recommendation 4

The Division of EEO and the Division of Personnel in the Department of Administration should develop a plan for ensuring that qualification requirements described in vacancy announcements are realistic and accurately reflect the qualifications that are necessary to perform the job. They should also allow for substitution of relevant experience for educational requirements and should encourage development of on-the-job training programs in all departments that would lead towards academic accreditation.

#### Affirmative Action Plans and Enforcement

##### Recommendation 1

EEO performance must be included in every manager's and supervisor's job evaluation. Managers and supervisors should be evaluated on their efforts and on results in this area.

##### Recommendation 2

The Alaska Advisory Committee endorses the continuation of affirmative action and EEO responsibilities resting within the upper level of departmental authority.

##### Recommendation 3

Selective certification of qualified minority or female candidates should be used in all cases where they are under-represented.

#### Response

The Division of Personnel by decentralizing many of the classification functions has placed more burden on departments to insure accurate and realistic minimum qualifications. Minimum qualification requirements do allow for the substitution of relevant work experience for education virtually in all classifications.

##### Response

EEO performance is one of the factors on the Performance Evaluation Report which is considered when evaluating managers and supervisors. However, the use of this factor has not been closely monitored.

##### Response

EEO and affirmative action responsibilities continue to rest with personnel in the upper levels of department authority.

##### Response

A procedure for selective certification of qualified minority or female candidates has been designed and is scheduled for implementation in the near future.

Recommendation 4

The Advisory Committee recommends that impartial interview panels that include representatives of minority groups and women be used for initial hire and promotions.

Recommendation 5

The Division of EEO should work with each department to develop a program for counseling all State employees on the options available to them for promotion and upward mobility. Goals and timetables should be established for each EEO-4 job category. The EEO Division should monitor and evaluate the implementation. It should review all promotions, and if any result in disparate impact on minorities and women, it should be given the authority to deny the promotions until good faith efforts for remedy are demonstrated.

Recommendation 6

The development of career ladders and plans for lateral movement giving a greater experience base should be required of each department and should be an integral part of each department's affirmative action plan. This information should be communicated to all staff and be included in the orientation of new employees.

Response

This is a good method for conducting interviews which is used by some departments, but not all. The Division of EEO will encourage more extensive use of panel interviewing in all departments for initial hire and promotion.

Response

Goals and timetables are established -although not specifically for upward mobility. The Division of EEO is not sufficiently staffed or funded at this time to monitor all internal procedures. If the capital budget request to fund an automated employee tracking system is appropriated during this legislative session this recommendation will be implemented.

Response

This is provided for in most current departmental affirmative action plans.

Recommendation 7

A job reclassification analysis system should be developed by the EEO Division for use in each department. This system should produce information on the number of reclassifications made during the year, who received them, and whether there was a salary adjustment made that resulted in increased pay. In addition, it should describe the preparation the individual was given leading to the promotion. If the analysis shows that there is an adverse impact on minorities and women, then affirmative action should be instituted.

Response

This will be done if funding is appropriated for the employee tracking system mentioned in #5 above.

Recommendation 8

The legislature should reconsider the legislation on child care facilities in State office buildings.

Response

N/A

Recommendation 9

Departments should increase their recruitment efforts to provide the opportunity of permanent part-time positions and advertise the possibility of filling specific jobs in this way.

Response

Departments do have permanent part-time positions which are advertised as such.

Recommendation 10

The Governor should issue an executive order prohibiting sexual harassment of State employees, with provisions for disciplinary action.

Response

This is being considered. Sexual harassment is a growing area of concern.

State Departments

Responses to these recommendations are included in the section on Chapter 4, State Departments and Offices.

JAY S. HAMMOND  
GOVERNOR



PHONE  
(907) 276-3003

**STATE OF ALASKA**  
OFFICE OF THE GOVERNOR

ALASKA COMMISSION ON THE STATUS OF WOMEN  
338 DENALI STREET, SUITE 850  
ANCHORAGE, ALASKA 99501

July 8, 1981

Honorable Bill Ray  
Special Gas Pipeline Committee  
Alaska State Legislature  
Pouch V  
Juneau, Alaska 99811

Dear Senator <sup>Bill</sup> Ray:

As a member of the Special Gas Pipeline Committee I thought you would be interested in the transcript of the public hearing on women and construction held in Fairbanks in March of this year.

The participants were invited to testify regarding affirmative action goals, proposed training programs and anticipated equal employment opportunity monitoring responsibility for the gas pipeline.

A summary of the hearing is also enclosed.

Sincerely yours,

Handwritten signature of Katie Hurley in cursive script.  
Katie Hurley  
Executive Director



**STATE OF ALASKA**  
OFFICE OF THE GOVERNOR

ALASKA COMMISSION ON THE STATUS OF WOMEN  
338 DENALI STREET, SUITE 850  
ANCHORAGE, ALASKA 99501

WOMEN AND CONSTRUCTION

A Hearing by the Alaska Commission  
on the Status of Women

Summary

On Friday, March 20, 1981 the Alaska Commission on the Status of Women held a public hearing on "Women and Construction" as part of its effort to identify, deal with and recommend ways to remove the artificial barriers which might prevent women from moving into skilled and responsible pipeline jobs. Representatives from Northwest Alaskan Pipeline Company; the Office of the Federal Inspector; the State Pipeline Coordinator's Office; the Alaska Department of Labor; and the Alaska Human Rights Commission were invited to testify regarding affirmative action goals, proposed training programs and anticipated equal employment opportunity monitoring responsibility for the gas pipeline.

Alaska Department of Labor statistics, presented by deputy commissioner Glenn Lundell, show that 10 to 15 percent of the members of the Laborers, Teamsters and Operating Engineers are women. Despite this fact, the affirmative action plan proposed by Northwest Alaskan Pipeline Company would establish a goal of only 5.7 percent women in the lucrative craft positions. In another area, that of female business enterprise goals, Northwest's goal for 1981 actually decreased from its 1980 affirmative

Page Two

action plan, dropping from 4% to 2.25% of total projected contractable opportunities to be let to female operated businesses. Al Kuhn, director for governmental affairs for Northwest Alaskan Pipeline Company, said that during the peak of pipeline construction twelve to thirteen thousand jobs would be available and thus should provide significant opportunities for women for new entry through the union halls. But several of the Commissioners pointed out that if affirmative action goals are low, and if these programs continue to rely only on the traditional structures of training and union enrollment, nothing will change and women will continue to have minimal access to non-traditional jobs.

John Alexander, director of the Office of Equal Employment of the Office of the Federal Inspector, provided the Commission with information regarding his office's responsibilities with regard to the gas pipeline. His office has been negotiating with the three prime sponsors over their affirmative action plans and has approved two of them. Once they agree upon a plan with Northwest for the Alaska segment it will be the Federal Inspector's responsibility to see that Northwest lives up to its affirmative action responsibilities.

Mr. Alexander and Mr. Kuhn were both questioned closely about enforcement and monitoring of women and minority hire. Commission members expressed serious concern over whether, given the size, the projected equal employment opportunity staff would be capable of ever emerging "from under a mountain of paperwork to get out into the real world and deal with the questions of whether real people are getting real jobs..."

Page Three

Charles Behlke, State Pipeline Coordinator, discussed the draft socioeconomic stipulations which his office has prepared to attach to the state right-of-way lease. Participation by various interested public groups is planned to oversee the manner in which socioeconomic impact is mitigated. In addition, the state plans to require that Northwest fund impact information centers at various locations along the pipeline in order that information can flow as quickly as possible. When asked if it might be desirable for the state to have provisions in the socioeconomic stipulations which provide it with a separate enforcement mechanism to enforce equal employment opportunity, Mr. Behlke agreed that it would.

Neil Thomas and Cathi Carr-Lundfeldt of the State Human Rights Commission were fairly optimistic about the ability of the state of Alaska under its laws against discrimination to deal with whatever problems of discrimination may come up on the gas line. They indicated that the primary barrier for women who wish to work on the pipeline is tradition. They urged that project labor agreements be negotiated to include access for women to union apprenticeship programs and to union membership to offset the traditional barriers.

While harassment and discrimination on the job can be expected, the Human Rights Commission is in a much better position to investigate complaints than it was during construction of the oil pipeline. In addition, constructive use of union grievance procedures was recommended. Finally, Human Rights Commission staff expressed the need for attitudinal change regarding affirmative action; that is, that employers be committed to developing the resources of women and minority labor rather than

Page Four

approaching it as something they are compelled to do.

In addition to the issues of affirmative action goals and enforcement procedures, Commission members questioned a number of the participants about proposed training opportunities for women. Answers indicated that no major training effort exists now, nor is one planned, to prepare and qualify women for construction jobs.

In addition to the testimony heard from the government agencies, personal experiences were related by women who had worked on the oil pipeline. The majority of the women who testified described a variety of difficulties encountered by women who enter the world of non-traditional labor, ranging from the merely uncomfortable to the dangerous and violent.

Copies of the entire transcript are available for review at the Commission office.

5/13/81

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## AIR CARGO

There are three types of air cargo flights flying in and out of the Anchorage and Fairbanks International Airports: intrastate cargo distribution flights, international air cargo refueling flights, and flights carrying Alaskan trade.

Traditionally, Alaska has imported most of its essentials and air cargo has been the lifeline to many bush communities. Intrastate air travel has been visualized in a complete service manner by the state. The state has realized the bush community need for the Anchorage and Fairbanks International Airports, so landing fees and expenses have been maintained as much as possible. This state of equilibrium might not be as well maintained if the Anchorage and Fairbanks communities managed their own airports without the broad scope of the whole intrastate transportation network.

The refueling of the international cargo flights has been a changing market in the last two years, with the availability of fuel and the CAB deregulation. Anchorage has been catering to and has developed an infrastructure for this market for quite some time, because of the relationship to the transpolar flight plan and the two refineries in the Kenai. Fairbanks, up until two years ago, was used as the alternate landing field for the flights. This situation changed with the addition of the North Pole Refinery and the availability of competitively-priced fuel in Fairbanks. As of FY '80 there were 2463 international air cargo flights into Fairbanks and only 38 of those flights were diverted flights scheduled for Anchorage. This is compared to two years ago when there were no scheduled international air cargo flights into Fairbanks. This could become a competitive market between the two airports, since each flight qualifies as a revenue landing and provides a source of commerce within the respective communities. The competition between the communities might result in lowering of landing fees in Anchorage before Fairbanks is able to develop the needed infrastructure to support the additional traffic being developed between the orient and the european markets.

Until 1978 the amount of Alaskan trade transported by the international flights was negligible. Since then the air cargo industry has been deregulated and the poundage has increased five hundred percent. Most of the present cargo being exported is fresh fish to the orient from Anchorage, but as Alaska's renewable and nonrenewable resources develop there will be an increase in traffic between Alaska and the lower 48, oriental, and european markets. This will require the management of both airports to develop the proper warehousing and ramp space to meet the increased needs.

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WOMEN AND CONSTRUCTION  
A HEARING BY THE  
ALASKA COMMISSION ON THE STATUS OF WOMEN

\* \* \*

APPEARANCES: BARBARA SCHUHMAN, Chairperson  
JEAN VON DOHRMANN, Commissioner  
TERESA SOCKPEALUK-PERRY, Commissioner  
DOROTHY JONES, Commissioner  
HERB BERKOWITZ, Commissioner  
BARBARA DALE, Commissioner  
MARY ANN HENRY, Commissioner  
EVALEE AZAR, Commissioner  
CARLA SLAUGHTER, Commissioner  
KATIE HURLEY, Executive Director  
CHRISTINE CALLAHAN, Research Analyst

\* \* \*

9:00 A.M.

Friday, March 20, 1981

Fairbanks North Star Borough Library

1215 Cowles Street

Fairbanks, Alaska

\* \* \*

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PROCEEDINGS

1  
2 MS. SCHUHMAN: I'd like to call the  
3 meeting to order. Welcome everyone in the audience. And  
4 welcome our new Commissioner, Mary Ann Henry. I'm going to  
5 take a roll call just so everyone in the audience knows who  
6 we are up here by name. Evalee Azar.

7 MS. AZAR: Here.

8 MS. SCHUHMAN: Herb Berkowitz.

9 MR. BERKOWITZ: Here.

10 MS. SCHUHMAN: Barbara Dale.

11 MS. DALE: Here.

12 MS. SCHUHMAN: Dorothy Jones.

13 MS. JONES: Here.

14 MS. SCHUHMAN: Mary Ann Henry.

15 MS. HENRY: Here.

16 MS. SCHUHMAN: Roxane Lee could not be  
17 with us. Barbara Schuhmann, here. Teresa Sockpealuk-Perry.

18 MS. SOCKPEALUK-PERRY: Here.

19 MS. SCHUHMAN: Carla Slaughter-Timpone has  
20 been trying to get here from Juneau and apparently is going  
21 to be coming to Fairbanks by way of Seattle. Jean von  
22 Dohrmann.

23 MS. VON DOHRMANN: Here.

24 MS. SCHUHMAN: Did I miss anyone? (No  
25 response.) This is a hearing this morning on women and

1 construction. I might take a few moments to explain the  
2 Commission on the Status of Women and our legislative purpose.

3 The Commission was formed in 1978 under State legisla-  
4 tion. And I might quote to you the purpose of the Commission,  
5 which is "To implement the recommendations contained in the  
6 Preliminary Study on the Status of Women in Alaska, which  
7 was mandated in the Legislature in 1976; and to improve the  
8 status of women in Alaska by conducting further research and  
9 by making and implementing additional recommendations on  
10 the opportunities, needs, problems, and contributions of  
11 women in Alaska including, but not limited to, education,  
12 homemaking, civil and legal rights, labor and employment."  
13 And today, of course, we're going to be looking into the  
14 employment field, particularly nontraditional jobs for  
15 women, women in construction.

16 We have invited a number of people to speak to us this  
17 morning. And I could give you a rundown of who we expect to  
18 be testifying and the approximate times, even though we're  
19 running a little bit late. Glen Lundell, who is with the  
20 State Department of Labor, we expect to be testifying first;  
21 Elston Lawson, or someone from the State Pipeline Co-ordin-  
22 ator's Office at approximately 10:20 -- well, in approximately  
23 20 minutes, I guess; John Alexander of the Office of the  
24 Federal Inspector; Al Kuhn of Northwest Alaska Pipeline  
25 Company; and Cathy Carr-Lundfeldt of the Human Rights

1 Commission.

2 We hope to break for lunch at about 12 or 12:30, and  
3 come back for questions and answers and further testimony  
4 from private people in the afternoon, particularly women  
5 who worked on the Trans-Alaska -- or the oil pipeline and  
6 hear some of the problems that they encountered; and their  
7 suggestions of how those problems might be avoided in the  
8 future.

9 The Commission doesn't necessarily want to look only  
10 at construction jobs on this gas pipeline project. We  
11 foresee that there will be a lot of construction work in  
12 the State in the future; and that this is really a chance  
13 for women to become involved, to get experience, to get  
14 training. And so we do -- we're looking beyond this pipeline  
15 project, but we think that it's important to encourage  
16 women to take advantage of whatever opportunities there  
17 might be to obtain employment on this project.

18 MS. JONES: Barbara?

19 MS. SCHUHMANN: Yes, Dorothy.

20 MS. JONES: You mentioned that the questions  
21 would occur this afternoon. If we have any burning questions  
22 in our mind as a speaker concludes, can we ask them at that  
23 time?

24 MS. SCHUHMANN: Well, yes. In fact, I'm  
25 going to ask your indulgence and perhaps even let us

1 interrupt as you are giving your testimony today so that  
2 we can make sure that as you are testifying that we can  
3 get to the heart of what we're really after in these  
4 hearings.

5 We -- the Commission wrote letters of invitation to  
6 the various people that I just named and asked the people  
7 to answer specific questions so that I imagine that the  
8 people that will be speaking this morning will be looking  
9 directly at those -- at answering the questions that we  
10 directed to them. In addition, I would ask that if you  
11 have further comments on the socio-economic impact that the  
12 gas pipeline is likely to have in Alaska and how the painful  
13 and the bad effects of the socio-economic impacts can be  
14 met or avoided -- if you have any comments in that regard,  
15 we would certainly appreciate it. For instance, we would  
16 anticipate that additional domestic violence, additional  
17 crime is going to occur along the pipeline corridor because  
18 of this project; and if anything is being planned or could  
19 be planned to try to address those problems now, we would  
20 appreciate hearing your suggestions along those lines as  
21 well.

22 Are there any other preliminaries that I need to  
23 take care of? (No response.) Mr. Lundell. We are now  
24 in a Committee of the whole. I apologize to everyone for  
25 being a little bit late in getting started this morning

1 and late in getting our coffee ready. We anticipate that  
2 that will be done in the next few minutes. Mr. Lundell.

3 MR. LUNDELL: Thank you Miss Schuhmann.  
4 I guess you want for the record identification and things,  
5 right?

6 MS. SCHUHMAN: Yes, please.

7 MR. LUNDELL: My name is Glen Lundell,  
8 L-u-n-d-e-l-l; and I am the Deputy Commissioner of the Alaska  
9 Department of Labor.

10 I had received letter a few days ago inviting us to be  
11 represented and inviting me to come. I'm very happy to do  
12 so to attempt to respond initially to the questions here.  
13 I may have some additional comments as well, most of which  
14 your Executive Director will have heard in the past and  
15 when we were also fellow members of the Alaska Manpower  
16 Services Council and used to share some of these things in  
17 those discussions.

18 MS. SCHUHMAN: Can everyone in the back  
19 hear? If you could speak a little bit louder. And you  
20 might want to move up. I think if people in the back have  
21 trouble, you might want to move up closer to the front.

22 MR. LUNDELL: I'll try to speak up a little  
23 bit. Perhaps that'll help. The letter which I received  
24 actually directed itself more toward employment opportunities,  
25 nontraditional employment opportunities, for women in

1 connection with the construction of the gas pipeline. And  
2 it began by mentioning statistics from the previous  
3 construction work on the oil pipeline as far as the concen-  
4 trations of women in different types of occupations and  
5 what had taken place at that time.

6 The reference was made to some information which I --  
7 as you indicated in the letter I had previously provided  
8 and when a study was being done in a different capacity when  
9 I was gathering those statistics in a program at -- working  
10 for Alyeska at the time. And so obviously, I must state  
11 those statistics are correct; no question about it in my  
12 mind.

13 The information does reflect that concentrations can  
14 occur in the service industries, and in the clerical  
15 industries as opposed to in various construction occupations  
16 themselves. I should point out that Alaska is the leader  
17 in the United States as far as the participation of women  
18 in the construction industry. To the best of my knowledge,  
19 there is no state that matches the progress that has been  
20 made in this area here in Alaska. I think a large part of  
21 this was based upon the Affirmative Action Plans from the  
22 oil pipeline and the progress that took place during that  
23 period of time.

24 One of the questions which I was asked to respond to  
25 said based on its analysis of women in the work force, has

1 the Department of Labor determined the potential labor pool  
2 of women who would be qualified or seriously interested in  
3 construction jobs. If yes, what are these figures; if no,  
4 what are the Department's plans and schedule for obtaining  
5 and publicizing this information prior to the finalization  
6 of the Affirmative Action Plan for the gas pipeline  
7 project.

8 Let me respond in reverse. We do have some figures.  
9 The answer is between yes and no. I can't do it on a straight  
10 basis.

11 As far as the plans and schedule for obtaining and  
12 publicizing this information, I'm sure that you're aware  
13 of the expense that would be involved in a detailed survey that  
14 would really give the full information. Most of what we  
15 derive will come from things such as the 1980 census; it  
16 will come from unemployment figures; it will come from  
17 registration with our Job Service offices. This type of  
18 information is what we do to determine what type of informa-  
19 tion is available and to compile it.

20 As far as publicizing it, it is publicized rather  
21 regularly. Among other documents, there is one called  
22 "The Alaska Economic Trends" that is published by the  
23 Department's research and analysis section. In October,  
24 1980 there was this specific topic, Women in the Labor  
25 Force. We participated, and in fact, developed in May,

1 1980 the publication "Women in Alaska's Labor Force", which  
2 was put out; and many people will say I haven't seen this;  
3 why haven't I. I don't know the answer to the second part  
4 of the question -- you know, the question as to why haven't  
5 you, because there are thousands of copies that are distributed  
6 throughout the State of Alaska to schools, libraries, to  
7 any organization that requests -- any individual may request  
8 to be on the mailing list for the publications from the  
9 research and analysis section; and they will receive them  
10 directly.

11 That is the nature of how we compile and how we  
12 publicize the information on women in the labor force,  
13 minorities in the labor force. All of these cover the  
14 different -- unemployment status of the different areas of  
15 the State in each of the issues. So there's a lot of  
16 information in these. They are used not only by governmental  
17 people working with them; they're not only requested by  
18 individuals; but many commercial institutions, banks and  
19 businesses subscribe to these and use them in the compilation  
20 of their economic forecasts for the State.

21 So I cannot say that we have the figures. This is the  
22 way in which we do it. I would have to say that there is  
23 no intent to specifically compile a pool of people by skills  
24 and by qualifications, women or others, totally that would  
25 be available. We will use information that comes from the

1 sources that I have indicated; our labor economist would  
 2 analyze this and make these reports. They will do special  
 3 projections and things. From time to time we have requests  
 4 for this. But it will always be based on the existing data.  
 5 Much of this is getting better because the research and  
 6 analysis section has been designated as the State data center  
 7 for demographics. We have a demographer, which is a  
 8 particular profession and skill, on our staff now. We are  
 9 the contact with the census people, and thus have the  
 10 in-roads back and forth with them about data; in addition  
 11 to all the normal Bureau of Labor statistics information and  
 12 the general things that we compile in the interest of the  
 13 unemployment data, etcetera, in the State.

14 MS. SCHUHMANN: Mr. Lundell, before you go  
 15 on to the next question, you say that there's no intent to  
 16 undertake a study to determine the pool of eligible or  
 17 interested workers in the State. Is that because of the  
 18 expense involved?

19 MR. LUNDELL: There is not the intent --  
 20 that's right -- to undertake a specific survey to do that.  
 21 Not only the expense -- frankly, from past experience, doing  
 22 a survey like that is almost meaningless when you come  
 23 down to the actual facts of employment and training at the  
 24 time. That sounds a strange statement to make.

25 MS. SCHUHMANN: Such studies have been

1 undertaken in the past, I take it or...?

2 MR. LUNDELL: For -- in -- let's say in a  
3 specific geographical area covering a particular group that  
4 might have expressed an interest, things have been done in  
5 the way of surveying it. But when you come down to offering  
6 the training and employment opportunities, it doesn't always  
7 follow that the people that said yes, we'd like to do that  
8 will then accept and do it. I -- there is -- could be a  
9 viewpoint that if 2 or 3 do, it was worthwhile to do the  
10 study. Looking a budget in the face, I can't say that with  
11 any responsibility. I think there has to be a benefit that  
12 comes from it that offsets the costs to it.

13 So the information that is -- there is very, very much  
14 useful information that is there. It does not get down to  
15 the level of -- and I think this is what -- some what you  
16 may be doing in asking the question, the level of who, by  
17 name, located where is interested in what. That's the level  
18 of information that we really could not possibly get to  
19 with anything we have available. And that's when I say we  
20 don't have the intent to do that.

21 We will compile this, we will expand these to the  
22 greatest extent of the available information. (Pause).  
23 Do you have further on the subject, or do you want...

24 MS. SCHUHMANN: You can go on, please.

25 MR. LUNDELL: The second question that I

1 was asked was would the Department of Labor be able to  
2 provide the Commission and all other interested parties  
3 with a current inventory of pertinent training and apprentice-  
4 ship programs which presently exist in the State. This  
5 inventory would hopefully include such items as total  
6 capacity; duration of program; percentage, if any, of assured  
7 positions for women; and the type of certification such  
8 programs provide upon completion. The answer is is the  
9 information available; yes, it is. I wish I could say that  
10 we had compiled it and thus we could take the credit for it.  
11 It was actually done as a joint effort of the Alaska State  
12 Advisory Council on Career -- Vocational and Career Education  
13 and the State Manpower Services Council. The latest full  
14 scale study was done in the latter part of 1978.

15 There, also, is a document which was issued at about  
16 the same time by the Institute of Social and Economic  
17 Research under a contract that they had with the Vocational  
18 Education people, I believe, with the Department of Education.  
19 It was done by Lynn Wright under the direction of Judith  
20 Kleinfeld, dated November, 1978.

21 I guess to paraphrase Ed McMann, everything you ever  
22 wanted to know about a vocational training institution in  
23 Alaska is probably in these books as of that time. The  
24 updating of it is not directly -- we contribute to it, again,  
25 through our research and analysis; and we will keep some

1 of the information or provide some. It is not a direct  
2 function of the Department of Labor.

3 The councils that we've mentioned in here are involved  
4 in that as is the Department of Education, and to some  
5 extent, the CETA division of the Department of Community and  
6 Regional Affairs. But these -- well, they happen to be the  
7 only ones I have. I can make reference to them, or I can  
8 leave them with you; and I'm sure I can find some more  
9 somewhere. But there's one of them available right in  
10 Fairbanks. So I will provide those.

11 As far as updating, I don't have any idea of whether  
12 there has been any updating taking place directly involved  
13 with those.

14 Asked whether the Department of Labor has estimated the  
15 number and kinds of jobs which will be available on the gas  
16 pipeline project, and the amount and degree of training and  
17 experience which these jobs will require. The Department  
18 is engaged, by arrangements that have been going on for  
19 some time, as information on the project is developed by  
20 the sponsoring company, Northwest Alaskan Pipeline  
21 Company, we have agreed that as they develop what types  
22 are there that we would provide information on the labor  
23 supply from that which we developed these publications from.  
24 And that has been an ongoing exercise for quite some time.  
25 As they are able to refine their needs and update them,

1 they are communicating with us. And we make every effort  
2 to provide back the information. I'm sure that some of it  
3 has been of use to them in the preparation of their  
4 Affirmative Action plans.

5 It was indicated that you'd like to have something  
6 that was prepared. And I do have something that I would  
7 like to add here, and I don't want -- if I'm running over,  
8 tell me and I'll stop, but...

9 MS. SCHUHMAN: No, go ahead.

10 MR. LUNDELL: I'm working from a memorandum  
11 which was prepared out of our research and analysis section,  
12 which I will leave you for the record with the attachments  
13 that are there.

14 In essence, the research and analysis section has  
15 prepared quite a few studies on women in the work force,  
16 and I cited these as being a couple of them. Our major  
17 data source on industry information is a Bureau of Labor  
18 Statistics 790 Survey. That's the title of the program  
19 under which the information is obtained.

20 The percentage of women in the construction industry  
21 has actually declined from 1979 to 1980, according to our  
22 figures. In 1979 women, according to the data available,  
23 comprised approximately 8 percent of the labor force in  
24 the construction industry. According to our figures in  
25 1980, that comes out about 6.6 percent. That's defined

1 not only from participation, but also from those who  
2 apply for different types of jobs; for example, at the Job  
3 Service; those statistics that come from unemployment  
4 insurance statistics; and all these indicators indicate --  
5 or show that there has been an actual decline in the avail-  
6 ability of women in the construction work force in the last  
7 year.

8 I'm sorry to report that, but according to our informa-  
9 tion that is a fact.

10 Now, bear in mind these jobs include all the occupations  
11 within an industry; and they don't separate it out by  
12 specific trade skills, electrician to plumber to carpenter  
13 and things. That's -- this is an overall statement. It  
14 may not apply in a particular trade.

15 We have tried to gather some additional data within  
16 that construction sector using other data sources than those  
17 that would be used for the basic reports usually. For  
18 example, the Alaska Plan and Policy Board releases minority  
19 breakouts by different crafts and skills, also for women in  
20 the construction industry. There -- an example of this is  
21 attached to my report that I'm leaving with you for one of  
22 the months, like in November, 1980.

23 This -- the information that's covered in their report  
24 is probably about 50 percent of the overall construction  
25 work force as they deal --

1 MS. SCHUHMANN: I'm sorry, it's 50 percent  
2 did you...?

3 MR. LUNDELL: 50 percent. There are  
4 elements of construction, for example the home builders and  
5 things like that, that are not covered within the purview  
6 of the Alaska plan. They deal specifically with State and  
7 Federal contractors, not with other things; unless they  
8 happen to -- unless the companies involved provided across  
9 the board instead of just for those contracts. So it would  
10 be about 50 percent of the potential work force.

11 The most current report of this type reflected women  
12 comprising approximately 3 percent of all working craft  
13 people. And it would indicate over the previous 12 months  
14 that that approximate 3 percent has been fairly well  
15 maintained. They'll be some fluctuations, but it's been  
16 generally at that level. And, again, there's a --

17 MS. SCHUHMANN: What would be a definition  
18 of working crafts? What would that cover?

19 MR. LUNDELL: People in all of these various  
20 crafts who are actually at work. As you'll see from this  
21 report, it actually gets down to work hour participation,  
22 too, as a cross check to just sending somebody to the job  
23 to say you did and let letting him go the next day. So the  
24 work hours are also reported, which give you a pretty good  
25 cross check on how effective the program really is.

1           Interestingly enough, female work hour participation  
2 is above the level of average participation, which means  
3 they're getting at least as much overtime and staying on the  
4 job at least as long as the average person in ratio to the  
5 percentage of the work force.

6                       MS. SCHUHMAN: Which crafts would that  
7 cover?

8                       MR. LUNDELL: Do you have someone from the  
9 Alaska Plan appearing at this, or just ...

10                      MS. SCHUHMAN: I don't think ... We have  
11 someone here in the audience, apparently.

12                      MR. LUNDELL: Not making a report, okay.  
13 Because I didn't want to take somebody else's thunder or what-  
14 ever, but there is a complete list of the various crafts that  
15 are covered ranging alphabetically from asbestos workers  
16 to teamsters. So it's all on the sheet, craft by craft. I  
17 don't think it'd be -- I'd rather have you do it as a part  
18 of the report than list them individually here, I think, with  
19 the time constraints.

20                      Another indicator of potential labor supply for the  
21 construction trades are the enrollments with major unions  
22 that might be involved in dispatching workers to a project  
23 such as the gas pipeline. There was an informal survey on  
24 the telephone done last week by the people who prepared this  
25 report in order to help me have information for you today.

1 They talked with the Laborer's Union, the Teamsters, the  
2 Hotel, Motel, Restaurant Construction Camp Employees Union,  
3 the Operating Engineers in both Fairbanks and Anchorage,  
4 those unions; those 2 locations. According to the information  
5 they received from that survey and covering the others that  
6 they didn't call, the smaller ones that they didn't call, they  
7 estimated 5,831 women who are enrolled within those various  
8 unions. That doesn't mean they're all members in good standing.  
9 They are enrolled; they may not have kept up their membership,  
10 which is an important thing to remember for someone who  
11 really wants to get dispatched from a union hiring hall. If  
12 the membership isn't current, you're way at the back of the  
13 list. And that has to be remembered.

14 MS. SCHUHMANN: Yes, Dorothy.

15 MS. JONES: What proportion of total  
16 enrollees is 5,831? Or estimated?

17 MR. LUNDELL: Let's see if I got a total.  
18 Let me do it by large group, if I may, in the course of  
19 this; because otherwise it's distorted because there's such  
20 a high registration factor and membership factor in the  
21 Hotel, Restaurant -- the Culinary trade that I -- the others  
22 would be distorted if I tried to answer it on an overall.  
23 I'd have to do some addition; and that's my way of avoiding  
24 doing that arithmetic right here. But I'll give it to you  
25 if necessary.

1           The proportion of women vary considerably amongst the  
2 different unions. Again, in that -- in the Culinary trade  
3 the percentage was between 60 to 65 percent in those 2  
4 locals in Anchorage and Fairbanks of women. The others,  
5 Laborers, Teamsters, Operating Engineers, the registration  
6 or enrollment factor runs from 10 to 15 percent. You see,  
7 that's the wide disparity I was speaking of there in trying  
8 to respond to you.

9           There is always the question of whether the -- whether  
10 a skilled labor pool for any particular group, women as an  
11 example, would be expanded through immigration of workers.  
12 It's something that we are very concerned about because we  
13 don't want people coming -- prematurely migrating to Alaska  
14 because that causes problems with unemployment factors.  
15 There are the vocational educational programs that we spoke  
16 of that can expand that pool.

17           Mentioning apprenticeship programs, this is somewhat  
18 interesting in that according to the information obtained  
19 in summarizing the programs, 9 percent, which would be 91  
20 women, 9 percent of the overall apprentices, were women  
21 this year that are enrolled in the apprenticeship training  
22 programs. Of this 91, they're in various states of these  
23 anywhere from 3 to 4 year programs; and there are 6 that are  
24 graduating of that 91 during this year. In -- oh, let's  
25 see, in 1978, which is the latest total figures that were

1 available, the largest number of women enrollees were  
2 clustered in the electrical, pipefitting, and painting  
3 trades.

4 You must bear in mind that not all the apprenticeship  
5 programs are currently operating, because they have such a  
6 high factor of unemployment on their regular rolls, that they  
7 are not always operating the apprenticeship programs.

8 Recruitment is open today for the 1982 programs only in the  
9 electrical and sheetrock trades, for example. The others  
10 really have a problem with maintaining it. This is  
11 according to the apprenticeship schools and to the outreach  
12 coordinator that works on that program.

13 Another strong possibility are things such as the  
14 Seward Skill Center, which has a great deal of coverage of  
15 programs. Pertaining to things like gas line employment,  
16 some of these include mechanical training, building trades,  
17 oil field technology, and the culinary trades.

18 In 1980 there were 4 women graduated as mechanics. And  
19 that's -- I don't know the percentage exactly, but there  
20 probably weren't more than about 20 or 25 total that graduated  
21 from those mechanical programs; 4 of them were women.  
22 The oil field technology course, there were 6, which again it's  
23 a fairly good percentage. The building trades, there were  
24 5. Now, that's not a facility, again, of the Department of  
25 Labor. I'm providing information that we obtained from them.

1 The people who are interested in that can contact the  
2 Center directly down in Seward. It actually can accommodate  
3 about 250 people in any given time. It's a first come, first  
4 serve type of thing as far as applying there.

5 In addition to people who can be funded there through  
6 public programs, it is possible to go to the Seward Skill  
7 Center and pay your own tuition. Or it's my understanding you  
8 can also use an Alaska Scholarship Loan to go there just the  
9 same as you can to a university. And many, many people have  
10 taken advantage of that since that option was open to them.

11 I close of any formal remarks. I'm open to questions,  
12 but I would like to mention one thing in general. And I  
13 guess it's a plea from observation; not to let a project,  
14 gas line project or any other project, occupy your thought  
15 processes more than it should. There are so many things  
16 going on; and there's so much danger to preoccupation with  
17 a project alone, putting it in a fishbowl, if you will, as  
18 far as people and how they work. I can't tell you how many  
19 people I saw leave a good job in town and go to work temporarily  
20 on the oil pipeline; and then come back and say you mean you  
21 won't fire them and put me back in my job. And an employer  
22 in town isn't going to do that. That's how we gained a lot  
23 of people in the state who took the jobs in town when they  
24 couldn't get to work on the pipeline. And then the longer  
25 term resident wasn't able to get back to the job. I guess

1 I'm just asking you to keep it all in perspective as  
2 opposed to direct -- more than necessary attention to a  
3 single project. And I'm open to other questions.

4 MS. SCHUHMANN: Is your Department looking  
5 ahead, then, in trying to figure out what jobs in construction  
6 are going to be available beyond this pipeline? So that,  
7 for instance, if this Commission were to give any advice in  
8 the form of a pamphlet or whatever for long term job  
9 opportunities, not just on this pipeline, does your Department  
10 have any statistics or any projections along those lines?

11 MR. LUNDELL: Yes, it's something we are  
12 actively working on. They may not be to the specific craft  
13 level, as we are -- as Northwest Pipeline has been asked to  
14 provide, we might not be at the specific level, let's say  
15 for the capital projects program of the State, for example.  
16 There's probably almost as much work in any given year out  
17 of that as you might be looking at in the beginning years  
18 of the pipeline. In fact, what we have done is attempted  
19 to gauge the availability of work force in the information  
20 we're trying to provide to Northwest by doing kind of a  
21 sliding scale thing as projects are announced under the  
22 state's capital funding. We try to adjust the curve as far  
23 as the work -- overall labor force is concerned so that we  
24 can better identify when shortages may occur and when surpluses  
25 may occur. It's certainly of value in planning any projects

1 roll within that. So, yes, we would like -- we do pursue  
2 that as much as possible.

3 MS. SCHUHMANN: It's been our impression  
4 that the type of study or survey on either qualified people  
5 who may not have a job or even those that just simply would  
6 be interested in learning more about or obtaining a construc-  
7 tion job would be of assistance, particularly in trying to  
8 formulate Affirmative Action Plans. And so I would ask that  
9 your Department at least try to keep an open mind on that  
10 question as we have heard that that's the very information  
11 that really is quite necessary.

12 MR. LUNDELL: It certainly is. And we are  
13 trying our best to develop better and better sources and  
14 compile this. And if you wish to, at any time, raise any  
15 questions please contact us, and we'll do our best to work --  
16 if you have a special study requirement or anything like that,  
17 we'll certainly do it as quickly and as best we can. And if  
18 there's something missing, we'll tell you what it is. If  
19 there's some way to help go get it, then maybe we can work  
20 together on it.

21 MS. SCHUHMANN: Do you have your statistics  
22 broken out also by way of minority women; for instance,  
23 native women, black women, or all women more or less counted  
24 as one group?

25 MR. LUNDELL: A considerable part of the

1 information is broken out as you suggest. Unfortunately,  
2 the census didn't use exactly the same breakout as everyone  
3 else when they do it. And it -- we get the blame for not  
4 having this very detailed data. And the only real source  
5 is the census, which is not compiled in a way to really do  
6 it. And I'm afraid we don't set the rules for the U.S.  
7 Bureau of Census. Considerable -- to answer your question,  
8 considerable information on the racial or ethnic mix, as  
9 opposed to just male - female, is available. And we're still --  
10 we're trying to sharpen that up as best we can from all  
11 sources.

12 MS. SCHUHMAN: Any of the Commissioners  
13 have any questions? (No response.) Well, thank you very  
14 much. I imagine that we will be back in touch with you. We  
15 appreciate very much your cooperation to date, and look forward  
16 to working together with you in the future.

17 MR. LUNDELL: Let me -- I'll leave these  
18 with you for the record, and a copy of what I was working  
19 from. There are some other booklets, "The Alaska Resource  
20 and Recruitment Directory" that was put out by the State of  
21 Alaska's Division of Equal Opportunity, which could be  
22 obtained. I'll just leave that as another example. There's  
23 a pamphlet from the Adult and Continuing Education Division  
24 of the Department of Education. I'll leave those and I'll  
25 leave the stand so you can get on with the program.

1 MS. SCHUHMANN: Okay. Could you be  
2 available at 1:30 if we do have any further questions? I  
3 think that we had scheduled a question and answer period at  
4 that time.

5 MR. LUNDELL: I certainly can be available  
6 then. I would request that I be able to finish by 3:00 as  
7 I'm planning to catch the 3:55 airplane, so...

8 MS. SCHUHMANN: Okay, fine. Thank you.

9 MR. LUNDELL: As I'm standing up doing this,  
10 let me mention something that I think an organization  
11 or at least some of your membership should consider. At one  
12 time there was a chapter of the American Society for  
13 Personnel Administration in Fairbanks. It disappeared  
14 through lack of the folks who had started it and after the  
15 pipeline years, oil pipeline. There are -- this is one of  
16 the issues -- this is part of the regular thing that comes  
17 from it. There's excellent articles on women in the work  
18 force -- these are national articles -- women in management,  
19 special seminar availability and things like this that I  
20 think your organization would be very interested in. I  
21 think it would fine if you had the opportunity to have  
22 chapters. There is one in Anchorage. They're just begun  
23 one in Juneau. There was one in Fairbanks; it could be  
24 revitalized. And I think you would be well advised to  
25 individually participate. You can't participate as an

1 organization, but individually participate in something like  
2 that. It'll give you additional new sources of data that  
3 might be of interest to you.

4 MS. SCHUHMANN: Thank you very much. I  
5 wonder, Chris, could you come up and sit with the Commission.  
6 This is Chris Callahan, who is a member of our staff. And  
7 I haven't introduced Katie Hurley, either, who is our  
8 Executive Director. Chris is our research analyst. Is  
9 Elston Lawson here, or someone from the State Pipeline  
10 Co-ordinator's Office? (No response.) Okay. Is Mr.  
11 Alexander here, or someone from the Federal Pipeline Co-  
12 ordinator's Office.

13 MR. ALEXANDER: Yes, I am someone from the  
14 Federal Inspector's Office. The... First of all, let me  
15 say it's a pleasure to be home. I've been in the State since  
16 last Sunday. And I think I've met with practically everyone  
17 that felt like they wanted a meeting between Juneau and here.  
18 And we're not finished yet. We have a meeting scheduled  
19 for practically everyday next week in Anchorage, including  
20 one with my old friend, Katie, who I haven't seen for awhile.  
21 And I promised I'd come in and spend some time with her when  
22 I got back.

23 It's always a pleasure to come home, even though there  
24 are problems, questions, sometimes upsets, arguments,  
25 disagreements, and once in awhile there's a compliment.

1 But it's always good to come home, anyway.

2 I got the questionnaire. And we were in a state of  
3 confusion, due to a severe personal crisis I had just prior  
4 to leaving to come back. And so I was -- a little bit  
5 sheepishly had to ask for a copy of the letter from Chris  
6 this morning. But at any rate, we do have it and we will  
7 respond.

8 I think that I'd like to approach this a little differently  
9 and then work into the questions you ask me. I'd like to  
10 give you just a bit of background, what we do, so you can  
11 get the complete picture of where I fit with regard to the  
12 pipeline.

13 First of all, let me say that I agree in part with  
14 Glen Lundell, that I think -- I get the impression that  
15 there will be so much work going on here in 1982, '83, and  
16 so forth that we may have a problem filling all the jobs  
17 that we want to fill with residents. I don't necessarily  
18 regard that as a problem at this point. But it would  
19 certainly please me to find that we've met and exceeded all  
20 our goals, we've run out of people, and now we've got to go  
21 get some other people from someplace else to get our work  
22 done.

23 What we're doing now and what we've been engaged in,  
24 which leads into the first question in my letter, is we've  
25 been negotiating with the sponsors, the 3 sponsor companies

1 for the 3 various legs on the pipeline, over their  
2 Affirmative Action Plans. Two of those plans have been  
3 approved. The third one, there's a question with regard to  
4 that that I'll get to a little later. And you have  
5 representatives from Northwest who are here who may touch  
6 on it, too, and I think I will defer that to them.

7 But our job is to--according to the regulations regarding  
8 equal opportunity for the Alaska Gas Pipeline system, our  
9 job is to negotiate with the sponsors to see that the  
10 requirements under the regulations are addressed in their  
11 Affirmative Action Plans. And sometimes we get a bit more.  
12 But that is our basic job. Once the plan is approved and in  
13 place, then we are charged also with the responsibility for  
14 monitoring those plans to see that there is compliance,  
15 that there is -- the goals are being at least approached  
16 and met, and hopefully, again, exceeded.

17 As I said, two of those have been approved. I have --  
18 I didn't bring copies of the entire plans. I did bring  
19 copies of what you would probably be more interested in; and  
20 that is the goals for the eastern and western legs. I will  
21 leave those here. I thought I had enough copies to pass  
22 out, but you can probably get some copies for the Commission  
23 members.

24 Once we agree on a plan with Northwest, once their  
25 basic plan is agreed upon, then we'll see that you receive

1 copies of those also.

2 The goal setting process is a little bit involved; again,  
3 leads into the first question, which is giving the Commission  
4 a summary of the facts and figures and identifying the data  
5 upon which they were based. That would take me probably from  
6 now until Sunday, because the information submitted to our  
7 office was about so much with regard to how they did the data;  
8 where they got it from; how they used it.

9 What they did was use the population statistics. Included  
10 in those regulations is an eight factor analysis that they  
11 go through in coming up for goals in hiring and so forth.  
12 It, again, is very involved. I can leave with you a copy of  
13 those regulations. And it will explain it so you will be an  
14 expert on it just like I am.

15 The second question you asked is is it reasonable to  
16 assume that the Affirmative Action goals for the Alaskan  
17 segment will be similar. Yes, they will be similar. And  
18 let me qualify that by saying that the Alaskan segment is one  
19 of the largest segments. They will be similar. They may  
20 be somewhat larger -- or higher, that is. But they will  
21 be similar to the ones that have been approved on the other  
22 two segments.

23 When you talk of a goal, keep in mind a goal very often  
24 means the minimum that you will do. A goal means something  
25 that you will strive for. If you exceed that goal, then

1 that's wonderful. And I think one of the sponsors, and I  
2 won't give it away, has exceeded for 1980 their goal for  
3 minority and female contracting. They're exceeded what I  
4 thought they would do, even. So sometimes those things do  
5 happen, if you watch them.

6 Upon what data will the Affirmative Action goals be  
7 based. As I mentioned earlier, the data will come from the  
8 population statistics; it will come from the eight factor  
9 analysis that they do as they go through the steps in drawing  
10 up their plans.

11 Is this data base subject to revision as census or  
12 other figures become available; yes, it is. We have the  
13 responsibility -- or maybe not the responsibility, but we do  
14 have enough leeway to go back in a year, review the figures,  
15 review the plans that were submitted to us, and put into  
16 place this year and make such revisions as are deemed  
17 necessary. So there is -- they're not set in concrete forever  
18 and a day.

19 The census material, of course, we don't know when  
20 that's going to be available in any useable form.

21 When do you anticipate approval of the Affirmative  
22 Action Plan for the Alaskan segment? Will this be a final  
23 approval or subject to revisions in the future? They're all  
24 subject to revisions in the future, as I just mentioned.  
25 Within a year after they're put into place, they're subject

1 to revision. Whether there will be revision, of course,  
2 will have to come from our experiences over the first year.  
3 I would suspect that there will be some revisions in all  
4 three of them.

5 When do we anticipate approval of the Affirmative Action  
6 Plan for the Alaskan segment? I think someone asked me that  
7 the other day, and I said that we would like to try to do it  
8 within the next month, if that's possible. We think we are  
9 that close. I won't say any more about it; we think we are  
10 that close.

11 The next question I think I would like to defer to  
12 Mr. Kuhn, who will follow me. What numerical and financial  
13 requirements, if any, do you anticipate establishing with  
14 regard to Northwest Alaskan Pipeline Company's responsibility  
15 to provide training for both minorities and women to prepare  
16 them for employment on the pipeline? This is something right  
17 now, -- Just for my part here, it's something now that is  
18 being negotiated. It will be discussed at our next meeting.  
19 And I'd prefer not to go any further at this point. But it  
20 will be talked about at our next meeting between OFI and  
21 Northwest.

22 Will all requirements for such programs as Affirmative  
23 Action and other training clearly identify women as a separate  
24 target group? What other target groups are identified, if  
25 any? Our charge is to see that women and minorities are

1 provided opportunities for contracting and employment on  
2 this project. And I said that in that manner because that's  
3 the way the regulations read: women and minorities. They're  
4 listed in separate categories.

5 The sponsors, the three sponsors, have broken out and  
6 identified other minority groups. They're identified women,  
7 blacks, Hispanics, Orientals, native Alaskans, and so forth.  
8 So the goals that are listed are broken out in that fashion.  
9 So women are most certainly identified as a separate target  
10 group.

11 Someone is probably going to ask me on counting, if  
12 they will be counted as both; no.

13 MS. SCHUHMAN: Which will they be counted  
14 as, then?

15 MR. ALEXANDER: This was a debate that was  
16 going on in my own office when I left, between my secretary  
17 and my assistant. So I don't know; I'll have to get into  
18 that one when I go back and decide. But they will not --  
19 we decided that we didn't want the double count system. It  
20 looks good on paper, but...

21 One other thing in my staffing in my own office, I  
22 will be coming back here quite often, I suppose, if I'm able  
23 to hire the other two people that I'm authorized. As of right  
24 now, we have three people. And we jokingly said that three  
25 people are really all we need. We've only got three legs

1 on the pipeline to be responsible for, so, what, a leg  
2 apiece.

3 I can tell you that my leg will be the Alaska leg. One  
4 of my assistance is enamorate of San Francisco, so she can  
5 have that one. One will be going into Omaha quite often; I  
6 don't think -- I think we'll probably have to draw straws  
7 for that one. Alaska will be my own special interest.

8 MS. SCHUHMANN: Yes, Dorothy.

9 MS. JONES: I may have missed something,  
10 but did you say that you have approved the Affirmative Action  
11 and minority female business enterprise goals for the eastern  
12 leg?

13 MR. ALEXANDER: Eastern and western legs.

14 MS. JONES: And what are those goals?

15 MR. ALEXANDER: I just handed those to  
16 Katie. I don't have those now.

17 MS. JONES: Oh. What -- is there an  
18 estimate?

19 MR. ALEXANDER: I can't give it to you,  
20 Ma'am, it's there in the fact sheet. I didn't keep a copy  
21 myself.

22 MS. SCHUHMANN: It looks like, from this  
23 first page, that the total female would be 3.8 percent. And  
24 it's broken out; officials and managers would be .7 --

25 MR. ALEXANDER: You're looking at the company

1 goals, I think.

2 MS. SCHUHMAN: I'm sorry?

3 MR. ALEXANDER: Are those the company goals  
4 or the construction goals?

5 MS. SCHUHMAN: These are the percentage  
6 goals for contractor construction work force.

7 MR. ALEXANDER: Okay, I think you have  
8 all 3 of them there, construction, pre-construction, and  
9 company goals.

10 MS. SCHUHMAN: What would be the -- when  
11 does pre-construction end and construction begin?

12 MR. ALEXANDER: That's a good question. I  
13 think it would take an engineer to really explain that to  
14 me. I think what is going on -- Al, you'll probably pull my  
15 coat if I'm wrong. I think what is going on now here is  
16 considered pre-construction, is that correct?

17 MR. KUHN: Yes, this this the pre-construc-  
18 tion--

19 MR. ALEXANDER: Preparation for construction  
20 and so forth; your site clearing and that kind of stuff.

21 MS. SCHUHMAN: Then is there a third  
22 period of time after construction, also, or at the end --  
23 when does the construction end?

24 MR. ALEXANDER: The post construction? I  
25 don't -- I haven't heard anyone mention post construction

1 yet, but you have, you know, your site clearing and all  
2 that; then the actual construction. I don't know what the  
3 period -- clean up, I guess.

4 MS. SCHUHMANN: Did you have a follow up?

5 MS. JONES: Well, I just feel baffled because  
6 I don't have a concept of what, in general, the goal that's  
7 been approved is; if it would average 4 percent or 12 percent  
8 or 20 percent, it would make a big difference. And I guess  
9 I'm not analyzing this. I mean, I don't know how to respond  
10 if I think --

11 MR. ALEXANDER: I can tell you what the  
12 contracting goal is. The contracting goal is 10 percent  
13 for -- you're talking about eastern leg; 10 percent for  
14 minorities, 1 percent for female business enterprises. The  
15 hiring goals, you know, I'd have to tell you again that  
16 they're in there. I don't have them.

17 MS. SCHUHMANN: Yeah, maybe I'll give it  
18 back to you so...

19 MS. JONES: I mean, it's hard to have a  
20 response about whether this is awful or wonderful.

21 MR. ALEXANDER: Well, I think that we have  
22 to realize is that regardless of whether we perceive it as  
23 awful or wonderful, you have to remember that in doing this  
24 analysis there was a factor such as availability that they  
25 had to crank into this. And we argued with them for months

1 over these goals before they finalized them.

2 MS. SCHUHMANN: But if I heard Mr. Lundell  
3 correctly, the availability studies aren't really in  
4 existence, at least in Alaska, --

5 MR. ALEXANDER: No.

6 MS. SCHUHMANN: -- a total availability  
7 study.

8 MR. ALEXANDER: Well, the sponsor here has  
9 had to do an availability study. He's had to do that on  
10 his own. He's had to hire that done. And all 3 of the other  
11 both the others have had to do the same thing.

12 MS. JONES: Well, excuse me if I'm pressing  
13 a point, and just maybe I'm having difficulty grasping it.  
14 The report on the status of women in Alaska, I think, indicated  
15 there were 11 percent of women employed in the -- on the  
16 oil pipeline in construction work. Is that one of the guides  
17 you use? I mean, I would assume it's not going to be less  
18 than what existed then.

19 MR. ALEXANDER: No doubt it will be; no  
20 doubt that will be considered. But here, again, I'm stealing  
21 Northwest's thunder when I tell you that. We're still  
22 discussing these goals.

23 MS. SCHUHMANN: Are there other questions  
24 from the Commissioners, or followup? (No response.) Would  
25 you be available at 1:30?

1 MR. ALEXANDER: I can come for about an  
2 hour; and then I've got a 2:45 meeting, a 3:00 meeting,  
3 a... Yes.

4 MS. SCHUHMAN: Okay, great. We'd appreciate  
5 that very much.

6 MR. ALEXANDER: Thank you very much for  
7 allowing me to appear.

8 MS. SCHUHMAN: Thank you. How about if  
9 we take, say, a 5 minute break and try to reconvene at about  
10 11:15 promptly. There is coffee in the back, now.

11 OFF THE RECORD

12 ON THE RECORD

13 MS. SCHUHMAN: I'd like to call the meeting  
14 back to order. We'd like to welcome Mr. Al Kuhn of Northwest  
15 Alaskan Pipeline Company.

16 MR. KUHN: Thank you, Mrs. Schuhmann,  
17 Commission members. For the record, I'm Edwin Alan Kuhn,  
18 Director of Governmental Affairs for Northwest Alaskan  
19 Pipeline Company. I also happen to chair an in-house task  
20 force that was charged with the responsibility of developing  
21 our Affirmative Action Plan.

22 I'm very pleased to be here this morning to focus on  
23 some of the specifics in that plan, particularly as they  
24 relate to women. And I want to go on beyond that and say  
25 I'm not only pleased to be here, but I'm very proud to be

1 here as a representative of Northwest Alaskan Pipeline  
2 Company, a firm that I believe has made very substantial  
3 and honest efforts to become a good Alaska citizen. And  
4 I'd like to give you a few specifics.

5 We have about 530 plus or minus employees in Alaska  
6 at this time. Now, these include not only Northwest Alaskan  
7 employees, but our contractors and including the Fluor  
8 Corporation, our major project management contractor. Of  
9 these 530 employees approximately 83 percent are local Alaska  
10 hires. And of this 530 employees, approximately 24 percent  
11 are women.

12 Now, it's always interesting to look at some of the key  
13 categories, also. And I might single out officials and  
14 managers. Of our 530, roughly, Alaskan work force 22 percent  
15 are women. Now, we're proud of these numbers. And I would  
16 contrast them with some of the other numbers you've heard  
17 this morning. But forgive me for getting ahead a little  
18 bit here. Some of these facts are perhaps not well appreci-  
19 ated by people generally.

20 I have some prepared remarks, which I'll leave with  
21 you, and including statistically information and data that  
22 will be of interest along with a number of other items in  
23 these packets. And we do have enough for all of the Commission  
24 members, and I think we have enough for at least part of the  
25 audience.

1 I'm not going to go into an awful lot of background  
2 here, and I'm not going to read my statement. I might just  
3 skim through some of the highlights of it. We do have, I  
4 think, some very good numbers for you to look at, tables,  
5 and pie charts, and that sort of thing that will bring a lot  
6 more lucidity to some of these things.

7 The whole Affirmative Action requirement for us started  
8 in 1976 with the passage of the Alaskan Natural Gas Trans-  
9 portation Act. And as you know, that mandated certain  
10 affirmative actions to be taken by all federal officers and  
11 agencies to insure that equal opportunity was accorded  
12 everybody without regard to sex, national origin and so on.  
13 The Act also required the promulgation of specific regulations  
14 to set out the specifics of what we were to do. And in  
15 addition, there was the President's decision and report to  
16 Congress of September, 1977, which very specifically mandated  
17 that we develop and affirmative action plan and submit it to  
18 the federal inspector for approval.

19 Well, in due course, the regulations were developed. And  
20 they were published on May 12, 1980, just about a year ago,  
21 by the Department of the Interior. And that was done after  
22 consultation with the State, other federal agencies, local  
23 governments, they had public hearings, all sorts of things.  
24 These regulations provided detailed procedures for our  
25 development of goals and timetables both for hiring and for

1 minority and female contracting. It told us precisely  
2 how to proceed in developing those things. It gave us a  
3 certain amount of time in which to act, which we took. And  
4 in September of last year we submitted our initial Project  
5 Affirmative Action Plan. It's a thick document about, oh,  
6 I'd say 3 inches thick. And we had, as John Alexander  
7 observed, a mountain of detailed backup studies and statis-  
8 tically information to support it.

9 After our initial submission, there was a series of  
10 discussions with the Office of the Federal Inspector. And  
11 we submitted a revised Affirmative Action Plan for the  
12 entire project in the middle of December, 1980. Now, I  
13 might say what's really in there. Well, what is in there  
14 is -- or was specific goals for 1980. Of course, we were,  
15 you know, well into 1980. But it had specific goals for the  
16 year 1980. And it had projections for the following years  
17 through the entire construction period, that is out through  
18 1986.

19 The regulations, the federal regulations, also require  
20 that we update our Affirmative Action Plan on an annual  
21 basis. Now, since we only have -- we are at this point  
22 approaching goals on an annual basis. We -- and we are on  
23 an annual budget cycle, so we really need that kind of  
24 information -- that input early in the year. We have set  
25 as a timetable to update our plan annually and submit it

1 by the first of March.

2 Well, we, in fact, did that. It happened to be on  
3 Monday, the 2nd of of March, we submitted to the Office  
4 of the Federal Inspector, our 1981 annual update for the  
5 Affirmative Action Plan. And in that plan, we comment on how  
6 well we did in 1980 in reaching our goals. And we set out  
7 our specific goals for the balance of the year 1981. We  
8 commented on any shortcomings and our plans for the future,  
9 and so on. As John Alexander said, that's under considera-  
10 tion at this point.

11 I think it's important for everyone to recognize just  
12 what these Affirmative Action Plans -- these Project  
13 Affirmative Action Plans amount to. Right now, in our  
14 Alaskan work force, Northwest Alaskan Pipeline Company itself  
15 represents about 8 percent of our total employment. The  
16 rest of it is our contractors. And at the peak year of our  
17 project in the construction phase, on the current schedule --  
18 and that, incidentally, would be the year 1984 -- Northwest  
19 Alaskan itself would represent but 4 percent of the total  
20 work force in Alaska. So we're only a small part of it.

21 The Affirmative Action Plan, however, by the regulations  
22 is applicable to all of our contractors. And we make that  
23 a part of our contracts. We pass down contractually to a  
24 prime contractor. And he is bound to pass down these  
25 requirements to all of the subcontractors. So the chain is

1 maintained in that manner.

2 I might add there are certain size limitations on that.  
3 We're talking about contracts in the amount of \$50,000 or more  
4 and contractors employing 50 persons or more. The important  
5 thing to recognize is that when a contractor who's above  
6 those size thresholds gets a contract, he is obliged to  
7 follow our goals. He is also required to develop an  
8 affirmative action plan saying how he's going to carry out  
9 the work and meet the goals.

10 MS. SCHUHMAN: Barbara.

11 MS. DALE: Excuse me, is that required  
12 by law?

13 MR. KUHN: Yes, if you construe it all in  
14 a broad sense as including the regulations and contract law,  
15 certainly, if I understand you correctly.

16 MS. DALE: Thank you.

17 MS. SCHUHMAN: Herb.

18 MR. BERKOWITZ: How does Northwest Alaskan  
19 plan to enforce compliance with such clauses in their contracts  
20 with their contractors and in their contractor's contracts  
21 with their subcontractors?

22 MR. KUHN: Well, we require reports on a  
23 very frequent basis. And we work with them to see if they're  
24 carrying out the commitments that they have made. But I'm  
25 perhaps jumping ahead a little bit. Before we ever award

1 a contract, in our request for proposal, request for bids,  
2 we require that they give us some specifics as to how they  
3 think they're going to meet our goals. We include a summary  
4 of our Affirmative Action Program in our bid packages so they  
5 know right at the beginning exactly what it is they're going  
6 to have to do. And they have to tell us how they're going  
7 to do it. And our evaluation of one bid vis a vis another  
8 certainly takes into consideration what they tell us they're  
9 going to do in these areas.

10 MR. BERKOWITZ: If their reports show  
11 noncompliance with their contractual commitments in that  
12 regard, what's Northwest's policy going to be? Is it going  
13 to terminate those contracts?

14 MR. KUHN: Well, there's always a difference  
15 of opinion, perhaps, about whether somebody's in compliance  
16 or not. But if there is -- if somebody is clearly not meeting  
17 their contractual commitment in this area, it would be no  
18 different than not meeting their contractual commitment in  
19 any other area. I don't care whether it's in, you know,  
20 meeting the schedule or doing the job according to specifica-  
21 tions, whatever. It's -- we're going to hold them accountable  
22 to their -- the contract terms.

23 MR. BERKOWITZ: And terminate?

24 MR. KUHN: That would be an extreme  
25 remedy. There are other steps that could be considered

1 before, you know, terminating a contract. That would --  
2 when you have, you know, a work force mustered in the field  
3 and so on.

4 MR. BERKOWITZ: Well, Mr. Kuhn, you've  
5 said that they can throw a bunch of numbers at you to  
6 solicit a contract. Don't you think it's a perfectly  
7 reasonable remedy that termination be --

8 MR. KUHN: I would not rule that out as an  
9 extreme eventuality. You don't -- you wouldn't start with  
10 that, though.

11 MS. DALE: Have you ever taken action against  
12 any of the subcontractors for not complying with the Affirma-  
13 tive Action Plan?

14 MR. KUHN: Well, when you say taken action,  
15 we have applied moral suasion, if you will, to encourage  
16 them to do what they're supposed to do. And we've provided  
17 them additional help where that appeared appropriate.

18 MS. JONES: Does that work?

19 MR. KUHN: Yes. I'll give you some  
20 specifics. Continuing on and kind of a little more general  
21 background here, we expect the construction project to be  
22 a union job. And certainly a major factor in our ability  
23 to attain the Affirmation Action goals that we set out are  
24 going to be the labor unions. Now, we expect that there will  
25 be an agreement between the project sponsors and the labor

1 unions. And that agreement will contain certain nondiscrim-  
2 ination requirements and Affirmative Action requirements,  
3 and a commitment that the unions will dispatch minorities  
4 and females in sufficient numbers to insure that we meet the  
5 Project Affirmative Action goals.

6 I'd like to now make sure that some of these key  
7 considerations are -- and these are important considerations.

8 I'd like to just kind of summarize a few things here, maybe  
9 in slightly different words. A) Our hiring is going to be  
10 decentralized. It's not going to be done largely by  
11 Northwest Alaskan Pipeline Company. It's going to be done  
12 by those execution contractors. And some of them are going  
13 to have billion dollar contracts. So we're talking about  
14 joint ventures for the most part. It's going to be done  
15 by them; not us. They will have to adopt our Affirmative  
16 Action goals, or they're never going to get the contract.  
17 And I've indicated that Northwest Alaskan itself, at the  
18 peak, we're going to be doing about 4 percent, you recall.

19 All right, B), the second point; hiring of craft labor  
20 will be through the union halls, the union halls in Alaska.

21 And the third point, as you -- and I haven't raised  
22 this yet, we are required by law to endeavor to use fixed  
23 price contracts in contrast, distinct contrast, to the  
24 approach used by Alyeska. Now, if we're going to use fixed  
25 price contracts, and there is a mechanism for obtaining

1 exceptions under certain circumstances from the Federal  
2 Inspector. But, in good faith, we're endeavoring to use  
3 fixed price contracts for our execution contractors, the  
4 heavy work in the field.

5 Now, if we're going to do that, we have to give a large  
6 measure of control of labor relations to the execution  
7 contractors. However, I want to emphasize that we, as project  
8 sponsors, will act strongly to insure that there is no  
9 discrimination and specifically no sexual harassment.

10 Another point along the same line is that it necessarily  
11 follows with this sort of a scheme that there's no way that  
12 we reasonably could be expected to be highly specific at  
13 this time about how many, for example, individuals will be  
14 hired from a given village, or a specific location in the  
15 State, or anything like that. We're simply not at that  
16 stage yet, and there's just no way to really, you know, get  
17 down to that level of detail. Yes.

18 MS. JONES: Do you have a figure to repre-  
19 sent your goal for women?

20 MR. KUHN: I'm coming to that. Still,  
21 in a little -- I'll get to some specific numbers, I promise.  
22 And it's all in the document that will be in front of you  
23 in a few minutes here. What are the real oppor-- this is one  
24 of the specific questions you raised. What are the real  
25 opportunities for women on this project? When you get my

1 document, you will see a table 6. And on table 6, it's  
2 projection in Alaska -- and this is Alaska only, not --  
3 we'll have certain activities in the Lower 48, but Alaska  
4 manpower projections 1982 through 1986. And certain things  
5 will pop out at you.

6 Obviously 1984 is going to be the peak year based on  
7 our current schedule. 1984 would be the peak year in Alaska.  
8 And we're talking about a total of twelve to thirteen thousand  
9 people. Now, that's less, considerably less than the oil  
10 pipeline, just incidentally. Twelve to thirteen thousand  
11 people, and of that total, craft workers will be about --  
12 call it nine thousand. So the bulk of our employment  
13 opportunities are going to be in the craft labor area, as  
14 you might expect.

15 Now, I also have another table in the document that  
16 breaks it down a little further, breaks down that craft area  
17 so you can see specifically what trades are involved. And the  
18 thing that immediately pops out is that there are four,  
19 four categories: laborers, operating engineers, pipefitters,  
20 teamsters. That's where the bulk of the employment's going  
21 to be on this project.

22 Now, another point you specifically asked about is job  
23 entry requirements. And there's only two job entry require-  
24 ments that Northwest Alaskan itself is going to establish.  
25 And one of those is a pre-employment physical examination

1 for everybody. And we're going to take steps to have that  
2 occur not just in one location in this State, but we'll  
3 endeavor to work out a way that will suit the convenience  
4 and proximity to homes of others. We haven't got all the  
5 specifics on that yet. But in any event, that is one.

6 And the other is a certification for mainline welders,  
7 a very critical operation. Those are our only two requirements.  
8 Now, some of the individual employers may have further  
9 requirements of their own as long as they are reasonable and  
10 nondiscriminatory there should be no problem on that.

11 Now, I would hasten to add that, keeping in mind that  
12 this is going to be a union job in the craft area, the unions  
13 have certain qualification requirements for certain of the  
14 jobs. Now, the -- and I don't have the specifics on those  
15 to give you. I think they're pretty well known. They're  
16 available from the unions.

17 I can assure you that we will be monitoring the operation  
18 of this whole system to make sure that there are equal  
19 opportunities; that it's carried out in an nondiscriminatory  
20 way.

21 Now I'd like to get to some of the specifics. In all  
22 categories of hiring and contracting for minorities and  
23 females, Mr. Alexander -- and I haven't seen those papers  
24 myself, but I'm told that in all categories, we substantially  
25 exceed in our goals those of either the eastern leg or the

1 western leg. And you'll be able to judge those numbers for  
2 yourself.

3 I'd like to -- and we -- do you have this document in  
4 front of you yet? You don't; all right. When you get it,  
5 you'll see a Table 5, which gets down to our specific goals  
6 for 1981, not yet approved by the Federal Inspector I would  
7 hasten to add. This is what's in our document, though, both  
8 for hiring and for contracting.

9 Now, I want to talk a little bit about how we got to  
10 those goals, which you'll see here. And I'd like to take  
11 contracting first. I know, Miss Schuhmann, that you didn't  
12 have much emphasis in your letter on the female contracting,  
13 but I presume you are interested in that --

14 MS. SCHUHMAN: Yes, we are.

15 MR. KUHN: -- and would like to hear  
16 about that. We have a -- what I believe to be a very  
17 innovative approach to minority and female contracting. We  
18 have a computerized bank of names of minority, female, and  
19 other contractors who are interested in doing work on this  
20 project. We have actively solicited the identification and  
21 interest of minority and female firms. As a matter of fact,  
22 we sent out approximately 18,000 questionnaires and invited  
23 responses. And in this package, which you will have shortly,  
24 you will find a copy of the questionnaire that was sent out.  
25 It's a multipage questionnaire set up for machine coding.

1 And it asks a person, are you interested in doing business,  
2 what have you got to offer, how big of job can you handle,  
3 etcetera; and breaks down into different categories. All of  
4 this is computer coded.

5 And whenever we are preparing to let out a request for  
6 bid or proposal, we punch the button for that particular  
7 contract and get the names of all of the people -- the firms  
8 that might be interested in bidding. And then we don't just,  
9 you know, advertise in a general publication or something like  
10 that, we directly solicit from -- a response from those firms  
11 that are on the list.

12 Now, the -- I asked our people to give me the number of  
13 female business enterprises that are in our computer bank.  
14 And it totals 174 on a nationwide basis. And of that number,  
15 57 are in Alaska. And we would be pleased to have additional  
16 firms identified, because we don't have frankly very many to  
17 draw from in the female business enterprise area.

18 MS. SCHUHMANN: What would be the definition  
19 of -- you know, what requirement would there be to meet the  
20 requirements of a --

21 MR. KUHN: The definition?

22 MS. SCHUHMANN: Yeah, the definition.

23 MR. KUHN: Yes, the business must be at least  
24 51 percent owned and operated by a female. It can't be just  
25 owned; it's got to be actively managed, also.

1 MS. SCHUHMANN: So I take it you're  
2 soliciting other female business enterprises to let you know  
3 that they exist so that you can put them on your computer  
4 bank?

5 MR. KUHN: That's right. That's right, we  
6 are. And now I might add of the 18,000 solicitations, you  
7 know, we got back some saying sorry, we're not interested,  
8 you know, for whatever reason; and some -- there was non-  
9 response, a certain percentage. I don't have those numbers  
10 at my fingertip. But we would welcome additional female  
11 business enterprises.

12 MS. JONES: Do you give preferential  
13 consideration to a female business enterprise in the contracting  
14 process?

15 MR. KUHN: I would say that we would give  
16 equal consideration to all prospective bidders. I don't  
17 like to say preferential consideration. But we have certain  
18 goals to meet. And we're encouraging bids. And a person --  
19 to get a bid, just because a person is representing a  
20 minority or female firm doesn't mean that they can come in  
21 with the high bid and expect to get the contract. We still  
22 have to make our awards on an economic basis.

23 MS. SCHUHMANN: Herb.

24 MR. BERKOWITZ: Mr. Kuhn, a couple of minutes  
25 ago you made reference to our work force and the number of

1 people working in each craft.

2 MR. KUHN: Um-hm.

3 MR. BERKOWITZ: Although a few minutes  
4 before that you'd pointed out very clearly that it's really  
5 not your work force; it's the work force of your contractors; --

6 MR. KUHN: Right.

7 MR. BERKOWITZ: -- and that really your  
8 only source of control over them is through enforcement of  
9 contractual provisions which bind them to meet certain goals.  
10 And I asked you about the means of enforcement you proposed  
11 to use. And you told me that cancellation would be an extreme  
12 means; and would probably be used seldom and very reluctantly.  
13 Could you tell me what other means the company proposes to  
14 use to see that those clauses are complied with?

15 MR. KUHN: Well, I think the best means is  
16 to be certain going in what you're getting. And we work  
17 actively with these contractors to be certain how things are  
18 going to be done. And we provide them assistance. We have  
19 staff assistants who are -- if something is slipping and  
20 they say well gee, we're not getting any -- we don't know  
21 how to get -- for example, if it's an Alaskan native, we  
22 don't know how to go about getting them on this job. Well,  
23 we'll suggest ways of doing it. We may make some contacts  
24 for them or whatever. There are various ways that we can  
25 do it. It's usually not a lack of desire to comply. It's

1 often a lack of knowledge as to how to go about doing  
2 things. That's what we've found so far. We've got a pretty  
3 good record, which you'll see, in achieving results.

4 MR. BERKOWITZ: Are there specific active  
5 and innovative things that Northwest Alaskan is planning to  
6 do to help encourage the use by your contractors of females in  
7 nontraditional employment rolls?

8 MR. KUHN: Yes. I think that we have been  
9 very active in encouraging the participation of minority and  
10 female firms in joint ventures. I would single that out as  
11 a key area. A lot of these firms are by nature relatively  
12 small. And a lot of our -- even if you break down a job  
13 into smaller components that are, you know, open for bidding  
14 by smaller firms and so on, very often the level is still  
15 beyond the capability of a single minority or female firm to  
16 get in and have a chance at it.

17 But if they can be encouraged and given the information  
18 about what's coming down the pike, to get in and get themselves  
19 associated with a joint venture, then we have found that that  
20 is a very fruitful way to encourage the participation.

21 MR. BERKOWITZ: But you're talking about  
22 contracting, --

23 MR. KUHN: Yes.

24 MR. BERKOWITZ: -- and I'm talking about  
25 the employment. What steps is Northwest Alaskan proposing

1 to take specifically to see to it that some women in Fairbanks  
2 or Anchorage, or in the bush with the interest and inclination,  
3 and talent to work on this project will be reached?

4 MR. KUHN: Well, you say reached. They --  
5 keep in mind this is -- we're -- if we're talking craft area,  
6 it's going to have to be through the unions. If you're  
7 talking about information dissemination on opportunities and  
8 so on, we are already providing information, have been to  
9 the State Department of Labor and encouraging its dissemination  
10 as to what the opportunities are.

11 MR. BERKOWITZ: Will you be requiring your  
12 contractors to do the same in the course of the construction  
13 of this project to be making a current ongoing effort?

14 MR. KUHN: Keep in mind that these  
15 contractors must -- as we provided and constructed the Project  
16 Affirmative Action Plan, each of these contractors must  
17 develop his own detailed affirmative action plan. And it, too,  
18 must be approved.

19 MR. BERKOWITZ: But it's a plan?

20 MR. KUHN: It's a plan, that's right.

21 MR. BERKOWITZ: How do you intend to see  
22 the fulfillment of that plan?

23 MR. KUHN: By monitoring it. There are  
24 penalties -- if you're talking about enforcement of affirmative  
25 action requirements, that's also the job of the Office of the

1 Federal Inspector. And there are penalties and law that can  
2 be imposed; fines. I don't think things are going to get  
3 to that point. We hope they won't, but there -- you know,  
4 there's a variety of things, which as you've suggested, that  
5 could extend to a termination of a contract, an extreme  
6 measure.

7 MR. BERKOWITZ: But is Northwest Alaskan  
8 itself going to be actively monitoring?

9 MR. KUHN: We're going to be actively  
10 monitoring contract performance, yes. And if somebody falls  
11 substantially behind and is patently not making reasonable,  
12 good faith efforts to achieve its goals, that would be  
13 noncompliance with our contract just as much as it would in  
14 any other area. There are legal remedies. We don't think  
15 it's going to come to that. We hope it won't.

16 MS. DALE: I have a question about the  
17 statistics that we were talking about earlier of the analysis  
18 of women in the work force; that I believe it was Mr. Lundell  
19 said that you -- the company did a study to find that  
20 information out. Is that right?

21 MR. KUHN: Yes. I was still on contracting.  
22 Let me just close out contracting, --

23 MS. DALE: Okay.

24 MR. KUHN: -- and I'll swing immediately to  
25 employment.

1 MS. DALE: Okay, fine. I have a few more  
2 questions in that area.

3 MR. KUHN: The -- just to give you a few  
4 specifics, in 1981 our goals for minority contracting were  
5 16. -- are 16.75 percent of our total contractable opportunities.  
6 And for females, it's 2.25 percent of our total contractable  
7 opportunities. Now, in 1980--if you want to compare it,  
8 in 1980 we established a goal of 12 percent for minority  
9 contractors. And we actually made 22.7 percent. What I'm  
10 saying is that 22.7 percent of all of our procurement, project  
11 procurement, in 1980 went to minority firms. That's a record  
12 I'll match with anybody.

13 Now, in 1980, our goal for females was -- female business  
14 enterprises was 4 percent, and that equated to 2.8 million.  
15 And in 1981 the dollar figure for female business enterprises  
16 is 4 million.

17 Now, how do we -- I guess one -- I need to say one more  
18 thing, how do we get those specific numbers and everything  
19 like that. Well, we start at the beginning of the year  
20 when we get our budget firm. And we know reasonably well what  
21 we expect to do during the year. We analyze the specific  
22 contracts, take them apart piece by piece and see how they  
23 can be structured in such a way that -- into smaller pieces  
24 perhaps, or whatever, and what joint venture possibilities --  
25 and usually we've been discussing some of these things with

1 potential joint venture firms for months before that. And  
2 we make the best reasonable effort -- estimate we can as to  
3 what a -- you know, a reasonable goal would be for that year.  
4 That's how we do it in the contracting area. Now, that's  
5 distinctly different in employment. And I will now swing to  
6 hiring.

7       The data base for our hiring goals posed a real challenge  
8 to us, because we had the 1970 census. And that's been a  
9 number of years, of course. And even more important, far  
10 overshadowing that, was the fact that it was obvious that the  
11 work force in Alaska had changed substantially since the  
12 1970 census. So we didn't give much consideration to using  
13 that for our -- the people that would be up here in Alaska.  
14 We looked at that, and we decided that we had to have some  
15 outside, highly objective assistance. We went to the firm of  
16 Data Resources, Incorporated. It's a highly respected  
17 economic consulting firm; worldwide, as a matter of fact.  
18 We also obtained the services of Dr. David Rayum (ph), who  
19 had just come from a position as chief economist with the  
20 Alaska Department of Commerce and Economic Development. We  
21 obtained the services of other economists through DRI and  
22 obtained information from the State Department of Labor. We  
23 had various and sundry other studies I'd mentioned, the  
24 Larel Bland (ph) Study that may ring a bell with some of you.  
25 All of these things are referenced in our plan. In any event,

1 in the most objective way possible, we updated or constructed  
2 a new data base regarding Alaska, the population and labor  
3 force. And we then followed-very strictly complying with  
4 the detailed regulations and, as John Alexander mentioned, the  
5 eight factor analysis and all of that; followed those procedures  
6 and came up with the goals.

7 Now, when you see the paper that I'll be submitting for  
8 the record here, you will find a --

9 MS. SCHUHMANN: Could we have a copy of  
10 that while you're testifying? Do you have an extra one or...?

11 MR. KUHN: Yes. Would you bring them up,  
12 please, Randy. (Pause while report is being distributed.)

13 All right, what I would -- you'll find on my statement, toward  
14 the back, it's about the third page from the back; table 5.  
15 And this is Project Wide Employment Goals for 1981. Now,  
16 these are contained in that update to our Affirmative Action  
17 Plan that I said we submitted on March 2nd.

18 And if you'll look at the column on the right on Table 5  
19 you'll see the goals for female employment in the calendar  
20 year 1981. And for the benefit of the -- those who don't  
21 have the document in front of them, I'll just read the  
22 categories and tell you what they are. Officials and  
23 managers, 17.8 percent of our total project work force; that  
24 includes Alaska and the Lower 48. Professionals, 20.5 percent;  
25 technicians, 9 percent; clericals, 55.9 percent; service

1 workers, 31.4 percent; crafts, 5.7 percent.

2 MS. DALE: Could you please give us an  
3 estimate on the percentage of the people who will be hired  
4 from Alaska in these. You said in the first one that this  
5 total included Outside.

6 MR. KUHN: I think the numbers -- the  
7 percentages are about the same. But Aaron, is that about  
8 right, Alaska and the Lower 48; the percentages are about  
9 the same?

10 UNIDENTIFIED VOICE: That's correct.

11 MR. KUHN: Okay. The percentages -- there's  
12 no great disparity between Alaska and the Lower 48 on the  
13 percentages.

14 Now the -- this is going back one step, but on that same  
15 page you'll see the number I mentioned, 4 million dollars  
16 down there for the female contracting; 2.25 percent of our  
17 total contractable opportunities this year, totalling 185  
18 million.

19 MS. SCHUHMANN: Dorothy.

20 MS. JONES: Regarding the goal for female  
21 craft workers of 5.7 percent. My memory is that it's consider-  
22 ably lower than the portion of female craft workers on the  
23 oil pipeline. Could you explain how you derived that figure?

24 MR. KUHN: Yes, it was, again, determined  
25 on the information of available qualified workers. But I'd

1 like to go beyond that --in other words, with the 8 factor  
2 analysis -- and comment on the number that I think you mentioned  
3 earlier about 11 percent on the oil line. And I think you  
4 will find in the document, put into the record by Mr. Lundell  
5 earlier today, a table which analyzes and breaks down the  
6 peak employment on the oil line. And you will find that the  
7 peak month brought Alyeska to 12.7 percent for females, but  
8 that included a lot of other things. It included the clericals;  
9 it was everything, 12.7 percent. That included in the craft  
10 area, 1.1 percent. And it also had operators -- the categories  
11 are a little different, but operators, 6.9 percent; the labor  
12 category, 9.7 percent; service workers, 47.9. By the time you  
13 get -- you know, add it all up, it came out to the 12.7 total.

14 MS. JONES: What puzzles me about this  
15 when you set Affirmative Action goals, if we rely on the  
16 present structure of training opportunities; if we rely on  
17 unions for the employees, then nothing will change because  
18 there are very few women who are in the craft unions. So  
19 that if -- let's see if I can say this clearly, if you say  
20 our Affirmative Action goals will be based on the present  
21 structure of union apprentice programs and union enrollment  
22 figures, then it has to necessarily be low because women are  
23 low. And my question is, how do you break through that if  
24 you want to achieve a more meaningful representation of women  
25 in nontraditional jobs if you base it on what the present

1 structure is?

2 MR. KUHN: Well, there's going to be a  
3 need, at least at the peak, for more than the -- you know,  
4 the current union membership, we believe. If you take that  
5 peak year figure of twelve to thirteen thousand, in that  
6 range, for that year at any rate, that is going to exceed the  
7 availability within the state. And there will be -- there  
8 should be opportunities for, you know, significant new entry  
9 through the union hiring halls.

10 MS. SCHUHMAN: Barbara.

11 MS. DALE: Maybe I just need a little  
12 explanation, but if you depend on the unions to use up a  
13 certain percentage of all the women that are going to be  
14 hired or to come up to your goal in the Affirmative Action  
15 Plan; and they have a low percentage, are you required, then,  
16 to train the other women to come up to that goal or are your  
17 subcontractors if there aren't women available? And if you  
18 are, wouldn't it be to your advantage to encourage the unions  
19 to get more women in their training programs so that you  
20 wouldn't have to come up on this end?

21 MR. KUHN: Well, the whole area of union  
22 seniority and dispatch sequence and all of that, that's a  
23 knotty one and ultimately will be addressed in the agreement  
24 we have with the unions. And I really can't give you any  
25 more specifics on that at this point.

1 MS. SCHUHMANN: Herb.

2 MR. BERKOWITZ: Do you have a project labor  
3 agreement?

4 MR. KUHN: No, we do not.

5 MR. BERKOWITZ: What's the present status  
6 of it?

7 MR. KUHN: Well, that's something to be  
8 negotiated in the future.

9 MR. BERKOWITZ: Do you have any idea of  
10 when those negotiations are going to commence?

11 MR. KUHN: I can't put a specific date on  
12 it at this point.

13 MR. BERKOWITZ: What are the principal unions  
14 you expect to be negotiating with?

15 MR. KUHN: We expect to be negotiating with  
16 the Teamsters, the Operating Engineers, the Laborers, and the  
17 Welders, the four traditional pipeline unions. They'll be  
18 certain building trade unions, perhaps, in addition to that.

19 MS. DALE: I have another question.

20 MS. SCHUHMANN: Barbara.

21 MS. DALE: Also, it seems to me that if you  
22 are having to provide the statistical information yourself on  
23 what's available and are depending on the unions to pick up  
24 some of it, it seems to me a conflict of interest if you have  
25 to do the training for you to provide the statistics.

1 MR. KUHN: The statistics are, you know,  
2 available for everybody to see. Their footnoted. The references  
3 that were available, we think they'll stand scrutiny by  
4 any -- on a professional basis by anybody.

5 MS. SCHUHMANN: Are those contained in the  
6 packet, the -- you know, the data base that you used for your --

7 MR. KUHN: Oh, yes.

8 MS. SCHUHMANN: They're in here?

9 MR. KUHN: No, no. No. What we're talking  
10 about is a stack of paper that high that John Alexander was  
11 referring to. We didn't just file our plan with, you know,  
12 the summary, the end result. We gave him every piece of paper  
13 that went into it. And it's been -- believe me, it's been  
14 looked over -- we had our PhD economist and they got theirs,  
15 and they went over it very thoroughly. And theirs happened to  
16 be an Alaskan PhD economist, also so he knew what he was  
17 talking about.

18 MS. SCHUHMANN: Herb.

19 MR. BERKOWITZ: Mr. Kuhn, is Northwest  
20 Alaskan going to have some sort of department specifically  
21 assigned with the task of enforcing compliance with female  
22 hire goals?

23 MR. KUHN: The word enforcement has a  
24 particular sort of legal connotation. Enforcement, per se,  
25 is not the company's role because that is specifically

1 reserved to the various agencies of the federal government,  
2 particularly the -- and that'll be done, in effect, by the  
3 Federal Inspector and his people.

4 Now, and if you're talking about insuring that our  
5 contracts are complied with; yes, we have -- we're going to  
6 have quite a staff. And largely our modus operandi is  
7 to have a relatively small Northwest Alaskan staff. And then  
8 to rely on our project management contractor to ride herd on  
9 the various execution contractors and to provide that detailed  
10 oversight.

11 MR. BERKOWITZ: Well, isn't that kind of  
12 like putting the fox in charge of the hen house?

13 MR. KUHN: In what way?

14 MR. BERKOWITZ: That contractor has as a  
15 principal responsibility the completion of your project and  
16 of necessity, I think, would put concerns of this kind in a  
17 somewhat lower priority. Your company has a permit from the  
18 federal government that stands or falls on your compliance  
19 with these requirements. And your contracts with these  
20 contractors require them to meet certain requirements. Now,  
21 you're telling me that your involvement, your company's  
22 involvement, is going to be small. I would like to understand  
23 why your company's involvement isn't going to be big, because  
24 it sounds like it ought to be.

25 MR. KUHN: Our involvement will be on a

1 policy and an oversight level. And we think it is entirely  
2 effective. We think the record substantiates the results.

3 MR. BERKOWITZ: Well, you haven't even built  
4 your pipeline yet, how can you have any results, Mr. Kuhn?

5 MR. KUHN: I beg your pardon?

6 MR. BERKOWITZ: You haven't built your  
7 pipeline yet, so you can't have any results.

8 MR. KUHN: Not results, I've cited you some  
9 results about our performance to date of -- I've cited you  
10 what we're doing in the way of -- and I might add that we  
11 don't have an obligation yet, in one way of looking at it,  
12 on some of these things in that we don't have, you know,  
13 approved goals. There's no requirement, for example, on the  
14 Alaska hire yet we're up, I said, 83 percent; something like  
15 that. The -- I think that the -- this is a matter of manage-  
16 ment and organization. And we have made a conscious decision  
17 to operate at a policy and an oversight level and to use the  
18 Fluor engineers and constructors in a staff support role. Now,  
19 I can tell you that the relationship is extremely close. And  
20 they have the flexibility to draw on a worldwide organization  
21 with thousands of people and experts in any field you want  
22 and they can bring in on a specific problem on very short  
23 notice. It gives us great advantages, really, to do that.  
24 Otherwise, we'd have to hire, you know, an enormous staff  
25 of specialists that we might only use for a portion of the

1 time.

2 MR. BERKOWITZ: Well, let me ask you this,  
3 Mr. Kuhn, during the anticipated height of gas line construc-  
4 tion how many personnel does Northwest Alaskan intend to devote  
5 to this subject matter; that is, of female employment?

6 MR. KUHN: Okay I -- to female employment.  
7 It's going to be difficult for me to separate female and  
8 minority employment for you. (To member of audience) What's  
9 that number, we had a number?

10 UNIDENTIFIED VOICE: 7 for Northwest; 42  
11 for the (inaudible).

12 MR. KUHN: 7 for Northwest; 42 people, full  
13 time employees, working on minority and female hiring and  
14 contracting, exclusively on that.

15 MR. BERKOWITZ: But 7 of yours?

16 MR. KUHN: That's correct. We have --

17 MR. BERKOWITZ: And you're going -- so you  
18 are going to enforce compliance with those contractual  
19 stipulations through 7 of your own personnel?

20 MR. KUHN: That is correct.

21 MR. BERKOWITZ: Thank you.

22 MS. SCHUHMANN: On Table #5, Mr. Kuhn, is it  
23 fair to say that in your availability studies that the  
24 availability of female craft workers was higher in Alaska  
25 than in the Lower 48? In other words, you know, actual

1 construction type employment; is it fair to say that your  
2 availability studies show that more women had actually been  
3 working in those --

4 MR. KUHN: I don't -- I honestly don't  
5 have the answer to that question. Maybe one of my colleagues  
6 does. (To colleague). Availability of craft workers, Alaska  
7 vis a vis Lower 48? Is the availability higher of qualified  
8 workers up here? It's about the same?

9 UNIDENTIFIED VOICE: Craft by craft, yes,  
10 they're lower.

11 MR. KUHN: Up here?

12 UNIDENTIFIED VOICE: Actual numbers;  
13 percentage wise, males to females, I think they might be just  
14 a little bit higher.

15 MS. SCHUHMAN: But on Table 5 you are --  
16 employment goals are about the same for Alaska and the Lower  
17 48; in other words, you're not --

18 MR. KUHN: Okay, but -- yes, but recognize  
19 that, you know, we're not doing any craft work in the Lower  
20 48, so this number is essentially an Alaska number. All  
21 right, let's see where I was here.

22 Training. We have just recently established another  
23 internal task force to deal with the question of training.  
24 And I don't have any great specifics to bring to you at this  
25 time. But I would take note of one of the requirements that

1 is in our federal right-of-way grant; and that is that we  
2 enter into an agreement with the Secretary of the Interior  
3 and the Federal Inspector with regard to recruitment, testing,  
4 training, placement, hiring, and job counseling of Alaska  
5 natives. That is a specific requirement. And we, of course,  
6 recognize that we have a potential requirement to do other  
7 training as may be necessary to reasonably assist us in meeting  
8 our Affirmative Action goals. We would expect that anything  
9 we do in this area would be nondiscriminatory, females,  
10 other minorities and so on.

11 MS. SCHUHMANN: Do you have under consider-  
12 ation any training programs specifically for females; or is that  
13 a possibility or...?

14 MR. KUHN: Specifically for females? We  
15 haven't really honestly gotten to that -- at that -- to that  
16 stage yet. I ...

17 MS. SCHUHMANN: The native portion, then,  
18 would be open to female natives as well as males?

19 MR. KUHN: On a nondiscriminatory basis,  
20 right.

21 MS. SCHUHMANN: Barbara, did you have a  
22 question?

23 MS. DALE: When you get -- in your  
24 projections in regard to training, when you look at what  
25 you've done as far as the studies that you've done and your

1 availability, your work force pool, and what you have to  
2 comply with in the Affirmative Action goals and you find that  
3 you know -- you can project what the crafts are going to  
4 give you; and you have this big open area that you have to  
5 comply with, is that how you look at your training or what  
6 you have to do to train women to be able to come up to your  
7 goals? I mean, is that what you're looking at?

8 MR. KUHN: Well, there's no point in training  
9 unless somebody's going to be getting a job. Now, I'm not  
10 sure what you're getting at there. And we really don't have  
11 the specifics on that yet so I really can't respond very  
12 meaningfully to this area in any detail at this point.

13 MS. DALE: Okay, maybe I should word my  
14 question differently. When you're looking at what you have to  
15 develop in your training programs, --

16 MR. KUHN: Um-hm.

17 MS. DALE: -- is there a special area in  
18 regards to women to fulfil your Affirmative Action goals?

19 MR. KUHN: We have not gotten down to that  
20 level of implementation and so on. We're really working to  
21 structure how the program will be set up right now.

22 MS. DALE: Okay.

23 MR. KUHN: Okay. One -- I might make one  
24 suggestion. As we move forward in our planning and implemen-  
25 tation of our Affirmative Action Plan that -- for your

1 organization specifically, we think it would be very  
2 helpful to us, and we hope helpful to you, to get information  
3 from us. If your Commission could designate somebody as a  
4 primary liaison person to interface on a continuing basis  
5 with our Affirmative Action staff. We would -- we think that  
6 would be a useful step. And we'd be pleased to, you know,  
7 enhance the communications.

8 I'm nearing the end of what I had in the way of intended  
9 remarks here. I would like to just say that we have a very  
10 firm policy, and it stems right from the very top of our  
11 organization, that we will take affirmative action to assure  
12 that all persons and firms have the maximum practicable  
13 opportunity to participate in this project without regard to  
14 race or sex. We have established mechanisms to insure that  
15 this occurs. And we believe that any objective assessment of  
16 what we have accomplished and what we are doing would indicate  
17 that we have an excellent record to date on this.

18 Finally, I guess there are just two observations I  
19 would -- maybe three -- like to make, thoughts that I'd like  
20 to leave with you; maybe a little off the track from your  
21 letter. But the first is that putting this project together  
22 has not been easy. And it has involved a considerable  
23 commitment of equity funds thus far by investors who have --  
24 who did so with no guarantee whatsoever that they'd ever get  
25 their money back. That's the first point. And that kind

1 of leads to two other things that I'm going to make reference  
2 to.

3           There was testimony before the Alaska Legislature last  
4 week; the Alaska Legislature has retained a law firm, Birch,  
5 Horton, Bittner, and Monroe. And one of the partners -- and  
6 that's been a law firm advising the Legislature since -- on  
7 gas pipeline matters since 1978. Joseph Chalmski (ph), one  
8 of the partners of that firm, testified last week on Thursday  
9 and there were several comments that he made. One of them is  
10 that -- well, it had to do with -- and I'm reading from a  
11 newspaper article. I do have his statement, but I think it's  
12 accurately quoted -- prospective lenders. And he talks about  
13 their fears that the State will impose unduly harsh regulation  
14 and taxes. Then it's -- another statement was made by  
15 him, and I can quote this one, "The accumulative record is  
16 clear; and a general consensus asserts that the State probably  
17 has much to gain if the gas pipeline is built."

18           We would certainly welcome the assistance of your  
19 Commission to see that the gas pipeline is built, and we'd  
20 like to work with you.

21                           MS. SCHUHMANN: Thank you. Barbara.

22                           MS. DALE: I have one more question.

23 You brought up the subject of sexual harrassment, and it  
24 was when you were talking about the contractors. Have you  
25 developed any -- obviously, you know that it existed on the

1 oil pipeline.

2 MR. KUHN: Yes.

3 MS. DALE: And I was wondering if you have  
4 developed any way of communicating to the contractors, or what  
5 do you have in mind to do to prevent it?

6 MR. KUHN: I can't offer you any specifics  
7 at this time. We have very strict legal liability in this area.  
8 And I can only offer you an assurance that we're conscious of  
9 the need to take very strong action in this area. And we will  
10 not permit that sort of thing to occur.

11 MS. SCHUHMANN: Going through the letter that  
12 we sent earlier. I want to make sure that all of our questions  
13 were answered. One of the first ones that we asked was what  
14 the current work force projections are for the Alaska segment.  
15 Is that answered in the packet?

16 MR. KUHN: That's contained in one of the  
17 tables in my statement.

18 MR. SCHUHMANN: Okay. And are they broken  
19 down pretty much as we asked, okay.

20 MR. KUHN: By job classification -- I think  
21 on table... let's see.

22 MR. BERKOWITZ: Table 7, I think.

23 MS. SCHUHMANN: Is there -- do you have  
24 any breakdown for the location of jobs at this point? What  
25 jobs will be available where in the State?

1 MR. KUHN: Within the State, you mean? Let  
2 me comment on that. The way we're going to construct the  
3 project is by use of what we call six spreads. And a spread  
4 will cover anywhere -- and it varies, somewhere between 97  
5 miles up to a hundred -- and I think it's 143, something like  
6 that; varying lengths. Now Fairbanks happens to be in the  
7 spread 4 area. And each spread will have one or more compressor  
8 stations and one or more camps in that area.

9 I would also give you a good example of that sort of  
10 breakdown by referring you to a letter in the information  
11 packet. And that letter is dated February 25, 1981, addressed  
12 to David L. Brennen, presiding officer of the Fairbanks North  
13 Star Borough Assembly. And attached to that letter, I think  
14 you'll find, incidentally, some additional general information  
15 on manpower planning, and projections, and so on; but very  
16 specifically information related to the Fairbanks area. And  
17 that's on Table 2, if you found the letter to Mr. Brennen.

18 And we break it down very specifically by Fairbanks  
19 headquarters, the double joining and warehousing numbers,  
20 construction camps which are located within the spread area,  
21 and a total for the section by quarter, 1982 through 1986.

22 Now, let me add this; we can probably develop, and we  
23 are moving to develop similar information for all of the  
24 other areas. Things are in motion on that. And I, incidentally,  
25 expect that we'll have -- I should have mentioned this earlier

1 as one of my concluding observations, we are moving toward a  
2 much more extensive information transfer as our planning is  
3 progressing here. A lot of this information is being computer-  
4 ized. And we'll be able to, in the next few months, provide  
5 substantially more detailed information than we have thus far.  
6 I would take this as an example, this table that I just  
7 referred to about the Fairbanks area.

8 MS. SCHUHMANN: Is there an ability, say,  
9 for someone in a different location to work in one of these --  
10 like spread 4 if you really live in a different area. Or  
11 is there going to be any kind of job availability by location  
12 along these spreads? Are you going to break it up, or is  
13 everyone just going to be able to work anywhere?

14 MR. KUHN: Well, I don't profess to be an  
15 expert on how union hiring halls work and dispatch works and  
16 so on. I just don't feel real qualified to answer that question  
17 in detail. But in general, I would expect that people will  
18 have some measure of control over where they work, and...

19 MS. SCHUHMANN: So it's really going to be --  
20 since most of the crafts jobs are going to be union, the  
21 hiring is going to be through the union halls, that's basically --

22 MR. KUHN: That's correct.

23 MS. SCHUHMANN: What were the initial  
24 figures that you submitted to the Office of the Federal  
25 Inspector for your Affirmative Action and minority female

1 business enterprise goals?

2 MR. KUHN: The initial figures?

3 MS. SCHUHMANN: Yes. It's my understanding  
4 that these have been updated and changed, you know, various  
5 versions you've gone through.

6 MR. KUHN: The December version, oh, corrected  
7 a few errors. It provided substantially more in the way of  
8 elaboration. If you're talking about the goals for 1980 itself,  
9 they were on the same order. There were no substantial changes  
10 in the goals per se. If you'll recall, I said we only  
11 established goals on an annual, firm goals that we commit  
12 ourselves to.

13 MS. SCHUHMANN: I think you gave us the  
14 contracting goals for 1980 and 1981.

15 MR. KUHN: Yes, that's in my statement.  
16 And also -- for both years, that's correct.

17 MS. SCHUHMANN: Right. It looks as though  
18 the female went down, the female percentage went down from  
19 4 to 2 --

20 MR. KUHN: That's correct, it went down in  
21 percentage terms. It's going up in dollar value. The --  
22 again, that's based on -- you know, on objective analysis of  
23 those firms in our computer bank and what capability they  
24 have for the particular contracts, the type of contracts  
25 we'll be letter this year. We'd love to have more female

1 business enterprise firms in that computer bank, really.

2 MS. SCHUHMANN: Did you give us the goals  
3 as far as employment is concerned? I don't recall that you --

4 MR. KUHN: Yes, that's on -- let's see...

5 MS. SCHUHMANN: Is that the table that you  
6 referred...

7 MR. KUHN: You'll find that on Table 5.  
8 That's the one I read for females and minority goals are  
9 on there.

10 MS. SCHUHMANN: Did you provide us with the  
11 goals for 1980 in here as well?

12 MR. KUHN: I didn't break them down. My  
13 recollection is they're substantially the same, am I correct,  
14 the percentage numbers?

15 UNIDENTIFIED VOICE: Within two or three  
16 tenths of a percent either way.

17 MR. KUHN: Within a couple of tenths of  
18 percent they're unchanged. You should not expect radical  
19 changes in the percentage goals from year to year. Now,  
20 when the 1980 census information is available, we have  
21 committed ourself to taking a very objective look at that  
22 and reassessing our goals, if that's warranted.

23 MS. SCHUHMANN: Did you meet your 1980  
24 Affirmative Action goals for female employment?

25 MR. KUHN: I believe we did. Aaron....?

1 UNIDENTIFIED VOICE: Yes, we did; in all  
2 areas.

3 MR. KUHN: In all areas.

4 MS. SCHUHMANN: At least at this point  
5 in time, it's my understanding that you don't plan to provide  
6 any training specifically directed at qualifying women for  
7 pipeline jobs, the way that you plan to qualify natives, the  
8 native training?

9 MR. KUHN: Our training -- the -- our plans,  
10 very honestly, haven't jelled yet in this area. And it's  
11 not going to be a unilateral decision on the native training  
12 thing anyhow. That has to be an agreement with two government  
13 agencies. But our basic thinking at this time is that any  
14 efforts along these lines would be nondiscriminatory among  
15 females, Alaskan natives, other minorities.

16 MS. SCHUHMANN: If I understood your  
17 statement, one thing that you mentioned was that these  
18 Affirmative Action goals for the most part are going to be  
19 carried out by your contractors rather than you; your  
20 employment through you is going to be fairly minimal in  
21 comparison to your -- the numbers --

22 MR. KUHN: That's correct.

23 MS. SCHUHMANN: -- through your contractors.  
24 So I guess I'm a little bit confused about the numbers or  
25 the goals that you're setting. It seems to me that the higher --

1 it's no skin off your nose necessarily if you make them a  
2 little higher than what you have because it's really your  
3 contractors that are going to have to carry them out. The  
4 majority of the employment is going to be through your  
5 contractors; not through you.

6 MR. KUHN: Well, no, we commit, in the  
7 first instance, to the Project Affirmative Action Plan. And  
8 we approach the goal setting very objectively and documented  
9 it and in accordance with the regulations. The -- we didn't  
10 just arbitrarily, you know, change numbers without reason.  
11 And sure, there are judgements that came in based on, you know,  
12 experienced people knowledgeable about the various job groups  
13 and the different craft areas, all of that sort of thing.  
14 But the goals are, in all cases -- in all cases -- the goals  
15 that we have set are in excess of the number that you would  
16 get strictly looking at the available, qualified workers in  
17 a given category.

18 MS. SCHUHMAN: Yeah, I guess that's part  
19 of the problem from the Commission's standpoint is that we're  
20 not satisfied with some of the studies that have been under-  
21 taken to show what the available female work force is. And  
22 that's why we were questioning Commissioner Lundell earlier.  
23 We would like to see that kind of study undertaken. Apparently,  
24 the State Department of Labor doesn't intend to undertake it.  
25 We've asked for money to do it ourselves, and have not been

1 funded to do it. It probably would be quite expensive.  
2 But how can you really gauge a goal unless you really have  
3 that information, unless you really know the available  
4 work force; the women that are interested that are qualified,  
5 that may never have worked before and would not show up on  
6 the unemployment lists or, you know, the union lists right  
7 now. This is a problem that the Commission has, anyway, with  
8 the goals. We question the data base upon which they, you  
9 know, were formed. And we also question, looking at the last  
10 oil pipeline here, why the figures aren't higher anyway;  
11 because apparently on the last pipeline the percentages were  
12 much higher than what your goal is for 1981, in any case.

13 MR. KUHN: Well, I'd -- that -- I would take  
14 issue with that. I went through those numbers, the numbers  
15 that you have in the record, on the peak -- the very peak in  
16 the Alyeska employment, the breakdown, for example, of crafts,  
17 1.1 percent. The categories may not be exactly comparable.  
18 But we have -- some of our numbers are way up there; officials  
19 and manager, 17.8 percent; professionals, 20.5 percent. These  
20 are not inconsiderable numbers. A lot of these crafts, as I  
21 understand it, do have experience requirements. There's  
22 certain...

23 MS. CALLAHAN: Does your table of page 5  
24 include crafts, operatives, and laborers; or is it simply  
25 crafts?

1 MR. KUHN: Crafts would include the --  
2 all of the trades; the building trades, the pipeline unions...

3 MS. CALLAHAN: In the labor statistics,  
4 crafts is 1.1 percent, but there are others such operatives  
5 at 6.9, --

6 MR. KUHN: That's correct.

7 MS. CALLAHAN: -- and laborers at 9.7. If  
8 the categories aren't exactly the same, then those may all  
9 be included in your figures in crafts.

10 MR. KUHN: Um-hm, but their bottom line  
11 was -- I don't -- those are percentages, and you'd have to  
12 go by the -- look at the absolute numbers and multiple it to  
13 see what you really were getting as an overall total. There  
14 may be -- some of those categories may have been small.

15 MS. SCHUHMANN: I wonder, would you be able  
16 to come back at 1:30 to finish up the -- for some more questions?

17 MR. KUHN: I'd be glad to.

18 MS. SCHUHMANN: Okay.

19 MR. KUHN: Now, I, like several others, am  
20 on that 3:55 plane, so...

21 MS. SCHUHMANN: Um-hm.

22 MR. KUHN: But I'd be pleased to.

23 MS. SCHUHMANN: What is the feeling of  
24 the Commission, do you want to break for a quick lunch and  
25 try to get back here at 12:30 (sic). Since everybody's

1 going to have to leave fairly shortly after we come back,  
2 maybe we could make the questioning as short as possible so  
3 nobody misses a plane or anything. We do have at least  
4 one other -- two other speakers that we didn't get to from  
5 the morning. Okay, Mr. Behlke, I understand, came in. Is  
6 Mr. Behlke -- oh, would you be able to come back at 1:30?  
7 (No audible response.) And the Human Rights Commission people,  
8 would you be able to come back at 1:30? (No audible response).  
9 Thank you. We'll try to start just as quickly as we can at  
10 1:30, then. Thank you.

11 OFF THE RECORD

12 ON THE RECORD

13 MS. SCHUHMANN: I'd like to call the meeting  
14 back to order. And I wonder if we could ask the 3 people  
15 that spoke already this morning, all 3 of you maybe, to come  
16 up to the table. And then that way get the remaining questions  
17 that have not yet been answered. Mr. Alexander, could you  
18 also join the front table, and we could maybe...

19 MR. ALEXANDER: Sure. Do you want  
20 (indiscernible).

21 MS. HURLEY: And pass -- if you wouldn't  
22 mind passing the mike back and forth so that the recorder  
23 can pick it up.

24 MS. SCHUHMANN: One of the questions that  
25 I wanted to follow up with you, Mr. Kuhn, was on what

1 reporting requirements you're going to have for your  
2 contractors. Will you ask them to keep their statistics by  
3 job description instead of, you know, an overall -- like  
4 female hire, that could be clerical, craft, or whatever?

5 MR. KUHN: The answer is yes. We have  
6 in our Affirmative Action Plan, in one of the appendices, the  
7 original December submission, set forth the forms that each  
8 contractor will be obliged to send into us, I think it's  
9 monthly. It may be more frequent than that, I'm not certain  
10 offhand. And it is a -- it's an extensive breakdown.

11 MS. SCHUHMAN: Will it have -- will it be  
12 broken down even by the hours worked so that if someone's called  
13 out, but only works, say, 1 hour of the day --

14 MR. KUHN: We do collect information by  
15 hours, that is correct.

16 MS. SCHUHMAN: Okay. Yes, Herb?

17 MR. BERKOWITZ: Mr. Alexander, I take it  
18 your title is the Director of the Office of Equal Employment  
19 within the Office of the Federal Inspector?

20 MR. ALEXANDER: You take it correctly.

21 MR. BERKOWITZ: So that means it's your  
22 responsibility to see to it that Mr. Kuhn's company lives up  
23 to its responsibilities under the federal permit?

24 MR. ALEXANDER: Yes.

25 MR. BERKOWITZ: And that includes their

1 equal employment opportunity responsibilities?

2 MR. ALEXANDER: Let me explain. I'm  
3 responsible for seeing that Mr. Kuhn lives up to -- you know,  
4 permit or no, lives up to his Affirmative Action responsibilities,  
5 period.

6 MR. BERKOWITZ: Now, Mr. Kuhn has indicated,  
7 if I understood his testimony correctly, that during the time  
8 of peak pipeline construction when, if I understand the  
9 statistics correctly, there will be over a 3 year period  
10 a minimum of 7,000 positions filled and as many as 12,000  
11 positions filled; that during that 3 year interim Northwest  
12 is going to be dedicating 7 of its own employees to see to it  
13 that Northwest, as the federal government's permittee, is  
14 living up to its responsibilities in the area of equal  
15 employment opportunity; and that includes both women and  
16 minorities. So that's 7 to cover both women and minorities.  
17 Do you consider that to be an adequate number, Mr. Alexander?

18 MR. ALEXANDER: I don't think I'd prefer to  
19 answer that question at this time because we don't know what's  
20 adequate until they do get to that peak. If it isn't  
21 adequate, then we certainly will so advise Mr. Kuhn, and I'll  
22 certainly have to beef my own staff up. I just don't think  
23 that that's a fair question at this point.

24 MR. BERKOWITZ: Well, Mr. Alexander, if --  
25 a simple division. If you have 7 employees monitoring both

1 with respect to women and minorities 7,000 positions, which  
2 is the low number over the 3 year period. That's 1 employee  
3 per 1,000 positions. Now is -- can you conceive of a basis  
4 under which that would be considered an adequate ratio?

5 MR. ALEXANDER: I don't -- again, I can't  
6 answer that question at this time. If it isn't adequate, then  
7 we'll have to make adjustments. What --

8 MR. BERKOWITZ: Is there something you  
9 don't know, Mr. Alexander, that if you knew it --

10 MR. ALEXANDER: No, I'm not going to say  
11 that I don't know it. Let me explain it to you further.  
12 There will be other people involved in monitoring and enforce-  
13 ment, which will raise that number considerably. We have,  
14 at present, enforcement regulations that have been caught  
15 in the President's hold on regulations that include a memo-  
16 randum of understanding between our office, the State  
17 Human Right's Commission, the EEOC, and in addition to the  
18 monitoring that will be done by the company's themselves.  
19 So at this time I can't give you any information because it's  
20 caught in that freeze. I can't give you any further  
21 information. I don't know how many people that EEOC, for  
22 instance, is going to dedicate to monitoring. I don't know  
23 how many Neil Thomas will have for monitoring. So I really  
24 can't say at this time. I would if I could.

25 MR. BERKOWITZ: I'm still not sure I understand

1 the thrust of your -- what you're saying is, Mr. Alexander,  
2 that if a sufficient number of federal and state bureaucrats  
3 are employed to deal with this problem, then that will make  
4 the seven private sector employees of Mr. Kuhn's company a  
5 sufficient number?

6 MR. ALEXANDER: No, what you're overlooking  
7 is that the federal and state bureaucrats, as you refer to  
8 them, have also a certain responsibility for enforcement.  
9 In fact, the prime responsibility lies in my office. So,  
10 you know, I will be looking over Mr. Kuhn's shoulder, so to  
11 speak.

12 MR. BERKOWITZ: Well, Mr. Alexander, it's  
13 the project of Mr. Kuhn's company. They have conceived it;  
14 they presumeably will engineer it; they will contract for it;  
15 and they will see to it that it is constructed. No one  
16 will have better or more intimate knowledge of what this  
17 project is going to consist of than Northwest Alaskan. Now,  
18 I still can't understand why it would not be a major concern  
19 of your Department to see to it that Northwest Alaskan itself  
20 lives up to its responsibilities by hiring sufficient  
21 personnel to monitor that area of endeavor.

22 MR. ALEXANDER: You are -- you're chopping  
23 the whole problem of enforcement up into segments. It will  
24 be my responsibility to see that he hires a sufficient  
25 number, as you say. Right now I'm not prepared to give you

1 what will be a sufficient number. I will certainly be talking  
2 with Mr. Kuhn or anyone else with the company who has  
3 responsibility in that area if I see that they don't have a  
4 number of people in the field to see that these responsibilities  
5 are carried. But, you know, it's not a two part problem, just  
6 like the training is not a two part problem where you're  
7 doing your thing over here and I'm doing mine there.

8 MR. BERKOWITZ: It strikes me, Mr. Alexander,  
9 if you'll forgive me for saying this that you're being  
10 remarkably unassertive in asking Northwest Alaskan to live up  
11 to the terms of their permit.

12 MR. ALEXANDER: You don't -- you're not  
13 aware of what we've asked them at this point. That's what  
14 I'm trying to say, that negotiations on certain things here  
15 are still going on. So you can't say that we haven't asked  
16 or demanded or requested. I'm just not at liberty right now  
17 to go into the whole thing in detail with you.

18 MR. BERKOWITZ: And you have no theories,  
19 no philosophy, no thinking --

20 MR. ALEXANDER: I don't want to theorize --

21 MR. BERKOWITZ: -- on whether or not seven  
22 is a sufficient number of people to honor this contract?

23 MR. ALEXANDER: No, I don't --

24 MR. LUNDELL: Madame Chairman, I think that  
25 Mr. Alexander is being pursued beyond what would be the norm.

1 And I'd like to ask Mr. Berkowitz a question as a person  
2 that's not involved in the enforcement or the administration  
3 of it. What does he mean by monitoring? Does he mean 1  
4 person watching 10; or does he mean a review of figures; or  
5 does he mean a plan that encompasses outreach and training,  
6 and encompasses working with the unions to see that women  
7 and minorities do come through those channels? Those are  
8 far more important than how many people are monitoring on a  
9 project line. And I guess the question -- the answer to his  
10 question is a question, what is monitoring to you, Mr.  
11 Berkowitz?

12 MR. BERKOWITZ: Well, as best I can respond,  
13 and once again, Mr. Kuhn knows Mr. Kuhn's project better than  
14 I do, so to that extent I deal from ignorance. It sounds like  
15 there's going to be a substantial volume of paper produced as  
16 part of this equal opportunity employment effort. It's going  
17 to be involved in the contracting process. After the contract-  
18 ing process apparently there's going to be some form of  
19 fairly frequent reporting. And this reporting is ultimately  
20 going to involve these seven to twelve thousand positions over  
21 this period of time. I have difficulty of conceiving of how  
22 these 7 people are ever going to be able to get out from under  
23 that mountain of paperwork to get out into the real world and  
24 deal with the questions of whether real people are getting  
25 real jobs rather than whether numbers on pieces of paper are

1 the numbers that people want to see.

2 MR. ALEXANDER: I see where you're coming  
3 from, really. It's just that I'm saying I can't give you the  
4 solution to the entire problem at this point because I feel  
5 that enforcement and monitoring are very important aspects of  
6 the whole thing. If you don't have that, then we're just  
7 talking about an exercise. I just am not able at this time  
8 to tell you exactly whether 7 is sufficient, or 47, or whatever.  
9 You know, I don't -- I can't give you a number, I could just --  
10 I'd only be speculating. We got into a terrible problem with  
11 speculation on the other 2 legs, and I'd like not to do that.

12 MR. BERKOWITZ: Let me ask you this  
13 question, Mr. Alexander. Do you believe that Northwest  
14 Alaskan in and of itself, putting aside its contractors, and  
15 putting aside your office, has an independent responsibility  
16 and a legal and more obligation to see to it that a program  
17 for appropriate female hire is carried out?

18 MR. ALEXANDER: Certainly, and they will be --  
19 they have that in their draft Affirmative Action Plan.

20 MR. BERKOWITZ: Well, it says that.

21 MR. ALEXANDER: Yeah.

22 MS. SCHUHMAN: Mr. Kuhn, you had --

23 MR. ALEXANDER: They're required to do that.

24 MR. KUHN: Miss Schuhmann, I just want the  
25 record to be clear. I made a prior statement that in addition

1 to the 7 Northwest Alaskan employees there will be 42 full  
2 time employees under their -- under the direction supervision  
3 of those 7 engaged exclusively in affirmative action matters.  
4 In addition, our contracts require certain additional people  
5 to be provided working exclusively with them on equal  
6 opportunity matters. There is a comprehensive program. Each  
7 of the execution contractors, moreover, must prepare his own  
8 affirmative action plan. And he is going to be held liable  
9 for his enforcement of that -- his performance of that.

10 MS. SCHUHMANN: Will the affirmative action  
11 goals that you eventually reach agreement upon, will they  
12 apply both to the -- what you have been calling pre-construc-  
13 tion as well as the construction?

14 MR. KUHN: There's really no -- we make  
15 no distinction there. I mean, it flows 1981 through '86,  
16 the work -- in the hiring area. It changes somewhat as you  
17 use up certain minorities, so to speak, and there are few  
18 available from a ... But the percentages do not radically  
19 change. Insofar as the contracting is concerned, all we have  
20 at this point is projections and obviously you're going to have  
21 an awful lot more as you move toward the peak.

22 MS. SCHUHMANN: Does Northwest plan, at this  
23 point, to have any support services, for instance, in your  
24 training of natives which is, I understand, required. Do you  
25 anticipate any, say, child care services. It's going to be

1 difficult for people to leave the village if they're the only  
2 person that's in charge of the family to come into town for  
3 training as well as to go to work. Do you have any antici-  
4 pation or any plans for any kind of support services?

5 MR. KUHN: We haven't really addressed that  
6 level of detail yet.

7 MS. SCHUHMANN: What influence will you have  
8 over the unions? Will you be directly contracting with the  
9 unions or will your contractors?

10 MR. KUHN: There -- we anticipate an agree-  
11 ment with the unions, directly with the unions. And I want  
12 to emphasize that'll be the local unions. We'll be heavily  
13 involved in that at some point.

14 MS. SCHUHMANN: Do you have any plans to try  
15 to make sure that the unions have affirmative action plans?

16 MR. KUHN: Well, it's not our task to, you  
17 know, insure that they have an affirmative action plan per se.  
18 But our -- what we would hope to come out of the -- and we  
19 would expect that the government will be involved in these  
20 negotiations, would be an understanding that the unions will  
21 provide minorities in the requisite number and females in the  
22 requisite number to meet the affirmative action goals set  
23 forth in our plan.

24 MR. LUNDELL: Excuse me Madame Chairman,  
25 there's one thing missing in the middle of that answer and

1 to your question itself. There is no possible legal way that  
2 a private company can have any sway over that union dispatch  
3 thing except in accordance with rules that are established  
4 by the federal government, because it's strictly a National  
5 Relations Board to Equal Employment Opportunity Commission  
6 or Office of Federal Contracts Compliance program type  
7 relationship. The unions have reporting requirements as well to  
8 those federal agencies. As long as they dispatch in accordance  
9 with an agreement and follow the terms of an agreement, a  
10 private company doesn't have anything it can do to that union.  
11 And that should be understood, I think, as part of that  
12 answer.

13 MS. SCHUHMANN: Barbara.

14 MS. DALE: Did I understand you to say, Mr.  
15 Kuhn, that you will expect the unions to come up to bring  
16 your requirements -- to bring up the requirements set forth  
17 by your Affirmative Action Plan. Are you depending on the  
18 unions to fill up your quota for women on your Affirmative  
19 Action --

20 MR. KUHN: In the craft area, there is  
21 no alternative.

22 MS. DALE: Okay. Just exclusively in the  
23 craft area, the 5 percent that you have listed on your...?

24 MR. KUHN: Well, the craft area is the  
25 unionized employment areas.

1 MS. SCHUHMANN: Yes, Herb.

2 MR. KUHN: Predominately.

3 MR. BERKOWITZ: Mr. Kuhn, do you anticipate  
4 that the project labor agreement will deal with the question  
5 of female affirmative action?

6 MR. KUHN: It will deal with the question of  
7 dispatch of females as much as it does dispatch of minorities  
8 to meet the goals in the plan. I would have to answer that yes.

9 MS. SCHUHMANN: Are there any other  
10 questions the Commissioners have?

11 MR. BERKOWITZ: I'd just like to make one  
12 comment, and I think my concern has been pretty obvious from  
13 the outset. I think we would like to know where the buck  
14 stops on this issue. And it's sometimes a little bit hard to  
15 pin down with lots of people delegating responsibility to  
16 others or looking to others to carry out the responsibility.  
17 I think that we would like to see some more certainty in that  
18 regard so that we know who to turn to as who's responsible  
19 rather than to have it turn out to be an Alfonse Gastone (ph)  
20 routine where everyone points the finger at someone else and  
21 says that that person is the one that laid down on the job.  
22 We don't -- we want the job done, not undone.

23 MR. ALEXANDER: Madame Chairman.

24 MS. SCHUHMANN: Yes.

25 MR. ALEXANDER: If I might respond to that

1 in part. I will see that you get a copy of the regulations  
2 that -- immediately, that govern what we're supposed to be  
3 doing. It should fairly clearly outline who will be doing  
4 what, who has this responsibility for what. You asked the  
5 question earlier about goals. There is a provision in the  
6 regulations that the sponsor may say that I will set a 25  
7 percent hiring goal, period. If that sponsor is hiring 6  
8 contractors, he may assign a portion of that goal to be  
9 reached by that contractors. If it appears in the contract,  
10 it's his responsibility. And, you know, the responsibilities  
11 are spread around, and I could go on and on with them. Just  
12 like enforcement falls -- it starts with my office and flows  
13 through the system. I will give you a copy of the regulations.  
14 Some of the answers are vague at this point. I will tell you  
15 that I would be willing to come back to a meeting of the  
16 Commission when the plan is completed and approved and  
17 lay it out for you and perhaps clear up some of the areas that  
18 you have questions about.

19 MR. BERKOWITZ: I, for one, will be more than  
20 happy to follow up on this.

21 MR. ALEXANDER: I would also immediately,  
22 if not sooner, provide you what information my office can as  
23 to what we're doing without violating any confidences at this  
24 point of what we expect to be doing, what we have done, and  
25 so forth so you'll know a little bit about what operation

1 is; where some of our responsibilities lie; who we will be  
2 looking to to provide this type support. For instance, I  
3 could speculate that we will be hiring "X" number of  
4 contractors to assist in the monitoring effort. That's been  
5 a plan, but it hasn't been finalized at this point. But I  
6 will send you the information I can and I have at this time.  
7 It may clear up some of the areas where the Commission has  
8 questions.

9 MS. SCHUHMANN: Thank you. That would be  
10 very helpful

11 MS. DALE: I just wanted to -- my concern  
12 lies in this -- and I don't feel totally comfortable with the  
13 information I have, the area of training, of -- you know, we  
14 have our figures of women that are in -- already trained and  
15 available. If -- there's an increasing number of women who  
16 are becoming heads of households. I think we could take the  
17 people who are already trained and put them to work. But I  
18 think what I'm interested in doing is increasing the training  
19 opportunities so that more women will be, -- you know, will  
20 be trained and be able to get something out of this.

21 MR. ALEXANDER: I understand your concern,  
22 but I can't say that the training issue has not been fully  
23 addressed, either. The reason for -- you know, so many of  
24 these things are not finalized at all, and some haven't even  
25 begun for one reason or another. In the middle of all this,

1 we have a freeze on hiring, which limits my staff; a freeze  
2 on regulations, which holds my enforcement regulations that  
3 were ready to come out. You know, these are the type things  
4 that we have to face. So a number of the things have not  
5 been set in concrete yet and allowed to flower. They will  
6 be -- again, I'll -- we can start the information flow to  
7 keep you posted on where we are and what we're doing.

8 MS. DALE: Good.

9 MS. SCHUHMANN: Mr. Lundell, in the -- is the  
10 are the state apprenticeship programs worked out so that they  
11 track the union apprenticeship programs? In other words, if  
12 you go through the Seward Skill Center, is that going to help  
13 you get a union position, you know, get union hire...?

14 MR. LUNDELL: Pursuant to existing statutes,  
15 there is no state apprenticeship program. The apprenticeship  
16 programs that are run by the labor and management trusts that  
17 operate them jointly, hire a director of the school or program,  
18 exist under the Federal Department of Labor Apprenticeship and  
19 Training plans. Some states have -- where they have huge  
20 work forces have also adopted state apprenticeship plans;  
21 that is, where there is a formal program. And the actual --  
22 the term apprenticeship is a rather formal one. It means a  
23 certain thing. An indentured apprentice enters into the  
24 program under certain ground rules, stays in for a certain  
25 period of time at certain wages, percents of wages per hour

1 of a journeyman level and moves through the program that  
2 way. And they're under very strict rules as to how they  
3 are operated. And these, again, are the Federal Bureau of  
4 Apprenticeship and Training standards. The state doesn't  
5 happen to have any. When you make reference to the Seward  
6 Skill Center, in a sense that's like your Hutchinson Career  
7 Development Center here except it's a residential one; and  
8 it has a little more flexibility; was set up on that basis.  
9 I think there was recently set up on the northwest part of  
10 the state, Kotzebue, a small training center to deal with  
11 certain things there that is residential, I believe. Those  
12 are the only ones that are residential. Others are in the  
13 community college system or private schools, such as the  
14 Anchorage Business College, you know, things like that. In  
15 the area of the crafts they are run under the Bureau of  
16 Apprenticeship and Training programs. And a group can apply  
17 to them and then they can follow the same rules. But that's --  
18 so it's -- there isn't a direct answer; the state apprentice-  
19 ship doesn't link because there isn't one.

20 MS. SCHUHMANN: The training that you might  
21 receive, though, say at Hutchinson or at the Seward Skill  
22 Center would not necessarily qualify you for ...?

23 MR. LUNDELL: It won't qualify you for  
24 journeyman status, generally speaking. Those schools are one  
25 of the best means of insuring success once you enter an

1 indentured apprenticeship program. They also suffice for the  
2 creation of what someone might make a living, not as an  
3 apprentice but working for a company that is not affiliated  
4 with organized labor by agreement. They might produce some  
5 people that can build some houses and can do some work and  
6 things, but are not fully trained as is a full fledged  
7 apprentice, that's the basic difference that's involved there.

8 MS. CALLAHAN: This is a question for any  
9 or all of you. Do you know if it's anticipated at all that  
10 there might exist some kind of a clearing house of information  
11 for women and minorities to help in matching up interested  
12 people with available training programs with available jobs.  
13 It's a maze of information with the involvement of so many  
14 different agencies and companies. I just was wondering if  
15 that had ever been discussed in any of your negotiations of  
16 some kind of a possibility.

17 MR. ALEXANDER: Not specifically. However,  
18 in the area of training there has been talk of that type  
19 situation, how to disseminate information and so forth. So  
20 maybe in our deliberations that could be tied in somehow,  
21 or could be an adjunct somehow. It has not been addressed,  
22 but I don't see that there'd be any problem with it.

23 MR. LUNDELL: If you're talking outside of  
24 the jobs that we dispatched by organized labor, I think you  
25 could say that the cooperative effort, that it does exist

1 now; not with respect to this pipeline project, but in  
2 general between the CETA program and the Job Service program  
3 does provide a great deal of what you're asking. And, in fact,  
4 we have had discussions among the sponsoring company, the  
5 Federal Inspector, and the State Pipeline Co-ordinator's  
6 Office about doing some type of co-ordinative activity like  
7 this. And it's very likely that something like that will  
8 occur. There's a question of where, what's it cost, how does  
9 it tie in, and what real benefit can it give other than making  
10 someone feel good by being on a list. If it will actually  
11 achieve putting them in a job somehow, then we'll proceed.  
12 If it isn't, then there's no real benefit to be gained from  
13 it.

14 MS. SCHUHMANN: Um-hm. Any further questions  
15 or comments; any further from your folks?

16 MR. KUHN: I have one, Miss Schuhmann. I  
17 gave you one incorrect number this morning and I want to  
18 correct it for the record. I said that our total Alaskan  
19 employment was 530, and I quoted certain percentages. All of  
20 the percentage numbers that I quoted were exactly right, and  
21 they're as reflected on the written statement. The actual  
22 correct total for our employment in Alaska is 641, which  
23 is also reflected on the sheet you had. I just picked the  
24 wrong column off one of the tables.

25 MS. SCHUHMANN: Thank you. On behalf of the

1 Commission I'd like to thank all 3 of you for your testimony  
2 and your graciousness under fire. We -- I want to assure  
3 you, on behalf of the Commission, that we do want to work  
4 together to try to see that women do have a fair opportunity  
5 on the -- to get jobs on this project as well as other  
6 construction projects. But I think you do have to understand  
7 our concern and what we consider to be rather low affirmative  
8 action goals; declining percentages for the female business  
9 contracting; and the lack of training in any -- in your  
10 stipulations or -- you know, I'm sure a lot of this was done  
11 under federal law. And there's not a whole lot that any of  
12 you can do about it now except that we would, in the best of  
13 all worlds, like to have seen it be included.

14 MR. LUNDELL: We hope you're all pleasantly  
15 surprised when the project is going on.

16 MS. DALE: So do we.

17 MS. SCHUHMAN: Katie.

18 MS. HURLEY: I just wanted to say is it  
19 possible that before final decisions are made that the  
20 Commission, you know, could be consulted and, you know, asked  
21 whether this meets the kind of goals that the Commission has  
22 before finding out afterwards that the goal has been set and  
23 it's low. Is that unrealistic to ask that kind of chance for  
24 input?

25 MR. ALEXANDER: I'll take that under serious

1 consideration remembering that the goals are very likely to  
2 be -- or let me not say very likely because that implies  
3 certainty, but the goals could possibly be adjusted as a  
4 result of the census information later on. What I want, and  
5 I'll reiterate, are reasonable obtainable goals. I want --  
6 in the best of all worlds, I'd like to see them exceeded.  
7 I'm not giving -- attempting to give the sponsors that charge,  
8 but I certainly would like to see them exceeded; and I think  
9 we all would. But I'll reiterate that I certainly will be  
10 in touch with you. I certainly will be talking to you. I'll  
11 be giving you the information that I can. I don't want it to  
12 be a one-way street. If there's something that you want to  
13 get, some information you need, Mr. Roy Rule <sup>(Ph)</sup> is here in town.  
14 If you can't reach him, then you can reach me in Washington.  
15 And we'll certainly see that it's provided. I'm going to leave  
16 this copy of the regulations now. I do realize that later  
17 on we probably will come under fire for one reason or another,  
18 just because somebody's mad or whatever. There may be  
19 disagreements and so forth, but the one thing that I'd like  
20 not to get any fire for is these; they're in place and there's  
21 nothing I can do about them. You know, I would like to have  
22 seen some other things included or maybe excluded or amended  
23 or whatever, but --

24 MS. SCHUHMAN: Thank you.

25 MR. ALEXANDER: -- we can't do that now. So

1 the best we can do is try to do the best job under the  
2 regulations we have. And, you know, the next time around  
3 we'll do even better. We don't want to make the mistakes that  
4 were made on the oil line. But if there were good things  
5 that happened, we want to build on those good things.

6 MS. SCHUHMANN: Thank you very much.

7 MR. LUNDELL: Thank you. Miss Schuhmann?

8 MS. SCHUHMANN: Yes.

9 MR. LUNDELL: I wanted to mention one thing.  
10 And since the subject of apprenticeship and things like that  
11 came up, I did ask one of the people from our Department to  
12 come down here today; and she would be available if you needed  
13 if you wanted some explanation of that or if people wanted a  
14 1 on 1 discussion of what is apprenticeship, how do you go  
15 into it, how does it work. I'm speaking of Adele Bagin (ph)  
16 who is an inspector with our Division of Wage and Hour and  
17 Mechanical Inspection. She was an apprentice plumber, is  
18 a journeyman plumber, and is a full fledged inspecting plumber  
19 at this time. And if she could be of help to you in describing  
20 these things, she has offered to do so. I asked her if she  
21 would mind coming down, and she said she'd be happy to come  
22 down and see you.

23 MS. SCHUHMANN: Thank you. What is her  
24 name again? Adele?

25 MR. LUNDELL: Adele Bagin.

1 MS. SCHUHMAN: Thank you. Mr. Behlke,  
2 I know that you've been waiting. I saw Mr. Lawson earlier  
3 this week downtown, and I think he was being teased while  
4 he was on vacation that your office had told -- had planned  
5 on him coming unbeknownst to him. He found it --

6 MR. BEHLKE: Well, really we had, yeah.  
7 You've heard I think most of what's important for you to  
8 hear about female women hire on the pipeline. The State is  
9 pretty largely pre-empted by the federal government in relation  
10 to EEO and MBE on this pipeline and by federal law. It doesn't  
11 mean we intend to ignore it, but we feel that the prime  
12 responsibility is with John Alexander's group and their  
13 promulgating regulations and so on for that.

14 MS. SCHUHMAN: We don't have a public  
15 announcement system, so if you could speak up. That's just  
16 for the transcript, that microphone.

17 MR. BEHLKE: Okay, yeah. I think that --  
18 I wasn't here this morning for very long, but I think that  
19 it's important for everyone who is hanging his or her hat  
20 on the pipeline to know what the status of the pipeline is  
21 because I think there's a good deal of speculation; perhaps  
22 some misinformation. I think people are telling each other  
23 this and that. And after they've told each other this for  
24 several go-arounds they begin to believe it.

25 At present, the pipeline is under very, very heavy

1 design. And it's in a very heavy design and planning stage.  
2 The Northwest Pipeline Company has, as Mr. Kuhn told you,  
3 several hundred people working in Alaska, many of them in  
4 the field.

5 Last week I drove down from Prudhoe with my deputy and  
6 we stopped in each of the 4 fly camps that Northwest has between  
7 Prudhoe and here. And those are 78 person camps, and one of  
8 them was not running full, but the others were pretty full.  
9 So they're in the field doing a lot of bore hole work, doing  
10 stream studies, stream flow studies; doing pipeline alignment  
11 studies and so on. But this is only the design phase. And  
12 so far there's only money in hand for design. There isn't  
13 money in hand for construction. I think it's extremely  
14 important that everyone recognize this. This is different  
15 from Alyeska where the sponsors could write out the checks,  
16 and they were only too willing to write out the checks; and  
17 it didn't appear that the overruns worried them at all.

18 Northwest Pipeline Company is working valiantly and has  
19 been working for a number of years now attempting to line  
20 up the total financing package for the pipeline. This is  
21 rather complicated because first, a conditioning plant is  
22 required at Prudhoe Bay to condition the gas before it can go  
23 into the pipeline. That's a three or four billion dollar item.  
24 Then financing has to come together for roughly eight billion  
25 dollars worth of pipeline. That's eight billion up front.

1 We don't know what it ultimately will go. That's in 1980  
2 dollars.

3 At present that financing is not in place. So Northwest  
4 isn't going ahead right now, today, with the project. They  
5 haven't ordered pipe; they have not yet put into operation the  
6 Alyeska construction camps and so on. And I would caution you  
7 that you not get your aspirations too high on an immediate  
8 basis. I'm quite certain the pipeline will probably be  
9 constructed. But I'm not absolutely certain that darn thing's  
10 going to begin next summer. It's possible that it could slip  
11 a year. It depends upon financing. And if that financing  
12 isn't in place probably by summer it will, indeed, slip a  
13 year. And you should be aware of that. Don't run out and  
14 quit your jobs and go out and attempt to get a pipeline job,  
15 because I think by the end of summer if there isn't financing  
16 in place, the pipeline jobs could, indeed, dry up very  
17 considerably because the field work will be pretty much done  
18 on the design basis.

19 With regard to camps, I -- and field activities, I have  
20 our people give me verbal impressions of what they see in the  
21 field in regard to EEO and MBE. And I have the perceptions  
22 that, and my own observations are that, Northwest is doing  
23 fairly well in regard to female hire, native hire, and so  
24 on. I haven't kept track of it, but I know in all the camps  
25 that I visited and stayed in there were 3 or 4 women out of

1 approximately 78 people who showed up at that camp that  
2 night.

3 The federal government and the state government have  
4 females on our field crews. So they're out there monkeying  
5 around in the snow and the mud and so on just the same as  
6 the males are.

7 I've had something come through to me. I'm a Fairbanks  
8 resident, and I've had something come through to me which I  
9 want to pass on to you that I think is extremely important.  
10 I have long wondered why on a project of any consequence --  
11 as the engineer -- I'm an engineer, so I wondered why the  
12 engineering hasn't been done in Alaska. We have lots of  
13 experienced engineers, how come. And I've been very -- and  
14 since becoming involved in this project, though, I've been  
15 very impressed and I suppose depressed to an extent, but  
16 anyhow, impressed by the fact that large numbers of people  
17 have to be mobilized very quickly for specific jobs on design  
18 of a project this size. And I'll give you an example. The  
19 conditioning plant; there was no design in operation last  
20 summer. The design began this last fall. And it was necessary  
21 for Northwest who represents the design and engineering board  
22 to get to a large company which could mobilize 400, let's say,  
23 400 engineers to go to work on this job within a week; get  
24 the job finished; and then phase off of that job after perhaps  
25 6 months work. Well, there's no place in Alaska where you

1 find any organization like that. There's just no way. So  
2 you have to go out to America to have this happen.

3 Now, the unions are very similar to this, I think. We  
4 would like to have certain quotas met in regard to minorities  
5 and regard to females and so on through union hirings. But  
6 I think we have to remember that Northwest has to hire through  
7 unions. There is virtually no way -- that is Northwest  
8 contractors; Northwest probably wouldn't do very much of this.  
9 But there's virtually no way that Northwest can field a project  
10 of this magnitude unless it's a union project; there's just  
11 no way. And the unions, therefore, are similar to these large  
12 design firms. They have a large body of people that they can  
13 throw at the job, and they can get mobilized in a hurry. That's  
14 a big plus for a union, really, or for a group of unions.

15 Now, Northwest doesn't run those unions, as you've  
16 heard; Northwest doesn't run those unions. In the project  
17 labor agreement, they can, indeed, get in and try to get as  
18 much as they can out of those unions. But that's a negotiating  
19 process also. One of the things that has concerned me since  
20 I first came into this position is 798. I remember the stories  
21 of 798 during the last pipeline. They came in from somewhere  
22 out in America and they just really tore up the State as far  
23 as I was concerned and as far as many people were. And they  
24 came in with white people from the south, principally. There  
25 weren't blacks, there weren't natives, there were very few

1 women as I understand it, that had anything to do with 798.  
2 And I've asked the question since I came onto my job, what  
3 about 798. Is 798 going to have 15 percent natives, and so  
4 many percent blacks and so on. And I really haven't gotten  
5 an answer. I've raised hell about this, I think, in various  
6 federal meetings. And it's easy for me to do that because  
7 I'm not responsible for EEO and MBE, but I certainly can  
8 ask the questions. And I don't really know, is John still  
9 here?

10 MS. SCHUHMANN: Yes, he is.

11 MR. BEHLKE: I guess I could toss the question  
12 back to you, John. What do you think about 798, is it going  
13 to get black or...?

14 MR. ALEXANDER: Not much. They certainly  
15 will have to be dealt with. I can't tell you how, at this  
16 point because the labor issue (inaudible) I can't give you  
17 a master plan.

18 MR. BEHLKE: Well, you begin to see the  
19 point here, I think. Politicians don't want to deal with  
20 labor unions if they can help it because labor unions are  
21 large; and they're, of course, a political entity. That's  
22 the working man. And yet Northwest has to deal with those  
23 labor unions. And Northwest doesn't really have all that  
24 much control over labor unions. It's easy to say that the  
25 federal government has control over Northwest; and Northwest

1 is spending the money so it has control over labor unions and  
2 can call the shots. But I think Northwest is going to have  
3 a -- it's my perception they probably will have a tough time  
4 with that. And I think we have to recognize that and realize  
5 that maybe it's not all Northwest's fault that this happens.

6 Mr. Kuhn in relation to that mentioned that there would  
7 be 7 Northwest people and 42 or 44 project management people  
8 who would be dealing with EEO-MBE. I think it is fair to  
9 say that it's 7 plus 42 or whatever, rather than just 7 because  
10 the project management and Northwest have to work very closely  
11 together. And that's the way it's been working on the pipeline  
12 so far as far as the quality assurance and quality control  
13 is concerned. We have difficulty who's Northwest and who's  
14 the project management, Fluor, because they work together very  
15 well and we don't see -- I'm sure Northwest sees some differences  
16 but we don't see a lot of differences in this. So I think  
17 they have a team there that -- you may not agree it's large  
18 enough, but anyhow I think that's really what it consists of  
19 is 7 plus rather than just 7.

20 The State is in a bit of a strange position on the  
21 pipeline in that it is a project in which the federal govern-  
22 ment rattles into very heavily. Northwest has to cross State  
23 lands, it has to cross native lands, some private lands,  
24 and a lot of federal lands with its pipeline. Northwest does  
25 have a federal right-of-way grant from the Department of

1 Interior for the pipeline. It doesn't have permits yet for  
2 any other sites, such as material sites and so on. But for  
3 the pipeline and compressor stations it has a permit on federal  
4 lands. It has not approached the State yet for a right-of-  
5 way lease from the State of Alaska for the pipeline itself.  
6 It has approached the State for a land lease for the condition-  
7 ing plant at Prudhoe Bay. It's presently the State's position  
8 that that is a pipeline system, and that the two probably  
9 should go together. But we don't know whether that will be  
10 the ultimate outcome or not of that.

11 Northwest has, I think to an extent, ignored the State  
12 in certain matters and really paid a lot more attention to the  
13 federal government. And we've sort of felt that in many things  
14 we're perhaps being strung along a little while. And then  
15 when the right time comes and Northwest needs something very  
16 quickly, it will be the State's responsibility to give it to  
17 them quickly; otherwise, the State will be responsible for  
18 holding up the project. Now, I don't think that has much  
19 credibility in Alaska, because we've all waited for a long  
20 time and not much has happened on the actual construction of  
21 the pipeline. But we still have not been approached for our  
22 right-of-way lease yet for on State lands and the federal  
23 government was approached last summer.

24 The State has prepared a set of socio-economic -- draft  
25 socio-economic stipulations to attach to the right-of-way

1 lease. These have not been negotiated with Northwest yet.  
2 Some of the salient features, though, of those draft stipulations  
3 are indeed some precipitation -- precipitation, I'm caught  
4 in my own misnomer. Some participation by various interested  
5 public groups and by various interested and involved State and  
6 federal agencies into Northwest's socio-economic plans for its  
7 activities.

8 One of the things that we have put into those stipulations is  
9 that Northwest would fund impact information centers at various  
10 locations along the pipeline. These have not been negotiated  
11 yet. I'm sure Northwest will probably not want to be involved  
12 in those impact center anymore than it needs to be. But we have  
13 felt that that is a very important aspect of socio-economics  
14 for the pipeline; that impact centers be in place in Barrow,  
15 in Tok, Fairbanks, and various other places along the highway  
16 route in order that information can flow as quickly as possible  
17 to the impacted people; and information can flow back to us  
18 and to Northwest as quickly as possible from impacted people.  
19 This is something that we feel is extremely important and  
20 we'll hang in a long time on. I think I've come to the end  
21 of the line on -- yes.

22 MS. JONES: One of the -- I missed a few  
23 minutes, and this may have been discussed, but one of the  
24 problems that you've talked about is that the recruit -- the  
25 goals for female hire are based on what might be available

1 and that Northwest has to contract with the unions. Is  
2 it within the State's prerogative to establish legislation  
3 that could eliminate some of the union requirements that  
4 discriminate against women? For example, age requirements  
5 so that women re-entering the labor market are ineligible for  
6 apprenticeship -- John Alexander's shaking his head.

7 MR. BEHLKE: Which way is he shaking it,  
8 yes or no? He probably knows the answer to that --

9 MR. ALEXANDER: (Inaudible) because I  
10 think Glen Lundell mentioned earlier that unions are under  
11 federal jurisdiction, so the State wouldn't have that  
12 prerogative.

13 MR. THOMAS: I'd appreciate me answering  
14 the question.

15 UNIDENTIFIED VOICE: Do you want to answer  
16 it? Neil would like to --

17 MR. THOMAS: Well, I'll wait until I get  
18 up there.

19 MS. SCHUHMANN: Well, why don't you answer  
20 it now. This is Neil Thomas with the State Human Rights  
21 Commission.

22 MR. THOMAS: Well, this issue has come up  
23 in the Legislature already.

24 MS. SCHUHMANN: Could you come up to a  
25 microphone so that we're sure to catch this.

1 MR. THOMAS: This issue of women in the  
2 apprenticeship programs came up in the Alaska Legislature just  
3 a couple of years ago, and it came up in this context. Women  
4 and minority group people typically may be trying to get into  
5 an apprenticeship program at an older age. You know, they're  
6 coming into the job market typically at an older age and  
7 running up against an age barrier where a union's apprentice-  
8 ship committee, by its own rules, will not admit anybody into  
9 an apprenticeship program who's over a given age; and that  
10 tends to be a pretty young age, 27, 28, 29. And so allegations  
11 were brought before the State Human Rights Commission to the  
12 effect that this constitutes sex discrimination. It's a kind  
13 of an effect analysis. The effect of that rule is more  
14 disadvantageous to women than to men. It's the idea of the  
15 effect of different policies being discriminatory is something  
16 that's been inshrined in equal employment law for basically  
17 the last 8 years.

18 As those cases were being considered administratively  
19 before the Human Rights Commission, even before findings had  
20 been entered or cases had reached the hearing stage, a bill  
21 was introduced in the Alaska Legislature to exempt union  
22 apprenticeship programs from the Alaska Human Rights Law.  
23 The Alaska Human Rights Law prevents age discrimination as  
24 well, so of course, inherent in this case in addition to the  
25 effect argument that could be made about sex discrimination

1 was that it was on its face age discrimination. So the bill  
2 created an exemption to the general principal of age  
3 discrimination specifically for union apprenticeship programs.  
4 And it's important to remember how narrow that is. That is  
5 to say, it did not create an exemption for any other type  
6 of employment in any other context by any other type of  
7 employer from the general provisions against age discrimina-  
8 tion. That bill passed overwhelmingly.

9 About a year later, the issue came up again. And  
10 one of the people who had the most to say about it was a former  
11 member of the State Human Rights Commission who was then  
12 representative Lisa Rudd. And when that bill was pending  
13 before the House -- it may have been in the same year now that  
14 I think about it, but I do remember Representative Rudd  
15 speaking very forcefully on the House floor against a bill of  
16 that type, and I think garnered about 14 or 15 supporting  
17 votes in the House. It wasn't enough to keep the bill from  
18 passing. Since that time there have been various requests.  
19 I remember one Senator Orsinni (ph) writing us a couple of  
20 years ago asking why that law was on the books. Now, the  
21 argument that gets made in support of allowing this kind of  
22 legislation or this kind of practice is that it all falls  
23 within the federal jurisdiction and the State of Alaska can't  
24 say a thing about it. That issue has been coming up at the  
25 federal arena. And when you really get down to the bottom

1 of it, what you find is an administrative rule in the Federal  
2 Labor Department -- that's really not supported by any federal  
3 statute at all; we can haul those out for you -- which says  
4 that it's okay for unions to have rules of this type.

5 Well, since that time, jurisdiction over age discrimina-  
6 tion cases was transferred by the Carter administration to the  
7 Equal Employment Opportunity Commission. And they now handle  
8 all age discrimination complaints. And I've been seeing some  
9 material recently where the EEOC is raising serious questions  
10 about why this rule exists, recognizing that there's no  
11 federal statute or anything that explains to it. And it's  
12 one of those sort of motherhood issues where everybody sort  
13 of says it's all federal and they control it; and the State  
14 can't do anything about it; and it's all carved in stone;  
15 and unions only answer to the Federal Labor Department. It  
16 sounds good but it isn't true. It's one of those arguments  
17 that gets raised before us from time to time. And again, once  
18 you get down to it, the courts don't even listen to it. It  
19 was argued a couple of years ago that the Alaska Human Rights  
20 Law doesn't apply to labor unions because the National Labor  
21 Relations Act does that. Well, the Supreme Court of the United  
22 States wouldn't even listen to it. And the Lonzelle (ph) case  
23 held very clearly that the regulation of labor unions through  
24 a state law against discrimination is not contrary to the  
25 principles of the National Labor Relations Act.

1 MS. SCHUHMANN: Yes, Cathy?

2 MS. CARR-LUNDFELDT: I have some further  
3 information on this if you want to hear it.

4 MS. SCHUHMANN: This is Cathy Carr-Lundfeldt,  
5 also of the State Human Rights Commission.

6 MS. CARR-LUNDFELDT: In addition to being  
7 the Assistant Director here in Fairbanks, I'm also a member --  
8 sort of semi-active -- of a national task force on women in  
9 construction. I'm semi-active because I don't get back to  
10 D.C. as often as the task force tends to meet. But the fact  
11 is that on the age discrimination issue, there are suits  
12 pending against the U.S. Department of Labor on the age  
13 discrimination issue, alleging again that it aids in sex  
14 discrimination and bars women from participating in apprentice-  
15 ship programs.

16 And as a result of that, the U.S. Department of Labor  
17 issued a memorandum out to the Bureau of Apprenticeship Training  
18 Programs a year ago in the fall which urged them to get unions  
19 to rescind those specifications. You will find, if you check  
20 with local unions that a number of the locals have rescinded  
21 the age requirement. Some of them have considered it and  
22 said they don't want to rescind it; it isn't in their best  
23 interest. But some of them have taken that step. So it is  
24 not something that's written in concrete; it's not something  
25 which is federally pre-empted.

MS. SCHUHMANN: Thank you.

1 MR. BEHLKE: I didn't mention one  
2 important aspect in the socio-economic stips; and that is  
3 that we have worked for, oh, about a year in looking at  
4 local hire. You'll recall that local hire was struck down  
5 by the Supreme Court out in America some time ago. And we  
6 wanted to know more about that. I couldn't accept that, you  
7 know, that this thing just went dead and there was nothing you  
8 could do about it. So I wanted to look at that pretty hard.  
9 And we have attempted with our AG lawyers to look at it pretty  
10 hard this last year. And I think we have a local hire provision  
11 in there now which will probably fly in the big time. It  
12 does not provide automatic employment for each and every  
13 Alaskan. It has to do with unemployed Alaskans, chronically  
14 unemployed Alaskans, and so on. So it's much more restricted  
15 than any other local hire law. And the reason it is, of  
16 course, is the other one did not fly. We think we know why  
17 it didn't fly, and so we tried to take care of that in our  
18 stipulations this time.

19 I think perhaps there will be a bill in the Legislature  
20 that will be patterned on what we've done so far here; in other  
21 words, the Legislator who's doing this has been working with  
22 the AG's office in an attempt to get a local hire law that will  
23 stand the test and will mean something to Alaskans. That  
24 local hire law, however, doesn't relate specifically to women,  
25 it relates to Alaskans of various other categories.

1 MS. SCHUHMANN: Herb?

2 MR. BERKOWITZ: Dr. Behlke, you mentioned  
3 that the State and Northwest haven't really gotten together  
4 yet on the subject of a right-of-way lease over the State  
5 lands.

6 MR. BEHLKE: Right.

7 MR. BERKOWITZ: When that day comes, do you  
8 anticipate the State including in that right-of-way lease  
9 provisions regarding female employment and affirmative action?

10 MR. BEHLKE: No, I don't anticipate that.  
11 I think that we'll use the federal regulations. The federal  
12 government, I think, pre-empts us in this.

13 MR. BERKOWITZ: I think I'd like to question  
14 that conclusion, Dr. Behlke, because I think the State has  
15 as free a right to assert its jurisdiction over a lease over  
16 its lands as the federal government has a right to assert  
17 its jurisdiction of a lease over federal lands. Obviously,  
18 a great deal turns on the performance of Mr. Alexander's  
19 office in carrying out its mandate. But in this day of budget  
20 cutting there can be no assurance that they'll be a large  
21 federal presence over the next few years. I would urge you  
22 to consider whether or not it might be desirable in the State  
23 stipulations to have provisions that are not inconsistent with  
24 the federal provisions; they ought to be consistent, but which  
25 provide the State with a separate enforcement mechanism in the

1 event that the federal government, for one reason or another,  
2 doesn't follow through. I don't think there's anything to  
3 be lost by doing that; and I think there is something to be  
4 gained.

5 MR. BEHLKE: I agree with you. It's a good  
6 idea. We can attach what he asked. It's a good suggestion.

7 MS. SCHUHMAN: Barbara.

8 MS. DALE: You were talking about a draft  
9 of you socio-economic plans that you're working on now --

10 MR. BEHLKE: Yeah.

11 MS. DALE: -- that have not been negotiated  
12 with Northwest.

13 MR. BEHLKE: No.

14 MS. DALE: And you were talking about getting  
15 input from different groups or organizations.

16 MR. BEHLKE: No, in the -- not for the  
17 socio-economic plans as they exist today. Let me go through  
18 the process now of a right-of-way lease. We negotiate --  
19 Northwest has to apply for the right-of-way lease. When  
20 Northwest applies for the right-of-way lease, we began -- we  
21 begin, in the Pipeline Co-ordinator's Office, to develop the  
22 lease. We've done a lot of development, obviously, already.  
23 But anyhow, in the normal course of events we develop the  
24 right-of-way lease with the various stipulations, technical,  
25 environmental, socio-ecio, whatever special provisions;

1 negotiate these with Northwest on a preliminary basis. And  
2 then we have to go to public hearings with such a right-of-  
3 way lease.. At that time, the public has a crack at whatever  
4 stipulations and what have you that it wants to. Now, within  
5 the existing stipulations we have, on a draft basis, required  
6 Northwest to do certain things in relation to its pipeline.  
7 And there's working groups on this, and working groups on  
8 that, and so on. And within these working groups to develop  
9 Northwest's plans for the handling of various phases, socio-  
10 economic phases of their pipeline, we would then get some  
11 public participation -- qualified people who really are into  
12 something; in a specific area; not just someone who comes off  
13 the woodwork or out of the woodwork -- but anyhow, someone  
14 who's qualified to give information or discuss in a specific  
15 area; someone who has some experience in that area; and the  
16 various State and federal agencies that are into that; not  
17 just every State and every federal agency.

18 MS. DALE: Is --

19 MR. BEHLKE: Actually, this process has worked  
20 out extremely well, I think, in the technical and environmental  
21 stips that were developed for the federal right-of-way grant  
22 and which will probably be attached to the State right-of-way  
23 lease almost verbatim.

24 MS. DALE: Is it possible when it's appropri-  
25 ate that the Commission have an opportunity to give some

1 of the information that they've gathered to these plans?

2 MR. BEHLKE: Oh, yeah.

3 MS. DALE: Good.

4 MS. SCHUHMAN: You have an advisory  
5 committee or group that you're already working...?

6 MR. BEHLKE: We've had -- again, one of the  
7 stipulations which we would attach to a right-of-way lease is  
8 that there be a socio-economic committee. We have had an  
9 interim committee of about 6 people working, 2 from Barrow;  
10 2 from Tok; 1 from Delta; and the remainder from the Fairbanks  
11 area, 3 people from the Fairbanks area, working on a permanent  
12 charter -- or charter, I should say, for a permanent socio-  
13 economic committee in relation to the pipeline. And they  
14 develop that charter and this group has worked very hard in  
15 assisting us in development of socio-economic stipulations.  
16 This has been a very good group because it's been one way we've  
17 been able to gather information from the local communities  
18 about what are your problems; and what are you worried about;  
19 and so on and also to feed some information back. It's been  
20 very effective. And it's an interim group that has worked  
21 very hard. Leslie Corvola (ph) is the -- I'll call her  
22 chairman, I don't know if she wants to be called that of the  
23 group, anyhow.

24 UNIDENTIFIED VOICE: I hope not.

25 MS. SCHUHMAN: Chairperson. Yes, Herb?

1 MR. BERKOWITZ: I wonder if I could ask  
2 Mr. Kuhn, since he's still here, whether he anticipates  
3 there'd be any difficulty from the Northwest Alaskan side with  
4 including female hire provisions in the State right-of-way  
5 lease when that lease is finally negotiated?

6 MR. KUHN: I think it's a legal question,  
7 pre-emption by federal law or not.

8 MR. BERKOWITZ: But if it turns out that  
9 your counsel tell you that it's lawful to do so, do you  
10 anticipate that you'll do so?

11 MR. KUHN: It's -- if it's, in essence, the  
12 same requirement. I might add that the -- I think you're,  
13 perhaps, missing the point on that. The EPO regulations, the  
14 Affirmative Action regulations, our plan, applies without  
15 regard to land ownership. It applies regardless of whether  
16 you're on State land or federal land. There are certain other  
17 things as far as a right-of-way lease or a right-of-way grant  
18 from the federal government; that is land related. The Affirma-  
19 tive Action Plan is not.

20 MR. BERKOWITZ: The reason I raise the point,  
21 Mr. Kuhn, is that we've had a very mixed experience in Alaska  
22 with looking to the federal government to protect our rights  
23 in various areas. And therefore, I think we'd feel more  
24 secure with another arrow in our quiver with the State  
25 government having the same parallel responsibility. And I'm

1 glad to see that Northwest appears to be forthcoming, and  
2 if it's lawful to do so apparently will.

3 MR. KUHN: Let me say that's a question to  
4 be resolved between the lawyers in the State, and the lawyers  
5 of the federal government; and we don't want to be involved  
6 in that sort of a...

7 MR. BERKOWITZ: But you will be a party to  
8 the lease, won't you? Won't Northwest be a party to the  
9 lease?

10 MR. KUHN: We're going to do the same thing,  
11 not matter what, so far as the Affirmative Action Plan goes.  
12 We're going to implement it either way. So it really isn't  
13 going to make any difference from our viewpoint.

14 MR. BERKOWITZ: So it doesn't really matter  
15 to Northwest that the State has an independent enforcement  
16 possibility, if not actuality?

17 MR. KUHN: Well, we, you know, have to see  
18 the specifics of what's involved.

19 MR. BERKOWITZ: Well, what if they were  
20 essentially the same terms that you've agreed to with the  
21 federal government?

22 MR. KUHN: You're asking, you know, a  
23 hypothetical question about the -- insofar as the legal things  
24 not yet resolved. I think that -- my own opinion, I'm not  
25 a lawyer, is that there would be considerable difficulty in

1 entering into a field that is already well established by  
2 federal statutes and regulations. That's an opinion; not  
3 a legal opinion.

4 MR. BERKOWITZ: Do you have any policy  
5 difficulties with that?

6 MR. KUHN: Well, we wouldn't want to see  
7 conflicts between the State government and the federal  
8 government that would in some way cause difficulties or  
9 unnecessary litigation just because we've got two different  
10 governmental enforcing agencies. If I thought about it long  
11 enough there might be, you know, considerably other problems  
12 with it. But it's really not an issue for, though. Whatever  
13 is legal and is worked out between the federal and State  
14 government is -- we'll live with that.

15 MR. BEHLKE: I might say that our group,  
16 the State Pipeline Co-ordinator's Office, and the State  
17 agencies that work with us, all we do is co-ordinate State  
18 agencies. We don't have a super agency like the Federal  
19 Inspector, who takes permits and then supervises them. We  
20 have Fish and Game; DEC; DNR; AG; we'll have the Department  
21 of Labor; we have DOT-PuF representatives right in our office  
22 and we just work together as one group; so the agency gives  
23 the permit. And then in essence, that agency really  
24 surveils its permit under our ages (ph). But we have had  
25 awfully good working relationships with the OFI, the Office

1 of the Federal Inspector, very good. And in some areas we've  
2 said we'll stay out of it; you go ahead and do it; you have  
3 better expertise. And in other areas, we're taking the lead  
4 as far as pre-construction design survey, and this sort of thing  
5 is concerned. So our relationships have been very good.  
6 It's been almost like one government rather than two.

7 MS. SCHUHMANN: Mr. Kuhn, did you have  
8 another comment?

9 MR. KUHN: Yeah. The more I think about it,  
10 if there are parallel or duplicate enforcement structures set  
11 up, where the heck does an employee go, to the federal, State?  
12 I can see some practical problems on that.

13 MR. BERKOWITZ: I wouldn't anticipate the  
14 State having any enforcement structure at all. I would antici-  
15 pate that the federal government will live up to its  
16 responsibilities, and you'll live up to your responsibilities,  
17 and you'll meet your goals. My only concern is if the  
18 federal government completely falls down on its enforcement  
19 responsibility and you don't meet your goals in which case  
20 I expect the State -- if it is deemed to be in the public  
21 interest of the State -- will create the necessary enforcement  
22 authority who would only be a last resort. As I say, it's  
23 a question of retaining some measure of local control over  
24 what is essentially a local problem, and that is the hire  
25 of female Alaskans.

1 MS. SCHUHMANN: Do the Commissioners have  
2 any other questions?

3 MR. BEHLKE: Thank you.

4 MS. SCHUHMANN: Thank you. The next people  
5 scheduled on the agenda are the Human Rights Commission  
6 representatives, Neil Thomas and Cathy Carr-Lundfeldt.

7 MR. THOMAS: Thank you. Cathy and I are  
8 going to share the time today, and try not to trench on the  
9 time of -- I know you have quite a considerable group of  
10 witnesses you probably have coming.

11 I'm in a position to share with you some statewide  
12 concerns and issues. But Cathy's office was the one that  
13 was on the scene during the Alyeska project. And to the extent  
14 that -- anything that happened during the Alyeska project is  
15 instructive as to what should not happen during the gas line  
16 project, Cathy has that information.

17 I'm going to paint for you a fairly optimistic picture,  
18 I think, of the ability of the State of Alaska under its laws  
19 against discrimination to deal with whatever problems of  
20 discrimination may come up under the gas line. But I don't  
21 want to leave the impression by some of the things that I'm  
22 going to say that discrimination has gone away in the State  
23 of Alaska.

24 In fact, I just heard a story at breakfast this morning  
25 about some company evidently that announced to a women that

1 it had a firm and unfailing policy against hiring women to  
2 run chain saws. When the woman pressed the point, it seems  
3 that they did back down a bit and offer to let her work a  
4 10 day trial period for free.

5       Discrimination is alive and well in Alaska. And it  
6 could very well surface during the gas line. But I think  
7 Commissioner Berkowitz's point is well taken when he indicates  
8 that there are a lot of things that appear to be underway, both  
9 at Northwest Pipeline and at the federal level, which if it  
10 all works could minimize the numbers of issues that would come  
11 up; could minimize the numbers of complaint situations that  
12 would happen. And I think we're all kind of sitting, at least  
13 at the State level, hoping that there is nothing like the  
14 Alyeska project mess that we found ourselves in late in 1974  
15 when many of us came on the scene at the Alaska State Commission.

16       However, even as things do come up and come to our  
17 attention, I think the State of Alaska is far better prepared  
18 to meet any of these things than it was 6 years ago. Six  
19 years ago, the State laws against discrimination had never  
20 been interpreted in the form of an order by the State Human  
21 Rights Commission. There had been no development of Alaska  
22 case law because no case had ever found its way to court.  
23 The agency administering law didn't even know how many  
24 complaints it had and was being inundated by a new flood of  
25 complaints right at the time it had only about 5 State funded

1 staff people and 2 people on federal funding to deal with  
2 the issue.

3 In the meantime, in the last 6 years, virtually all of  
4 the major questions of discrimination that sort of exist in  
5 this body of law known as anti-discrimination law have been  
6 addressed and resolved by the Alaska courts, by the federal  
7 courts, and by opinions issued by the State Human Rights  
8 Commission. We are about to publish a report which  
9 summarizes how the law of discrimination has developed in the  
10 State of Alaska in the next 6 years; it's a rather remarkable  
11 article by the Commission's attorney; and with it the first  
12 index to Human Rights Commission decisions that have been  
13 issued which should be helpful to everybody practicing law  
14 in this area. And the central point of the article is that  
15 Alaska's laws against discrimination have been construed for  
16 the most part as being stronger than federal law, broader than  
17 federal law, and most of the legal jigsaw puzzle is now complete.  
18 So just from a pure law sense, I think the State of Alaska is  
19 very well equipped to deal with just about any issue of  
20 discrimination that may come up under the gas line or anywhere  
21 else, including most of the issues of women in construction.

22 We do owe this much, I think, to the Alyeska project  
23 in that its sponsors and its labor unions played a very  
24 important role in the development of this law. They were the  
25 respondents, they were the cases. And so to that extent,

1 I guess we owe them a thank you.

2       Now, you can have a law in the books that says something,  
3 and then the question is is there any way to respond to all  
4 of that. And, again, I think I can give you a pretty optimistic  
5 picture in terms of the administrative ability of State  
6 government to respond to issues, to respond to complaints.  
7 Again, I think much of that picture is now in place. You  
8 have a State Human Rights Commission with a lot of experience  
9 and people who have been there for some period of time who  
10 know how to do this kind of a case; and an agency with 27  
11 permanent positions plus a few CETA positions and other sorts  
12 as long as those fundings still remain. You have an agency  
13 which has passed muster in a very intensive audit, performance  
14 audit, by the State Legislature with a favorable report coming  
15 from that process with budget cuts having been restored for  
16 the most part. You have federal performance measures that are  
17 used for agencies of this type that show that Alaska Commission  
18 is at or near the top of agencies of its type around the country.  
19 And you have pretty sophisticated case processing systems.  
20 The agency's legendary backlog is very close to being  
21 eliminated. There is -- the total case load is back at the  
22 level that it was at in 1974 as the pipeline boom was coming  
23 up. And certainly by the time the gas line comes the case  
24 load is going to have been well under control probaby for  
25 some time. So just administratively, I think, the State of

1 Alaska is in a pretty good position to respond to that type  
2 of thing.

3         The question of where -- whether this is awful or  
4 wonderful, as one Commissioner said, needs to be answered,  
5 I think, in the context of where things were back in 1974.  
6 And the recognition that's inherent, I think, in some of your  
7 questions that the State of Alaska really does have an  
8 independent responsibility. It has taken that responsibility  
9 seriously knowing full well that, for instance, during the  
10 Alyeska project the federal response was very hard to come by  
11 if not almost nonexistent. And so the State of Alaska did have  
12 to carry the ball and did respond to the need.

13         Therefore, I think as a general rule we are in a good  
14 position to respond as to specific and issues and things that  
15 have come up. I can answer questions, and I think I'd prefer  
16 to turn it over to Cathy and let her share with you some more  
17 specific kinds of experiences.

18                 MS. CARR-LUNDFELDT: I kept by me the list  
19 of questions that you asked me in your letter. And I will try  
20 to address them as briefly as I can, but as concisely.

21                 MS. JONES: A little louder, please.

22                 MS. CARR-LUNDFELDT? Speak up?

23                 MS. JONES: A little louder.

24                 MS. CARR-LUNDFELDT: Get the thing closer  
25 here. The first question is what barriers exist for women

1 who are interested in obtaining employment on the Alaska  
2 natural gas transportation system. Basically, the barrier  
3 is tradition. And because of that stereotyping what should be  
4 said is that there is now, coming into my office today,  
5 complaints involving very traditional sorts of attitudes and  
6 behaviors from women who are having difficulty with employment  
7 situations on the pre-construction portion.

8 So, it is starting now. It is not something that's  
9 going to start when the financing begins or whatever; it is  
10 happening today. The attitudes are quite similar to what went  
11 on before.

12 The other problem with this -- excuse me?

13 MS. DALE: Are those employed women or women  
14 who are looking for employment on the pre-construction...?

15 MS. CARR-LUNDFELDT: Both, these are women  
16 who have obtained employment and women who have not obtained  
17 employment; and that's why they're talking about it.

18 There is also the situation involving apprenticeship  
19 and access to the unions. The economic condition has necessarily  
20 limited working opportunities in construction. So as a  
21 consequence, you heard about the limitations in apprenticeship  
22 opportunities. What no one is saying is that there are other  
23 opportunities for gaining access to unions other than  
24 apprenticeship programs. That's also traditional, but it's  
25 not widely advertised.

1           Certainly labor agreements could be negotiated to  
2 include access to those kind of programs. The other thing  
3 you should know that in terms of attachment to the right-  
4 of-way leasing, in other words land attachment which was  
5 referred to, there are ongoing training programs for native  
6 people. I specifically heard one mentioned the other day  
7 involving the Teamsters, which already has graduates from last  
8 year, and is employing the graduates in the program. So  
9 although the negotiations are not complete for passage over  
10 the native lands, the company has engaged in negotiating  
11 training programs for native people through unions.

12           You asked what conditions can women expect to find when  
13 they obtain nontraditional jobs on the pipeline. Well, let  
14 me give you a couple of interesting examples. The first time  
15 I ever got out on the line to investigate a case and to make  
16 contact with people in the camps, I was housed in a women's  
17 section of the dorms. It was the oldest section of the  
18 trailers which were used for housing women. Women were doubled  
19 up in that section when there were men who were in singles  
20 throughout the rest of the camp. Over the doorway of the  
21 trailer was a painted sign of a woman in a bikini. Women  
22 were required to, in that particular instance, bullcook their  
23 own rooms. They didn't have to bullcook the bathrooms, but  
24 they did have to do their own rooms. In other words, change  
25 their own sheets, empty the wastebaskets, that kind of thing.

1           There were other things that we encountered at  
2 different times. One of them was, for instance, a meeting  
3 held in a camp for women only involving instruction about how  
4 to keep from spreading VD. No men ever attended those meetings.  
5 And the women were under the impression that the meeting was  
6 mandatory, even though it was denied subsequently.

7           You asked were there problems with such subjects as  
8 housing and facilities. I doubt this arguments going to come  
9 up again, but the first argument made on the line about hiring  
10 women was that there were no facilities. And that wasn't  
11 resolved until late '74, I think you may remember.

12           As far as sexual harassment, yeah, they can expect it.  
13 They can expect to be harassed if they want to room with a  
14 man on the pipeline, or they can expect to be harassed if  
15 they don't want to. They can expect it on the job. There  
16 were numerous instances of testimony from women who said that  
17 the way they got to keep their jobs was to sleep with the  
18 superintendent, the foreman, and so on. And one particular  
19 charge we had a superintendent who was charged individually  
20 with harassing 11 different women. And then they were  
21 criticized because they didn't take the complaint through  
22 the company, and he was the highest level employee in that  
23 camp.

24           If women encounter such problems in the future, what  
25 are their options? Well, the option I'm most familiar with,

1 of course, is the agency for whom I work. And I would urge  
2 women who have those kind of problems to come to us. We  
3 don't act quickly in the sense of tomorrow because that's not  
4 the way we operate. We're required to investigate impartially.  
5 But we're much better skilled at what we do than we were back  
6 then. I was brand new. And we are familiar with issues and  
7 problems and situations. We've seen them before. We've even  
8 heard some of the names before. So we're in a much better  
9 position to investigate this time around.

10 There are other options I would like to see. For instance,  
11 women be able to make constructive use of union grievance  
12 programs. There should be more action on that line. Unions  
13 are more aware--we understand, by working with them upon  
14 occasion, more aware of their responsibilities in this direction.  
15 And we have had some cases solved through direct intervention  
16 by union B.A.'s. It's not consistent, but it's much better  
17 than before.

18 What constructive suggestions would you make for employers  
19 and unions to avoid such past problems? Well, the first one  
20 would be for this to be a key issue in the negotiation of the  
21 labor agreement process. There isn't any reason why this  
22 can't be made a key issue. It won't be if it isn't made one.

23 The other thing I would like to see is a real commitment  
24 to go out and to recruit, hire, train, and employ women and  
25 minorities rather than the viewpoint that we must do it because

1 we have to. If there is the real commitment to do so, then  
2 there will be -- develop management systems and personnel  
3 responsibilities.

4       Recently the Commission saw a wonderful memo come  
5 through from a construction type firm specifying two foreman  
6 on the line that evaluations of their job performance would be  
7 based on whether they could meet their goals of recruiting,  
8 hiring, training, and retaining women and minorities. Now,  
9 when you have that kind of specification for performance  
10 evaluation from the top to the bottom, you get results. That's  
11 true for any management question, any business question. If  
12 you attach money and incentive to do it, and specify that that  
13 is the goal, it will happen.

14       And I would like to speak specifically to a union program,  
15 which I had no idea -- I was not involved in encouraging  
16 them to do this, they did it on their own. It could be used  
17 as a model for other unions and for getting women into  
18 programs. Dave Rasley of the Operating Engineers observed  
19 that they'd had some difficulty in recruiting and retaining  
20 natives as members of the Operating Engineers. He worked  
21 specifically with a man over at the Tanana Chiefs Conference  
22 by the name of Richard Frank. The two of them, using union  
23 funds and Tanana Chiefs' funds traveled to villages to meet  
24 with potential apprenticeship applicants to explain union  
25 procedures, to urge persons who had been members to reinstate

1 membership, to explain that instead of quitting on the line  
2 because conditions became tough to stay there and make use  
3 of the union grievance process. That certainly could be  
4 used as a model if there was a real commitment to increase  
5 membership.

6       Based on your knowledge of the difficulties some women  
7 may have experienced with previous pipeline employment, can  
8 you suggest any alternative and future construction efforts  
9 that would alleviate these conditions. I think I did that.  
10 But you specifically ask, for instance, should there be an  
11 EEO officer or counselor at each construction site in whose  
12 employ. If it is to follow the pattern that was followed on  
13 the oil pipeline, I would recommend that there not be such  
14 an arrangement because it was our experience for the most  
15 part -- there were exceptions, I will allow that -- but for  
16 the most part the EEO office or personnel who were generally  
17 employed by the subcontractors, there were some by the major  
18 contractor, spent a great deal of time investigating situations  
19 in order to protect the company image rather than to determine  
20 whether or not something fair, unreasonable, or discriminatory  
21 had gone on. But that was simply to be expected because they  
22 were in the employ of a person who had an interest in doing  
23 that. Now, on the other hand, I'm not sure that it would be  
24 effective at all to have an EEO type person in each camp hired  
25 by anybody else because who would do the monitoring, what would

1 be the process for training. Many of the EEO people on the  
2 line didn't have any prior construction or oil line or camp  
3 experience either. And many of them had very limited experience  
4 as far as exposure to enforcement of discrimination law.

5       It is still not widely understood that discrimination  
6 law also is based on the theory of the effect of an act  
7 rather than a specific -- in other words, people understand  
8 that you can discriminate by doing it overtly; they understand  
9 that you can discriminate by treating people differently.  
10 But they don't understand that by establishing a neutral rule,  
11 say, such as having a high school diploma, you can arbitrarily  
12 bar certain people of certain groups from employment opportun-  
13 ities. And, of course, the age in apprenticeship programs  
14 is one of those types of things. I think I've answered your  
15 questions.

16                   MS. DALE: Are there any questions of the  
17 Commissioners? Herb.

18                   MR. BERKOWITZ: Neil, I ask you this question  
19 because you live in the Human Rights enforcement world every  
20 day, and I see it very much from a distance. Also, have you --

21                   MR. THOMAS: Not on some weekends.

22                   MR. BERKOWITZ: Right. Also, you are  
23 responsible for the interests of women and minorities, while  
24 this Commission's legislative mandate is to deal with women's  
25 issues. In looking at Northwest Alaskan's projections with

1 respect to, for example, minority and female business  
2 enterprise goals -- and the reason I raise this point at all  
3 is that the words minority and female seem to be treated as  
4 they're almost one word, they always seem to be lumped  
5 together. In Mr. Kuhn's discussion of how enforcement was  
6 going to be handled, it was all going to be handled by one  
7 group. But when you look at the relative breakdown between  
8 minority and female in the contracting area, the female is  
9 4 million dollars and the minority is 31 million dollars,  
10 which is greater by a factor of 7, a number which seems to  
11 recur today. I guess my question is do you think that females  
12 and minorities are, to a certain extent, competing with each  
13 other for opportunities in these projects? And do you think  
14 that this commission has an independent responsibility to be  
15 the sales force for the needs as perceived on the female;  
16 and rather than to relatively passively be lumped in with  
17 minorities in an overall equal opportunity context?

18 MR. THOMAS: Well, there's several questions  
19 inherent in that. But let me give you a general answer and  
20 some specifics. I think competition among out groups generally  
21 is unhealthy and is definitely to be avoided. And for that  
22 reason, if minority business enterprises and female business  
23 enterprises were lumped together and one goal were established  
24 for the whole group, you run into that potential problem. And,  
25 in fact, that happened in the first year of the federal Public

1 Works Act Program, which was the first of those federal  
2 statutes that had this minority - female business enterprise  
3 concept built into it with a fixed percentage of the total  
4 federal Public Works Act money supposedly going to female  
5 minority owned businesses. What happened during the first  
6 year was that a lot of white owned contractors rolled the  
7 titular ownership of those same companies over to some  
8 female relative; billed themselves as a minority business  
9 enterprises, and gobbled up the whole quota, so to speak,  
10 thus shutting minority business enterprises out of the picture  
11 almost exclusively.

12 Well, Congress wised up to that pretty quickly. And  
13 in the second year of the program, and in general, in programs  
14 of this type ever since, it's been thought essential one set  
15 of goals for minority business enterprises and separate  
16 goals for female business enterprises. And from what I can  
17 see, I'm not terribly familiar with their methodology, it  
18 looks like Northwest is doing that and I think should be  
19 encouraged to.

20 As to whether or not the dollar level for female  
21 business enterprises is appropriate, again, I think you'd  
22 have to go back and see -- double track over Northwest's  
23 methodology to see whether it's sound. It looks like what  
24 they have done is to get a computer to tell them how many  
25 businesses seem to be available; and they're setting goals

1 more or less in proportion to that. That's probably an  
2 appropriate methodology in which case they are probably in  
3 order by coming in here, as they did today, and say that's  
4 an acceptable methodology. But there's the possibility that  
5 we don't know where those firms are and who they are; and so  
6 they come here to a public forum and say let's get those  
7 names in here. It's just like an employer recognizing an  
8 under-utilization of women in an executive level, for instance,  
9 and doing affirmative recruitment to try to find qualified  
10 people to bring them into -- applicants. And I think North-  
11 west has a duty to recruit, much in the fashion that we, to  
12 an extent, saw them do here today by saying we need to know  
13 who the female business enterprises are because the more of  
14 them we know about, the higher we can set goal levels. I  
15 hope that answers what you're -- does that get to what you  
16 were asking?

17 MR. BERKOWITZ: Well, let me ask you this.  
18 Don't you think that a factor of 7 to 1, when you have on  
19 the one hand groups that are denominated as minorities -- we  
20 know that they're a minority of the population -- versus  
21 another group that is probably a numerical majority of the  
22 population or anything pretty close to a majority of the  
23 population, don't you think that that's inherently suspect?

24 MR. THOMAS: I would make the comparison  
25 between, you know, the 4 percent figure and the total

1 population. Now, I think that's saying the same thing that  
2 you're saying in much the same way. I mean, if over half  
3 the population is female, how come only supposedly 4 percent  
4 of the known businesses that are available to do work on the  
5 gas line -- and that's what they're saying their definition  
6 of it is -- is female. I wouldn't express it in ways which  
7 imply that there's some competition for a limited piece of  
8 the pie between minority owned firms and female owned firms  
9 because I don't think that's what happens. I think Northwest  
10 has a duty to set a goal level for female owned businesses  
11 that's rational. And I think it's rational to set that at  
12 a level which is proportionate to that dollar volume of  
13 businesses which female owned businesses are prepared to do.

14 Now, if they don't know who those businesses are, and  
15 they haven't done an adequate job of finding that out, you know,  
16 they've opened themselves to criticism.

17 MS. DALE: Yes.

18 MS. JONES: Along these lines, and I think  
19 it came out both in terms of setting quotas for employment and  
20 for contracting, there seems to be an inherent tautology.  
21 We say we need to increase the employment of women and the  
22 contracting to women because they are under-represented. We  
23 then use the status quo figures of that unrepresentativeness  
24 to determine what the quota should be. So it strikes me that  
25 we go around in a circle on that.

1 MR. THOMAS: That, I think, is inherent  
2 in the kind of questions we were asking earlier today about  
3 to what extent availability can be used as that level.

4 MS. JONES: Yeah.

5 MR. THOMAS: Well, that's a constant fight.  
6 The courts generally accept, unless you can put something better  
7 up there in the context of discrimination cases, reasonable and  
8 rational availability figures. There's not a body of EEO law  
9 yet which says that an employer has a legal duty to prepare  
10 people for occupations for which they're otherwise unqualified.  
11 Now, how you define qualifications gets you into another body  
12 of law, because a lot of qualification standards are question-  
13 able and flat out illegal. But if you accept that certain  
14 qualifications are consistent with the needs of a position,  
15 the body of EEO law at this point does not create upon an  
16 employer a legal duty to bring people up to a level where they  
17 can perform. And employer does not have a legal duty to take  
18 someone and give them a typing course, and subsequently hire  
19 them for a typing job. An employer does have a duty not to  
20 discriminate among people who are capable of typing for a  
21 typing job. And so you're going into the next logical step  
22 in this whole social area; but you're raising a question that's  
23 socially logical and has equities on your side when you say,  
24 you know, society has disadvantaged certain people and therefore  
25 society collectively, including private employers, has some

1 moral obligation to help people along. Unfortunately not all  
2 of that concept is, you know, enshrined in the legal principals  
3 of this country at this point. But I think it's a direction  
4 it's going and is inherent in a lot of our activities.

5 MS. SCHUHMAN: Barbara?

6 MS. DALE: What happens, then, when -- and  
7 maybe you can answer this question for me, I haven't gotten it  
8 answered yet -- what happens, then, if they have not -- if,  
9 let's say Northwest does not comply, can they come up -- with  
10 their affirmative action goals, can they come up and say well,  
11 there just weren't enough people qualified. I mean, who has  
12 the responsibility to make sure that, at this point in time  
13 in the planning stage, you know, that there are people who  
14 are qualified?

15 MR. THOMAS: That's where the big if's  
16 come in in these availability studies. In the EEO court fights,  
17 almost -- in the big pattern and practice cases, it frequently  
18 comes down to an availability question. It's happening with  
19 us in our negotiations with different companies in context  
20 of class action complaints we might file. And we're negotiating  
21 something that we think is reasonable and they're coming back  
22 and saying the availability isn't there; you can't force it  
23 on us and so on. So, you know, the same process occurs here.  
24 There's a certain amount of guesswork involved, there's --  
25 particularly at this point right before our new census is going

1 to come out. And therefore, it is a negotiating process.  
2 Now, sometimes you can pin it down. I had a case once where  
3 an employer didn't reach a particular level. And because of  
4 the records that were set up under the agreement were such  
5 that they were, we could go back and discover literally every  
6 single person who applied and make a determination about  
7 whether every person who was qualified was, in fact, offered  
8 a job and whether they turned it down or not. That's because  
9 that whole system had been set up in the context of an agree-  
10 ment, and we could go back, track and see whether the agreement  
11 had been lived up to.

12 MS. CARR-LUNDFELDT: Can I speak to your  
13 question, too? The thing that you need to remember above and  
14 beyond the EEO standards, because that is one set of things  
15 that's being considered, you're also talking about affirmative  
16 action. Availability statistics is only one element in that  
17 so-called 8 factor analysis. I am assuming they're using the  
18 one from the revised order #4 put out by the Office of Federal  
19 Contract Compliance. One of the elements in that 8 factor  
20 analysis is population. So certainly you could lobby for  
21 higher statistics on that basis.

22 I also wanted to add there's a historical reason for  
23 those low female goals. They started back on the pipeline.  
24 I don't know whether you were aware of the fact that there  
25 were no federally prescribed goals or project goals for women

1 signed off on on the oil pipeline. None, I mean zero. They  
2 talk about the percentages, but there were no goals to begin  
3 with. And so those percentages would come up without goals.  
4 There was a great deal of lobbying. There were groups that  
5 tried to get goals formulated. There was an agreement drawn  
6 up which had goals of about 7 percent specified. But the thing  
7 was never signed off on by the U.S. Department of Labor,  
8 which apparently had the authority to do so.

9 Now, one of the things about the task force that I was  
10 involved with -- or am involved with is that some women's  
11 groups, including the National League of Women Voters sued the  
12 Secretary of Labor and said you have a responsibility under  
13 law, it's right there in your responsibilities, to set those  
14 goals in construction. And this was nationwide. It was not  
15 just the pipeline. And they had to sue the secretary in order  
16 to get the U.S. Department of Labor to look at those kinds  
17 of goals. So what you are looking at essentially is goals that  
18 would have been established back in 1974, and yet were sat  
19 on, neglected. And as a consequence, women in construction  
20 throughout the nation have been victimized by those low goals.

21 MS. SCHUHMANN: Yes, Herb.

22 MR. BERKOWITZ: Neil, this is another question  
23 which I ask for the benefit of your experience. It seems like  
24 the EEO process can pretty much function as an independent  
25 game bearing a limited relationship with what's going on in

1 the real world of any given project with huge reams of paper  
2 flying back and forth and ultimately no outcome. Do you have  
3 any feelings for what it takes in a practical sense to get  
4 the people you're dealing with to do the right thing? In  
5 other words, how do you break away from this paper chase and  
6 mold the people in the direction of doing something which they  
7 ought to feel is the right thing to do and to help them believe  
8 that and carry it out in that spirit, because I think that's  
9 in everyone's best interest.

10 MR. THOMAS: There's a couple of things,  
11 and it runs to what I sort of call our theory of the business,  
12 at least where I work. I think the reason people pay their  
13 taxes is because they think they'll get caught and they think  
14 it'll go hard on them if they get caught. In other words,  
15 the enforcement process is visible, near at hand in the sense  
16 that that great computer in the sky is near at hand. And it's  
17 credible. And one of the theories of the business of people  
18 like me who work in this business is to create that same kind  
19 of client about EEO; to make enforcement a credible, nearby --  
20 not in Seattle or Washington, D.C. -- reality. And I think  
21 that sort of what is developing here in Alaska, and has  
22 developed maybe farther than many of us since in the last  
23 6 years. I think there's far more discrimination that doesn't  
24 happen these days than would have happened in the past. And  
25 I think the reason it does is because people generally know

1 that there's some discrimination laws out there and they  
2 read about it in the paper all the time. And Cathy-Carr  
3 Lundfeldt goes around to meetings; and her office is right  
4 down the street. It's not the EEOC in Seattle or some  
5 acronym full of letters off in Washington, D.D. someplace.  
6 And these stories get around. And Alaska's one big small  
7 town. And I think that kind of credibility is really what  
8 does it. And I think that's basically where we're headed with  
9 it. It's making the enforcement process credible and close  
10 at hand.

11 Now, I think there are still some links to establish  
12 credibility, and in that regard I'd like to say something about  
13 798, which came up for discussion earlier. 798 will be,  
14 apparently from statistics we've seen here, one of the major  
15 dispatchers of people to the pipeline. A portion of 798's  
16 work force is basically not that complex welding job which  
17 takes a certain amount of certification and such. Over half  
18 of those people, if it goes like it did during the oil line,  
19 will be known as helpers, which is described as basically  
20 monkey see monkey do kind of work; carry coats, welding rods,  
21 and that type of thing. There is a case now pending before  
22 the State Commission very close to a decision. We think that  
23 the examiner, Joan Katz (ph) who has already circulated a  
24 preliminary opinion of some 78 pages or something -- we had  
25 oral argument on that case yesterday and we think there's

1 an opinion going to be forthcoming from her very shortly which  
2 is in the form of a recommendation to a three member panel of  
3 the State Commissioners.

4 That puts the State Commissioners in a position, and I'm  
5 guessing here, to put an order out involving 798's future  
6 dispatching practices in the next few months; an order which  
7 is appealable to Superior Courts, but an appeal process which  
8 arguably can be completed to the Alaska Supreme Court or to  
9 possibly the Supreme Court of the United States within a time  
10 frame that still would encompass 798's dispatching practices  
11 on the gas line.

12 The staff which has argued this case -- my staff which  
13 has argued the case before the Commission has basically been  
14 advancing a remedy which would put something of a quota  
15 involving females as well as blacks into 798's dispatching  
16 practices in the future. Oral argument yesterday focused on  
17 at what level that quota should be fixed, which goes right  
18 back to this availability question with the Commission staff  
19 arguing that since 798's membership is drawn from the deep  
20 south, that availability should be in consideration. And  
21 this goes not to the female quota which is easier to reason  
22 with, but the quota for blacks; and 798 predictably arguing  
23 that the Alaska black population is what's relevant. We  
24 don't know what the final order's going to be, but I think the  
25 7-- and when I filed this class action case against 798

1 years and years ago, it was with the clear understanding that  
2 this case was going to take a long time; raised some very  
3 heavy issues; be hotly litigated; and ultimately show that  
4 when you want to get down to making the enforcement process  
5 credible in a real way, as you say, you want to make things  
6 happen. State law can do it. It's not going to do it overnight.  
7 But it will establish a body of principles, which in a period  
8 of time will have to be uniformly respected. That's why I  
9 think you rarely hear the argument anymore, and it doesn't  
10 last for long, that an employer can get out of hiring women  
11 by simply claiming they don't have any facilities. Now, those  
12 first cases started in 1974 with women picketing the Culinary  
13 Union hiring hall here; and with the Alaskan Ferry System  
14 claiming that they couldn't rebuilt the boats to accommodate  
15 women working on the deck. It took years for those cases to  
16 get pinned down, but at least in 1981 that's not really a  
17 serious issue anymore.

18 I think cases like 798, even though they may take a  
19 total of 8 years, and that's really what we could be looking  
20 at altogether maybe, will establish certain kinds of principles  
21 about union dispatching practices and about how State law can  
22 regulate the dispatching practices of labor unions that will  
23 get to what everybody had been saying up to that point was  
24 an issue that nobody could face. Labor unions are controlled by  
25 the federal government; the employers can't control labor

1 unions; and all of these kind of arguments that you hear.  
2 I don't believe their true. I think the State law can reach  
3 these issues; I think it will. It's just going to take time,  
4 but we're getting there.

5 MS. CARR-LUNDFELDT: One of the things that  
6 was interesting to me to hear today was a suggestion that there  
7 would be a problem with the contractors trying to handle  
8 State law -- State enforcement versus federal enforcement if  
9 they're different. Well, they already are. Our State law  
10 covers a number of areas that are not covered specifically  
11 by federal law. Our State law specifies that you can't  
12 discriminate on the basis of pregnancy, on the basis of marital  
13 status, on the basis of parenthood, on the basis -- other  
14 basis; age, the age section is open-ended. So they're going  
15 to have to be dealing with those differences to begin with.

16 The other interesting thing that has come up recently,  
17 and I don't know that anybody's tried it out yet, but there has  
18 been a legal opinion out lately that suggests that an employer  
19 may, under Title 7, sue a union for engaging in practices which  
20 cause it to discriminate by not employing the people which is  
21 an interesting idea.

22 MR. THOMAS: The other remedy is, of course,  
23 the principle that an employer can't use a recruitment source  
24 that's discriminatory; so the employer has to recruit more  
25 broadly. If my recruitment source is only people living in

1 that part of town, all of whom are white -- picture a city  
2 down in the South 48, say, where neighborhood patterns are  
3 clear -- and I recruit only here, I can be legally enjoined  
4 from recruiting in that fashion. I can be ordered to recruit  
5 in a rational way around my place of business; in a way which  
6 includes black neighborhoods, hispanic neighborhoods, and  
7 such. Well, as a matter of law, there isn't any difference  
8 between that principle and the idea that an employer using  
9 this labor union can be ordered to broaden the recruitment  
10 base. Now, labor unions hate to hear that, and you'll always  
11 have people jumping up and down about the National Labor  
12 Relations Act, and their contract and so on and so forth.  
13 Well, you and I can't enter into a contract to do something  
14 that's illegal. Well, an employer can't enter into a labor  
15 agreement which is illegal; and it's illegal to discriminate.  
16 I mean, these issues have come up in the courts for years.  
17 And there's no court in the country that's ever said that a  
18 labor agreement which is discriminatory can be enforced. So  
19 as I say, that's one of those arguments that gets thrown up  
20 that sounds kind of logical on its face, and it's just -- it's  
21 legal nonsense, really.

22 MS. SCHUHMANN: Any further questions from  
23 Commissioners? (No response). Thank you very much. Why  
24 don't we take a break for just about -- only 5 minutes. And  
25 then we come back, we're going to have an open session, and

1 any member of the public that wishes to testify about -- and  
2 in particular we have asked the women who worked on the last  
3 pipeline might share some of their suggestions with us on  
4 suggestions on how to avoid problems that women found in  
5 working on the last pipeline. Could I -- could we have a  
6 show of hands of the number of people that intend to testify  
7 this afternoon that were planning on it, if we twist your arm?  
8 Okay.

9 OFF THE RECORD

10 ON THE RECORD

11 MS. SCHUHMANN: I'd like to call the meeting  
12 back to order and invite whoever would be interested in  
13 addressing the Commission to come forward and announce your  
14 name; and if you could spell your name so that we get it for  
15 the record; and maybe give us your address as well. (Pause)  
16 Don't be bashful.

17 MS. WIKE: Well, I know I only raised my hand  
18 halfway, and someone was counted three times.

19 MS. SCHUHMANN: You could start.

20 MS. WIKE: My name is Linda Wike, and I'm  
21 from Fairbanks. Do you need a home address?

22 MS. SCHUHMANN: A mailing address would be  
23 fine.

24 MS. WIKE: P.O. Box 73824.

25 MS. SCHUHMANN: And how do you spell your

1 MS. WIKE: W-i-k-e. And I don't have a  
2 prepared statement, and I came here not -- I wasn't even going  
3 to testify or anything. I really came just to see what the  
4 condition on the status of women is all about; and the  
5 first time I'd ever even heard about it. And after listening  
6 to what has been said by the gentlemen earlier and the lady,  
7 I found out that I'm in the position where I think -- Miss  
8 Jones kept making statements that would kind of poke a pin  
9 in my head over here, and Dale; too -- also Miss Dale, and  
10 found out that I'm in that position of being a 40 year old  
11 lady that doesn't have any craft skills; and in prior years  
12 was kept out of any training in the construction trades  
13 because of being female. Now I find I'm kept out of any  
14 apprenticeship programs because I'm 40.

15 It seems to me like when I was younger and had to raise  
16 children I was allowed to do traditional female clerical work  
17 if I had a high school diploma, which I didn't have so I  
18 was thrown into the manual labor market of which I couldn't  
19 get a job that would pay me enough to support children; because  
20 even though I was perfectly qualified to do strenuous manual  
21 labor a lower wage scale, for some reason when it came to  
22 higher wage scales that would afford me an opportunity to  
23 support children I either became -- I don't know what happened.  
24 I could do it when they didn't want to pay very much, but  
25 when they wanted to pay a living wage well then suddenly I

1 wasn't capable of doing it.

2 I found out that when I talked to people who are in  
3 union position -- not union management positions, but people  
4 who are generally in the union, and I find that most of the  
5 ones I run up against -- in fact, all of them I have come in  
6 contact with happen to be male. And it's very hard to get them  
7 to tell you how to join -- get into the union, how to join  
8 it. It's either an apprenticeship program, which I've been  
9 excluded from for the reasons I have, or they -- or I don't  
10 have any experience. If I don't have any experience, then I'm  
11 on some obscure list where I'll never have a chance of getting  
12 to the top to get into the job force.

13 And when you were talking about training now, I'm  
14 wondering -- they keep saying we haven't discussed that yet;  
15 we haven't discussed that yet. Well, when they finally do  
16 discuss it, is there enough time to train someone like me to  
17 get into a position. If so, when will that be; where will it  
18 be; how do I find out about it? What do I do? I'm sitting  
19 around here trying to get somewhere.

20 I have applied to a union. My main goal for applying  
21 to the union was to learn a trade so that when I once learned  
22 it, that I could become a contractor and hire people that  
23 would probably be hired through a union and proceed onward  
24 and get someplace. And I find out that I'm stymied wherever  
25 I go. Now, I may stymie myself by saying I don't know exactly

1 what to do so therefore I'm scared to do it. But I don't  
2 know where to take the first step. This, today, has been  
3 my second step. The first step was to go to the market and  
4 try and find a niche and realized that I either cannot ask  
5 the correct questions; or I'm not coming to the right people;  
6 or there's nobody inbetween them and me to go -- to follow any  
7 steps through. And I think that's about all that I have to  
8 ask.

9           They keep talking about contractors, women contractors,  
10 how do I get the experience to become a contractor. At that  
11 stage in the game, is right now, I have to do what they have  
12 frowned upon. I would have to do what they frowned upon; go  
13 out and say George, or somebody else, do you have the skills  
14 to know whether something's, you know, being done right or  
15 wrong; and if so, would you merge with me as I take my life's  
16 savings and we'll proceed to bid on a contract or going on a  
17 joint venture with seven or eight smaller companies and go on.  
18 It seems like time is... Maybe I want to run before I can  
19 walk, but I've been walking for 40 years trying to figure out  
20 how in the devil I'm going to run. You know, that's the whole --  
21 that's where I'm sitting. And I guess that's all I have to say.

22           MS. SCHUHMANN: I'm not sure that we have  
23 much of an answer.

24           MS. WIFE: Yeah, I know; I don't, but I  
25 figured, you know I might as well say it.

          MS. SCHUHMANN: I think, though, that one

1 of the problems that we've identified today is that the next  
2 step would be to approach the unions that will be involved  
3 with this project and other construction projects around the  
4 State and try to get an answer to questions like that were  
5 asked this morning by the Commissioners and questions that  
6 you're raising.

7 MS. WIKE: I agree that the way it appeared  
8 to--and I'm not at all learned in what is really going on --  
9 and from the feedback I've got and what the way my mind shows  
10 me now -- and you see, our problem is with the union in general.  
11 It seems like it kind of got passed around and passed around,  
12 and now it's over there with the union who -- or unions who  
13 are not represented or are not here so we couldn't direct any  
14 questions to them. And I thank you for allowing me to voice  
15 my...

16 MS. JONES: I think what you're describing  
17 is a system that has all of these parts that prevent you from  
18 getting there. And my only regret would be to see anyone take  
19 that personally, because it's beyond a person's initiative;  
20 the system is set up and operating.

21 MS. WIKE: I have gone past it.

22 MS. JONES: Okay, good.

23 MS. WIKE: I have gone past taking it really  
24 personally and realized that it definitely is the system. But  
25 I can only relate it to myself, you know. Thank you.

1 MS. SCHUHMANN: Thank you.

2 MS. ANDER: I'd like to say (inaudible).  
3 My name's Karen Ander, and I have been living down in Homer  
4 for the last 5 years.

5 MS. SCHUHMANN: How do you spell your last  
6 name?

7 MS. ANDER: Ander, A-n-d-e-r.

8 MS. SCHUHMANN: Thank you.

9 MS. ANDER: And my P.O. Box number is 768.  
10 I thought there were gonna be a lot more women here who had  
11 real complaints and accounts of vicious occurrences going on  
12 during pipeline construction. But I worked on the pipeline as  
13 a Teamster surveyor, just being a chainperson on a four or  
14 five-man crew. And let's see, I started work in 1975 and  
15 worked for about 5 months. And then I went back on the job  
16 in 1976. And I worked for a couple of different contractors  
17 in different capacities as a chainman.

18 I didn't really had any bad experiences while I was  
19 working. I found that everything that occurred while I was on  
20 the job was basically positive in regards to employee-employer  
21 relationships. There was some politics involved, but they were  
22 mostly of a personal nature that you're going to encounter  
23 in any job situation, men or women. And I think I was real  
24 lucky being around in the State at the time that the pipeline  
25 started up. And I had a few friends who joined the Teamsters

1 Union and decided to become surveyors because at the time  
2 they needed people to do the survey work; and there wasn't  
3 enough qualified people to go around, so they were hiring  
4 anybody. All you had to do was pass a test. And the test  
5 that they gave was a 25 question multiple guess thing. And  
6 my friends, when they took it, it was open book. You could  
7 take books, notes, you know, everything. And they give you  
8 an hour or so to study all the questions and look them up  
9 and write down the answers. And so --

10 MS. CALLAHAN: Who gave the test?

11 MS. ANDER: The Teamsters Union.

12 MS. CALLAHAN: The Teamsters.

13 MS. ANDER: Um-hm, the Business Agent for the  
14 tech engineers, as they're called. So...

15 MS. SCHUHMANN: How did you hear about the  
16 opening, to begin with? How did you know to join and...?

17 MS. ANDER: My friends. They -- I had  
18 friends just in town or in Anchorage who had been working  
19 surveying the haul road when it was constructed. And they'd  
20 come into town and they'd be just loaded down with money,  
21 you know. And I was pretty poor, and they said oh well,  
22 gee, you should go sign up and take the exam and you'll get  
23 out no problem. And the only thing I had to overcome in  
24 myself was sort of intimidaton by the whole construction  
25 world, you know. I mean, it was all men; you'd have to

1 somehow work up the courage to go out there and be a single  
2 woman. And you know that you're going to get hassled -- or  
3 you expect it because you do in any phase of life, you know.  
4 So -- but I decided that it would be worth it for the money.  
5 And I just didn't have any problems. I went and took the  
6 test. And the day that I took the test they decided it wasn't  
7 open book anymore. So I lucked out and passed it anyway.  
8 But I'd done my homework.

9 And when I finally got a job I went up north to Happy  
10 Valley. And the day that I arrived, the Chief of Parties --  
11 that's the person who is head of all the survey crews --

12 MR. BERKOWITZ: It's not what it sounds  
13 like.

14 MS. ANDER: I realize that. You have  
15 party chiefs and then you have chief of parties. And he  
16 delegates the different portions of the work to the different  
17 survey crews. He was out of camp for the weekend. But somebody  
18 told me right away that he didn't like women on the job and  
19 that I was the first woman to come work for Arctic Constructors,  
20 at least at that camp; and that if he'd been around, he would  
21 have sent me right back because he insisted on having very  
22 qualified people, you know. But he wasn't there. So the other  
23 men who were in the office just took me out to a crew out in  
24 the field. And there I was, I was a chainman. And I was  
25 introduced to the other guys on the crew. And we started

1 working and they just showed me -- you know, they knew I  
2 didn't have a lot of experience. I probably looked kind of  
3 bewildered. But they understood because a lot of the guys  
4 who were working out there didn't have any experience either.  
5 And so by the time the Chief of Parties got back I'd already  
6 been working for 2 days and it was too late for him to send  
7 me home. But, you know, so it was just all -- it was easy from  
8 then, really, except for a few personal relationships with the  
9 guys who had sensitive ego problems, you know. But that's...  
10 And I noticed -- there weren't a lot of women in camp, but  
11 the women that were in camp were all very different. And it  
12 seemed like a lot of them came from the Laborer's Union; and  
13 they got out on a special minority dispatch, which the Teamster's  
14 Union didn't have for at least the tech engineers.

15 And I heard all sorts of stories; everything from, you  
16 know, specific incidents of harassment to situations where I  
17 could see that women were perfectly willing to let the men  
18 give them lightweight jobs because they were women. And,  
19 you know, they just sort of went along with it because it was  
20 real easy. Like when the weather was bad and a lot of the  
21 laborers would be out working in the rain and the snow and  
22 the mud, you know, this one fairly pretty young gal -- she  
23 was right out of high school -- the foreman stuck her in the  
24 warehouse right away doing something, handing out parts or  
25 something that was real simple, you know. It was just -- you'd

1 see that there's discrimination in all phases. And it's not  
2 always the men who are at fault, either. Sometimes the  
3 women just accept it because it's easier.

4 MS. SCHUHMANN: Herb, did you have a  
5 question?

6 MR. BERKOWITZ: Do you have any personal  
7 theory to account for your good experience? You know, for  
8 example, do you feel that, you know, the fact that there were  
9 women there before made your showing up on the scene no big  
10 deal. Do you feel that the people you were working with were  
11 unusually good forward thinking people? Just what -- how do  
12 you explain to yourself the fact that other people had bad  
13 experiences and yet you had a good one?

14 MS. ANDER: Well, I could guess that 90 per-  
15 cent of it's just one's own personal attitude. You know, if  
16 you're willing to meet people halfway and be nice about it  
17 in tense situations, you can usually work things so that  
18 everybody's happy without having to compromise your own  
19 particular values. I tried really hard to get along with  
20 everybody, you know. And I suppose my own background, my  
21 upbringing had a lot to do with that. I saw a lot of people  
22 who weren't trying at all to get along with anybody. And  
23 that always creates conflicts. But I couldn't afford to be  
24 like that because I was there to make a lot of money; you know,  
25 I couldn't afford to lose my job. I didn't have to compromise

1 any of my morals. But I had to keep my mouth shut a lot of  
2 times when I felt that things were wrong because I was low  
3 man on the pole. You know, I couldn't say, well, so and so  
4 isn't doing his job; you know, what are you going to do about  
5 it. I had some horrible days where I thought that the guys  
6 I was working with were just intolerable in their behavior,  
7 in the way that they were doing their work. You know, they  
8 weren't good workers. But they got -- they were still out  
9 on the job because they were in the union. You know, there's  
10 a lot of power just in being in the union.

11 MR. BERKOWITZ: All things considered,  
12 having had your experience, what's your feeling about unions  
13 from the point of view of women in construction; do you view  
14 them as positive institutions or as negative institutions?

15 MS. ANDER: Well, since my experiences have  
16 all been of a fairly positive nature, I don't have any  
17 complaints about the union. In fact, since I have been living  
18 down in a small village and there's not a union local in my  
19 town, I was signed up with one in a nearby town. And I had  
20 withdrawn from the union a few years ago when there wasn't  
21 much work on the horizons and I didn't want to keep paying  
22 dues after my benefits had run out, so I withdrew. And last  
23 summer there was some union work that came up. And I found  
24 out about it and called them up, and they put me back to work  
25 right away. And, you know, it seemed like they made things

1 easy for me. It's a real small branch of the union. And  
2 they sort of -- I think they just look out for people, you  
3 know.

4 MS. SCHUHMANN: Would you have any recommend-  
5 ations for other women that might be thinking of going into  
6 construction type work? Where do they go; where do they start;  
7 what would you recommend?

8 MS. ANDER: Well, right now -- I asked the  
9 Business Agent's office not too long about about what they  
10 want for qualified people to take their surveyor's exams  
11 and to get into the union. And they said they wanted people  
12 who'd had one to two years field experience and -- or some  
13 semesters of college work in surveying and engineering. And  
14 then I've also heard that they'd like to have people like that,  
15 but they don't check your qualifications when you go to take  
16 the exams. So, you know, if you can fake it... I guess it  
17 all depends on how you want to do it.

18 The Carpenter's Union, I know they have an apprentice-  
19 ship program going on. I think every year they put new people  
20 into it. I don't know what their age restriction is on that,  
21 though. I applied a couple of years ago; and let's see, I  
22 had to take a 2 hour math test. And then there were 4 of us  
23 who passed the test. This was in Juneau. And there were 2  
24 people who were accepted into the program, and I wasn't one  
25 of them. But I'm not sure, I decided that I didn't want to

1 go into that program, anyway.

2 MS. JONES: Just a comment, and not at all  
3 to discredit your experience; but when I studied restrictions,  
4 union restrictions, against minorities and women in Anchorage,  
5 one of the things that came out was that where the men want  
6 the jobs, that's where there are the greatest restrictions  
7 against women. You fell into something where there wasn't a  
8 lot of competition for men. And so there were opportunities  
9 for women. But most of the trades that I found in Anchorage  
10 were preserved; that men who had worked in them for a long  
11 time and wanted to hang onto. And that's why these unions  
12 that are run by men have regulations that do restrict minorities  
13 and women from getting into them. And it sort of reminds me  
14 of during World War II when there were lots of opportunities  
15 for women because they were needed. And after World War II  
16 those opportunities sort of dried up fast because they wanted  
17 the jobs for the veterans.

18 MS. ANDER: Um-hm.

19 MS. JONES: And I think it's that -- you're  
20 making a good point. Where there is a need, that's one place  
21 women can enter. But I don't think that denies the point that  
22 where there's competition for a certain craft, we have to try  
23 to do something about the regulations that are discriminatory.

24 I also wanted to just make another comment that struck  
25 me so forceably as a sociologist; that when we were talking about

1 the big designs for all this, this room was crowded with men.  
2 And when women started to talk about their real live experience,  
3 all the men took a powder, and I couldn't help but be struck  
4 by it.

5 MR. BERKOWITZ: Almost all the men.

6 MS. JONES: I'm referring to the audience,  
7 not the Commission, Herb.

8 MS. ANDER: Well I -- you know, just getting  
9 back to that question about what women should do if they want  
10 to get into the trades, you have to contact the union to find  
11 out what their programs are, and it takes an effort. And a  
12 lot of times, gee, the Seward Vocational Center, the skill  
13 center down in Seward, they accept women into their programs.  
14 That doesn't guarantee you a job, but that's one source of  
15 training. I've had some luck in working in, you know, other  
16 construction fields doing some carpentry and plumbing business.  
17 Like, those are things that I sought out for myself. I don't  
18 know generally how to recommend to other women that they go  
19 about getting into a chosen trade that's -- there's so  
20 many factors that are involved. So... Anyway, that's about  
21 all I have to say.

22 MS. SCHUHMANN: Thank you.

23 MS. ANDER: Thank you.

24 MS. SCHUHMANN: Yes.

25 UNIDENTIFIED VOICE: I just want to ask you

1 a question. Do I understand you're going to meet with the  
2 unions later on --

3 MS. SCHUHMANN: No -- well, I think we will  
4 have to vote on it. But my own personal feeling is that it's  
5 so obvious after this meeting today where we're going to have  
6 to go next; and that's the unions. And so if we're going to  
7 have any follow-up, I think -- you know, the Commission will  
8 have to vote on it, but I think it's pretty obvious where the  
9 next move is.

10 UNIDENTIFIED VOICE: I think (indiscernible)  
11 if you go to see the unions. Because you can encourage  
12 women to talk to the unions. But they're going to be put on  
13 the C list they're going to lose their number and not work. A  
14 C list is --

15 MS. SCHUHMANN: Could you come -- you're with  
16 the Alaska Plan, aren't you?

17 UNIDENTIFIED VOICE: Right.

18 MS. SCHUHMANN: Why don't you come up and  
19 introduce yourself, if you don't mind, and...

20 MS. JONES: You can help inform us.

21 MS. SCHUHMANN: Yes, tell us what you know.  
22 That's what this is all about.

23 MS. GUTIERREZ: I am Eleanor Gutierrez (ph).  
24 I work for the Alaska Plan, their labor relations person.  
25 I work both sides of the fence; I work with minorities, females,

1 the unions and the contractors. Their all signatory to the  
2 Alaska Plan. But our understanding at this point is that the  
3 unions that have had apprenticeship programs have been very  
4 few. Apprenticeship programs are started with anticipation  
5 of more work.

6 On the onset right now, they feel that their unions can  
7 just hold the people they have right now and put them off to  
8 work the remainder of the year. If they don't see more work  
9 anticipated, they're not going to open up more apprenticeship  
10 programs. If they do put apprenticeship programs, and you  
11 have women follow-up with this apprenticeship program, she  
12 can out as an apprentice for 4 years.

13 You do have people that right now -- women, in particular,  
14 that have gotten off the rolls in unions that would have to  
15 be reinstated again. Again, their hours at the union has --  
16 they ask for 6,000 hours to be on an A list. And you're  
17 talking of memberships of over 2,000 people. If this woman  
18 becomes a C-list member, even a B-list person, which was  
19 in the last oil line, she never did go out; or neither did the  
20 male for that fact, minorities or otherwise. The chances get  
21 slimmer and slimmer as they go down this list.

22 Each individual union has a collective bargaining booklet.  
23 It would be wise to read it before you go talk to these  
24 business agents. You'll find a lot of your answers right there  
25 on the collective bargaining booklet.

1           And they can tell you all they want about expertise  
2 people, everyone's an expertise person. But that's the first  
3 thing that'll come up; and no one has defined an expertise  
4 person in any trade. So they have the answers; and they have  
5 the stumbling blocks. They will set up people so they can  
6 fail, and turn around and say they just couldn't make the  
7 grade.

8           There's a lot of things that entail not only unions, but  
9 contractors. And again answers, a lot of people have the  
10 answers but do they want to answer them to you. That's all  
11 I have to say.

12                           MS. SCHUHMANN: Yes, Carla.

13                           MS. SLAUGHTER: I wanted to ask whether or  
14 not the Alaska Plan still employed -- had the money to employ  
15 people who actually go out in the field and sort of count  
16 heads, and see what's happening out there --

17                           MS. GUTIERREZ: We have project monitors.  
18 There's a big thrust that we have had for the past 2 years,  
19 is actually making (ph) on sites... We do have the percentages.  
20 And our biggest problem, of course, in various unions is not  
21 having the personnel there. If a contractor particularly is  
22 using electricians and he has 3 female electricians, and  
23 10 minority electricians, he's not going to come up with  
24 28 percent or 6.9. And you'll see that as the disparity in  
25 each union.

1 MS. JONES: I didn't get that...?

2 MS. GUTIERREZ: Our goals in the Alaska Plan  
3 is 28 percent minority, and 6.9 female. And again, if you go  
4 out and specifically look at a contractor, and his heavy  
5 contracting is with electricians or a expertise (ph) like our  
6 workers, you're not going to find these people there. And  
7 you're not going to have them unless you have apprenticeship  
8 programs. And they're not going to open apprenticeship  
9 programs unless they anticipate more work. And you go around  
10 in the circle again.

11 MS. SLAUGHTER: I know that there was some  
12 difficulties in years past when the project monitor would go  
13 out in the field to count heads and all of a sudden all the  
14 minorities peoples who were supposedly employed on this  
15 project were either out to lunch, or in the bathroom; you know,  
16 they all of a sudden just were not there; or some blond haired,  
17 blue eyed person was held up to be an American Indian; that  
18 that was happening a lot, especially during the years when  
19 there was heavy pipeline construction. And I was wondering  
20 if you were still seeing that kind of thing happening?

21 MS. GUTIERREZ: No, I think --

22 MS. SLAUGHTER: Or are the numbers really  
23 reflecting the bodies that are there?

24 MS. GUTIERREZ: No, a project monitor, before  
25 he even goes out, has to see; and the contractor knows that

1 before he even goes out there that he visually has to see  
2 this person. They're progressing lots and lots more. I  
3 think the fact that we are always on top of these contractors  
4 that do get these jobs, pre-job conferences that we attend,  
5 we attend personalized management and going down and talking  
6 to supervisors; foremens and let him know what we're looking  
7 for. The awareness, just the awareness that we're really  
8 looking for females and minorities does a lot to bring up that  
9 contractor to compliance. Again, sometimes you get short-  
10 changed because the unions do not specifically have them. And  
11 that would be versus getting them from down in the Lower 48  
12 and with what Alaska has to offer. I mean, you do have union  
13 jurisdictions.

14 MS. SCHUHMANN: Thank you very much. Oh,  
15 could you spell your last name so that we have it in the record?

16 MS. GUTIERREZ: G-u-t-i-e-r-r-e-z.

17 MS. SCHUHMANN: Thank you. Would you like to  
18 come...?

19 MS. AIKEN: My name is Annette Aiken, A-i-  
20 k-e-n. Am I supposed to give an address, also, or something?

21 MS. SCHUHMANN: A mailing address, if you  
22 don't mind.

23 MS. AIKEN: Mailing address, 675 7th Avenue,  
24 Station H, Fairbanks. I worked on the pipeline for awhile. I  
25 really don't know what you want to know right now. Do you

1 want, you know, horror stories, or you know... I mean...

2 MS. SCHUHMANN: If you've got 'em, we'll  
3 listen.

4 MS. AIKEN: Everybody can -- well, you've  
5 heard quite a few. And I think that's kind of -- just the way  
6 it is, not only on the pipeline, but just in real life. And  
7 we can always kind of put blinders on and just pretend that  
8 it doesn't exist, which is what seems like is kind of happening.

9 But I also think that -- you know, I could just go  
10 down the list, because I was a laborer. I was the only female  
11 on a 60 man crew. And that was quite bizarre. But I think  
12 some of the problems are that -- or some of the problems that  
13 the Commission and our Commission, I work for the Human Rights  
14 Commission, and the Legislators, and everybody needs to be  
15 concerned with this is this he said - she said stuff that you  
16 saw sitting right in front of you, you know, with the Depart-  
17 ment of Labor; and then you have a prime contractor; and then  
18 you have the sub; and then you have the union. And they're  
19 all saying oh well, you know, it's not really our responsibility,  
20 you know. We're really trying and we have the rules. And  
21 unfortunately legislation and project labor agreements and  
22 handshakes and things like that don't change minds; and they  
23 also don't change actions to a certain extent. And I think  
24 that one of the most important things to do is to break that --  
25 the facility for them to just kind of pass the buck back and

1 forth.

2       And I don't know, I -- and this is -- this perspective,  
3 is it only because of my, you know, work with the Commission;  
4 but it appears to me that once you start charging certain  
5 parties, then they start singing stories about the other person  
6 who they said, oh, gee, we don't know about them, you know,  
7 we don't have any authority over that. Like the one gentleman  
8 who told you that he didn't have any authority -- he didn't  
9 have any enforcement authority, right. And then when it got  
10 down to the bottom line, well, we kind of do, you know. Well,  
11 things like that I think are probably the most important things.

12       But I also think we, as women, and then of course because  
13 I'm the double minority -- minorities, need to accept some  
14 of the responsibility for breaking the stereotype. I think  
15 that you have to get out there and show them that you are  
16 not equal, but just capable, that's all. That's all you have  
17 to do, you know. And I think that the stereotype is reinforced  
18 by a lot of women and/or minorities that are content to be  
19 either hired through a minority program or in the case of  
20 women get a couple of extra hours on their time sheets, you  
21 know, for sexual favors or something like that; or those who  
22 see these things happening and that don't come up and say  
23 something about them. You know, you're part of the problem  
24 if you're not part of the solution. So I think that kind of  
25 needs to be instilled in settings like this where we're sitting

1 around talking about the things that have happened to us.  
2 But we're talking -- you know, who am I talking to now? A  
3 bunch of women, right, who have been -- who have experienced  
4 the same things that I have. And they know, and they can sit  
5 and nod; but, you know, if they're not telling someone else  
6 like their business agent look, I'm not going to put up with  
7 this at all. If you can't handle it here within the union,  
8 I'll see you in court. I think that's the only way that we  
9 can maybe stop some of the problems. And as Neil was saying,  
10 when you have -- when they know that you have the right  
11 you can't change their minds specifically, but at least then  
12 you do have something to hold up to them and say, well look,  
13 this says that you can't do that. You know, and I think that's  
14 partly our responsibility to make sure that that happens.

15 MS. SCHUHMANN: Yes, Herb.

16 MR. BERKOWITZ: I don't quite share Neil's  
17 philosophy analogizing equal employment opportunity to paying  
18 your taxes; because I think that living up to your responsibil-  
19 ities in the equal employment opportunity area is something that  
20 a person ought to believe in and consider a moral obligation.  
21 I don't think a person ever need feel happy about paying  
22 their taxes.

23 MS. AIKEN: But -- excuse me, do you feel  
24 happier about driving on paved streets?

25 MR. BERKOWITZ: Well, I -- my problem in

1 the testimony I've heard this morning was looking for some  
2 connection between all of the words that we were hearing and  
3 real human beings. And I'm still not sure that that  
4 connection was made. And as I'm sure you heard, there was  
5 an awful lot of saying that it's somebody else's responsibility  
6 to take charge.

7 MS. AIKEN: Right.

8 MR. BERKOWITZ: And I think what we're trying  
9 to do is be an obstacle to business as usual in that regard  
10 and demand positive commitments for somebody to be responsible  
11 and be answerable and to do something.

12 MS. AIKEN: Sure. That wasn't directed to  
13 me, was it?

14 UNIDENTIFIED VOICE: Was that a question?

15 MS. SCHUHMAN: Did you actually work out  
16 in a camp or were you working in Fairbanks?

17 MS. AIKEN: No, I worked for awhile as a  
18 security guard, the only black female north of the Yukon. And  
19 after having gone back to school for awhile, I then was  
20 dispatched as a laborer, the only black female -- and the only  
21 female at all -- in a 60 person crew -- 60 man crew.

22 MS. SCHUHMAN: Were the living conditions --  
23 privacy, was that a problem where you were?

24 MS. AIKEN: Well, no, not the living  
25 conditions. We were the road crew so it was difficult to

1 find a place to use the bathroom while you were working  
2 because you were out away from camp, you know; and you could  
3 either deal with the four-legged bears or the two-legged  
4 animals, you know, so... But, to me it wasn't that big of  
5 a problem, I guess, because I grew up with 8 brothers, and  
6 I, you know, just dealt with it. I just dealt with it. I  
7 made sure that -- because it was such a large crew, we also  
8 had kind of little core crews, also. And I made sure that  
9 I channeled myself to be in the crew -- at least by the crew  
10 that was really kind of doing the most work. And they liked  
11 me for that because I refused to, you know, just kind of kick  
12 back and let them do my work for me. I think they would have  
13 really hated me if I did something like that. Or probably  
14 just kind of started to find reasons to get rid of me or to  
15 bother me, I guess.

16 MS. SLAUGHTER: Were you hired out of this  
17 local here in town?

18 MS. AIKEN: Yes; Laborer's, yes.

19 MS. SLAUGHTER: Okay.

20 MS. AIKEN: Was, not anymore.

21 MS. SLAUGHTER: Was that right out of the  
22 Hall or was it a request?

23 MS. AIKEN: It was out of the Hall.

24 MS. SCHUHMAN: Do you have any recommendations  
25 either for construction contractors or for the labor unions

1 or for us to follow up on to try to avoid any problems that  
2 you had to face when you were working in those positions?

3 MS. AIKEN: I think the main problem is  
4 making each entity responsible for number one, dealing with  
5 females and/or minorities. And when I say dealing with them,  
6 I mean have some person, or some agency, or some kind of internal  
7 process for that person to go to and make a complaint; you know,  
8 other than on a state or federal level, you know -- or than to  
9 wait 6 years and say well, gee, what happened, you know. I  
10 think that immediate response and immediate action is very  
11 necessary if only for the other people who are around to see  
12 that -- for the contractors and the unions to see that it won't  
13 be tolerated. And for the person who happens to be disadvan-  
14 taged, or who may have been disadvantaged but scared to say  
15 anything; for them to see that they are going to actually do  
16 something; because that's the main reason why people don't  
17 say anything, you know. Because they figure well, gee, you  
18 know, I'm making a couple of grand a week, you know, I can  
19 kind of deal with it. Well, that may very well be true, but  
20 you shouldn't have to I don't think. But I think the main  
21 thing is to making each entity responsible and to have it  
22 spelled out in all these project labor agreements penalties  
23 for harassment, and to make sure that this is filtered down  
24 to the general labor pool; you know, like the general  
25 foreman and the individual craft foremen that may be from

1 Tennessee or wherever, you know. A lot of them can't even  
2 read, so how are they going to know what's in the agreement.  
3 No, I'm just being facetious. But I think that they need to --  
4 I think that people like the head of Northwest, Fluor-North-  
5 west, or whoever, and all those guys, they know what things  
6 are against the law. But as he said well, gee, you know, I  
7 really don't know anything about the unions. Well, that  
8 sounds kind of weird to me, you know. This is your company;  
9 and you're dealing with the union; you don't know how they  
10 dispatch. Well, maybe you should, you know. So I think that  
11 each person needs to be -- each particular little segment needs  
12 to be responsible and that there needs to be some facility  
13 to deal with that, some responsive facility.

14 MS. SCHUHMANN: Mr. Berkowitz? Oh, Karen?

15 MS. PERDUE: I'd like to testify.

16 MS. SCHUHMANN: Oh, okay. (To Ms. Aiken)

17 Thank you.

18 MS. AIKEN: Thank you.

19 MS. PERDUE: I'm Karen Perdue, P-e-r-d-u-e.

20 And I live in Juneau now, and I hadn't planned to testify, but  
21 listening to Annette and some of these other ladies I thought  
22 I might do so. I worked on the oil line from -- I started in  
23 April of '75. I was a Teamster dispatched out of the 959  
24 hall here. And I worked there for 2 -- I guess 2 construction  
25 seasons and started out as -- I guess April, '75 was pretty

1 early. At the camp I was at on the Yukon River, there were  
2 really no other Teamsters or union women there when I got  
3 there. There were some bullcooks -- I guess there were some  
4 bullcooks, but there were no other Teamsters or Laborers,  
5 or so on.

6 I guess the point I want to make is in your dealings  
7 with the unions is that I really felt that in my personal  
8 experience that the union really protected me and other women  
9 I know that were in the Teamster craft. The abuse I saw was  
10 in the women who were not in the unions and who worked for  
11 management on the Alyeska project. The women who worked in  
12 the office who were getting paid \$5 an hour to work on our  
13 paychecks, which I thought was a terrible job; and the women  
14 who were, you know, typing and everything. They were really  
15 subject to lots of abuse from men in terms of asking for extra  
16 special favors or so on and so forth. And if they didn't  
17 comply, I saw many of them that were gone; they were fired.  
18 But the stewards in my union more than once protected women  
19 that I knew from problems. I know one particular case where  
20 a woman was attacked by a guy from -- literally attacked by  
21 a guy one evening. And the stewards from the 2 unions got  
22 together, and the guy was gone the next day from camp. So that,  
23 you know, the unions really did serve a good purpose in the  
24 sense that they protected us.

25 MS. SCHUHMANN: Yes, Herb?

1 MR. BERKOWITZ: There was one particular  
2 union local that was mentioned by number about a hundred times  
3 before; but I think our record ought to reflect its name, which  
4 I am not sure I want to be technical.

5 MS. HURLEY: 798.

6 MS. SCHUHMAN: Is that the pipefitters or  
7 the welders?

8 MR. BERKOWITZ: It's the pipeliner's union  
9 based in Tulsa, Oklahoma, if I remember.

10 MR. THOMAS: Officially it's called Pipeliners  
11 798 United Association.

12 MR. BERKOWITZ: From Tulsa?

13 MR. THOMAS: It's based in Tulsa. They did  
14 maintain an office in Fairbanks for some period during the  
15 pipeline. But it really wasn't a dispatching office.

16 MS. PERDUE: They were a different union.  
17 The Team -- I really only talking, I guess, about the Teamsters  
18 because that was the only union I worked in. So I wouldn't --  
19 The 798ers were a different breed of union.

20 MR. BERKOWITZ: My understanding is that  
21 798, for some reason or another, has worldwide jurisdiction  
22 over all pipelines built anywhere that involved American  
23 contractors, which is extraordinary when you think about it.  
24 So Tulsa, Oklahoma, in that sense, rules the world.

25 MS. SLAUGHTER: There's a frightening

1 thought. It is.

2 MS. PERDUE: Yeah, it is. And another thing  
3 I would just add as a suggestion. I don't know by law how  
4 this is governed or jurisdicted or whatever, but some unions  
5 had different kinds of hiring procedures than others, and that  
6 often created a barrier. For instance, I know that in the  
7 Teamsters Union it's all -- most of the hiring, except by  
8 request, is done by out of work date so that there are calls  
9 at the hall, and it's a fairly open process. With some unions  
10 to go up to a window and you ask the dispatcher what have you  
11 got today. Well, if the dispatcher doesn't care for you or  
12 if, you know, something's gone wrong or something he can  
13 say, you know -- he or she can say I'm sorry, but we don't  
14 have anything in that particular area for you today. So I  
15 think some unions were -- because probably of their size and  
16 their volume were more open in that sense than others.

17 MS. DALE: Open for discrimination or to be  
18 able to discriminate?

19 MS. PERDUE: Yeah, right; right.

20 MS. SCHUHMANN: Yes, Herb?

21 MR. BERKOWITZ: If I hear what you're saying,  
22 what you're saying is that there are unions and unions; and  
23 you can't paint them all with the same brush. Where do you  
24 think we ought to turn to get good information concerning,  
25 you know, where problems exist and where they don't exist in

1 terms of the various unions that are likely to be involved?

2 MS. PERDUE: I don't know. I have no idea.  
3 I guess everyone has their own personal experience, that makes  
4 it kind of tough to compile a record. I don't know if anyone  
5 has ever really taken the time to really try to publicize a  
6 large -- get together a large group of people who worked in  
7 various unions throughout the State during the line and ask  
8 them -- kind of compile a sense of their history and then  
9 get a sense of how a union has operated. You know, some unions  
10 there are a lot of complaints against; and some unions there  
11 may not be so many complaints against. I don't know. I guess  
12 I don't have an answer.

13 MS. SCHUHMANN: Thank you. Rebecca, were  
14 you going to respond?

15 MS. MILLER: I just wanted to suggest,  
16 Madame Chairman -- oh, I don't like the hotseat (indiscernible).  
17 I just wanted to suggest, Madame Chairman, that there is a  
18 considerable amount of information available locally about  
19 unions, and the unions that are looking at trying to get females  
20 and minorities into their programs. And I would suggest that  
21 you deal with people like the CETA Division. And I think there's  
22 a lot of information with dealings that we had during the oil  
23 line on pipeline impact money. We have had a lot of dealings  
24 with them in the past few years on pre-apprenticeship programs.  
25 I think that there's a lot of homework that you as a Commission

1 need to address yourself to before you even approach a union  
2 about why are certain tests required and why are they valid  
3 as opposed to other unions' practices. But I would suggest  
4 that there is a wealth of information available through  
5 apprenticeship outreach, which is now housed under HREI in  
6 Anchorage. I believe Pat Smutz (ph) is the person in charge  
7 of that, Madame Chairman. And I know that your Executive  
8 Director is very (inaudible) with Lois Lind (ph) the Director  
9 of the CETA Division, who I'm sure will be very happy to  
10 provide that information to you.

11 MS. SCHUHMANN: Thank you. That was  
12 Rebecca Miller, for the record. She's Operations Manager,  
13 CETA Division here in Fairbanks, Department of Community and  
14 Regional Affairs.

15 MS. SLAUGHTER: Before you get too comfortable  
16 again, can you do some explaining about the Step Program and  
17 this hopefully soon-to-be-introduced piece of legislation  
18 regarding training programs?

19 COURT REPORTER: Excuse me, would you step  
20 up to the microphone.

21 MS. MILLER: Carla, I think that issue is  
22 a lengthy issue, and I would be pleased to address it tomorrow  
23 if I may. I am running late for an appointment that I have  
24 at 4:45 that I put off so that I could attend the meetings  
25 today. If you would like, I would make it a point to be here

1 to answer any of those concerns you may have tomorrow; or  
2 I would be happy to address a meeting with you later this  
3 evening or early in the morning.

4 MS. HURLEY: Do you have to leave right now?

5 MS. MILLER: I have a meeting at 4:45, and  
6 it takes me about 5 minutes. I can just cover it very lightly  
7 if you wish, but I wouldn't have time to entertain a lot of  
8 questions. And I'm sure you're going to have them.

9 MS. HURLEY: I think that would -- that's  
10 about what we need, I think.

11 MS. SLAUGHTER: Well, I don't know if it'd  
12 be okay because I've never heard of it.

13 MS. MILLER: Okay, a quick and dirty (ph)  
14 analysis. The Department of Community and Regional Affairs  
15 has been contacted by several legislators on a draft bill.  
16 And as I know, Carla, it has not been introduced. There was  
17 talk it would be introduced today. I have later heard that  
18 it's not going to be introduced until Monday. The intent  
19 behind that program is a local hire economic development  
20 package. I think you heard that alluded to earlier today.  
21 The gentleman who drafted the residency requirements for that  
22 bill is a gentleman who argued the residency before the  
23 Supreme Court under the Zobel Case. It is an attempt to employ  
24 native Alaskans, and I do not want that interpreted as Alaska  
25 natives, but native Alaskans and residents of Alaska in private

1 enterprise wherever possible. It's a complimentary package  
2 to the Comprehensive Employment and Training Act, which has  
3 been primarily during the past few years, publicly oriented.  
4 It is not designed to take away anything from the CETA Act.  
5 It is designed primarily to serve a segment of the population  
6 that we feel is under-represented.

7 MS. SLAUGHTER: And that would be in the  
8 private sector, then, as opposed to public employment, I see.

9 MS. MILLER: It is geared towards the private  
10 sector, as I understand it.

11 MS. SLAUGHTER: Okay.

12 MS. MILLER: The last draft I saw was a  
13 third draft and that was last month. So the Lord only knows  
14 how many times it's changed, Carla.

15 MS. SLAUGHTER: Okay.

16 MS. MILLER: My understanding was it was  
17 clearly the intent of the drafters of the bill to aim that  
18 at the private profit sector wherever possible. And if, in  
19 fact, it was felt that a public sector bill was needed that  
20 the funds would be restricted to no more than 25 percent in  
21 the public nonprofit sector. That's at least my understanding.  
22 I don't know what you have in front of you.

23 MS. SLAUGHTER: Okay. Thanks.

24 MS. MILLER: Dirty enough?

25 MS. SLAUGHTER: I think so.

1 MS. HURLEY: Thank you.

2 MS. SCHUHMAN: Thank you.

3 MR. WOODS: My name is Jerry Woods.

4 I'm with the Alaska State Commission for Human Rights in  
5 Anchorage. I am the Assistant Director of Rural Programs.  
6 And I think that's basically what I want to emphasize to your  
7 Commission is that through my travels during the last 3 months  
8 I've had the opportunity at firsthand to go through and assess  
9 and identify some of the major concerns and needs of individuals  
10 in rural Alaska, including those that are being faced by women.

11 I have two examples that I would like to bring to your  
12 attention; and I'm sure that you're aware of. This is in  
13 Dillingham and then in Bethel during the oil -- construction  
14 of the oil line. There were, if any, hardly anyone there  
15 represented during the construction doing the actual work.  
16 And even today, when you travel to those different localities,  
17 you will note that there aren't any union representation there.  
18 And that is a major problem that people out in the bush are  
19 concerned with and are making efforts to try to get  
20 representation so that when the actual construction of the gas  
21 line occurs that they will have an opportunity to also enjoy  
22 some of the benefits of the gas line. So I think because some  
23 of these people are not able to come into Fairbanks to make  
24 this testimony, I would like to at least make that -- emphasize  
25 that. And if there are any questions that maybe I might be

1 able to answer concerning that. I know in Dillingham, through  
2 the Bristol Bay Native Association, they've had several  
3 people from Dillingham and the surrounding villages come in to  
4 complain, basically, that although there is construction work  
5 going on in those localities, most of that work is union. And,  
6 therefore, although they may be qualified, because they are  
7 not members of a union, they cannot obtain jobs.

8 In Bethel, another example is there is a lot of different  
9 federal and state contracts being awarded there for different  
10 serves. And at one point there could have been maybe 700 workers  
11 during the peak of construction and no female representation.  
12 So I think that in your role to contact the unions that if  
13 there's any information or any assistance that perhaps the  
14 people from rural communities can give in support of your  
15 attempt, that through my program and also those individuals  
16 that are located out there who are working on the same thing,  
17 if there's some type of coordination on this I think that would  
18 be extremely helpful.

19 MS. SCHUHMAN: Any questions?

20 MR. WOODS: That's all I wanted to mention.

21 MS. SLAUGHTER: Thank you.

22 MS. SCHUHMAN: Thank you, very much.

23 Oh, did you have one?

24 MS. SOCKPEALUK: I don't have a question,  
25 but the type of situation you just gave, it was going to happen

1 in Shaktoolik, but the -- our mayor told the contractor that  
2 he had to hire a certain amount of the village people. And  
3 it was okay, he did have union people working.

4 MR. WOODS: Sometimes it is successful.  
5 Other times, though, you'll find that it isn't. And, you know,  
6 again like in communities like Bethel and Dillingham I know  
7 that they've had a terrible time getting qualified females to  
8 work in the construction trade. And I found that very  
9 surprising because prior to the rural program and traveling  
10 over there, I hadn't been really aware of the fact that there  
11 was hardly any representation from the Dillingham or the  
12 Bethel region when it came to the construction of the oil  
13 pipeline. And even at this time now, there isn't any union  
14 representation over there. But I think at this time there's  
15 some planning being taken here to work toward getting that  
16 type of concern resolved.

17 MS. SCHUHMANN: Thank you.

18 MR. WOODS: Thank you.

19 MS. SCHUHMANN: Yes.

20 MS. McNEIL: My name is Pat McNeil, M-c-N-e-  
21 i-l.

22 MS. SLAUGHTER: You have an awfully soft  
23 voice.

24 MS. McNEIL: My mailing address is 3805  
25 Indianna, Anchorage. I worked on the pipeline during '76-'77

1 at Pump Station 8, and I got my training through the Teamsters;  
2 and we were sponsored by Cook Inlet Native Association. And  
3 I worked at Pump Station 8, right down the road here. And  
4 the only -- it was generally a positive experience all around.  
5 I didn't really have any problems, you know, other than  
6 adjusting to working with 600 men in a construction yard  
7 every day.

8 MS. SLAUGHTER: That's a fair adjustment.

9 MS. McNEIL: I just hadn't experienced that  
10 before. It took a little while to get used to working with  
11 men all the time. But generally they were pretty good guys;  
12 all those red necks aren't that bad. I learned about out there.  
13 I learned a lot about construction in general. I worked as  
14 a tech engineer in the Teamsters. We did the layout for all  
15 the other crews. We told them where to put things, you know,  
16 how high to put the pipe and center line and things like that.  
17 And the only thing that I see wrong with the unions is their  
18 hiring hall procedure in that when there's not too many jobs  
19 available, usually it goes by name request, which means that  
20 no one can bid on it. You can't -- even if you have an A card  
21 and you're at the top of the list you won't necessarily get  
22 a job because of the way they request it. I talked to the  
23 business agent about it and he said well, actually the only  
24 thing -- the only way you could get a job during the slack  
25 season is if you know someone who owns the company, and

1 then they can request you; or if your parents own a company  
2 then they have, in the hiring hall agreement, they have  
3 provisions whereby people can be requested if they're nephews  
4 or somehow related to someone who owns the company. This is  
5 just with the Teamsters, so I'm not really sure about how  
6 the other unions operate.

7 Most of the women that I worked with were native. There  
8 were 7 women in the yard and 5 of us were native women. I  
9 was hired by a special provision whereby 1 out of 4 calls out  
10 of the Teamsters were native to make up for a disparity where --  
11 because there was an out of court settlement between the  
12 Teamsters and an individual who had filed a suit against them  
13 because of their procedures; natives weren't given the opportu-  
14 nity to get jobs. Otherwise, I probably would have gotten a  
15 job on the pipeline. But once I did start working and adjusted  
16 to, they pretty much accept you if you do the job, they really--  
17 if you perform everyday and show up. But there's really not  
18 much, you know, they can do about taking a job away. And I  
19 was laid off when we just ran out of work. There was just no  
20 more work for us to do. But I enjoyed construction. It's  
21 good work.

22 MS. SLAUGHTER: Do you know if there's a  
23 provision in the hiring hall agreement that a certain  
24 percentage of the calls have to be open calls; there can't be  
25 a preponderance of request calls?

1 MS. McNEIL: Not that I'm aware of. Sometimes  
2 all they are is requests.

3 MS. SCHUHMAN: Herb?

4 MR. BERKOWITZ: How did you find out about  
5 the job in the first place?

6 MS. McNEIL: Cook Inlet Native Association  
7 was training natives in different areas in construction. And  
8 I was just looking into what was available and a surveying  
9 program was started. And so I just signed up for it. And  
10 we were going to the University of Alaska; we had 4 party  
11 chiefs who actually conducted the class. And we got credit  
12 through the University, also.

13 MS. SCHUHMAN: Are you still on the -- are  
14 you still enrolled with the union or did you drop out?

15 MS. McNEIL: No, I'm not working with them  
16 now. They're just -- after a certain period of time you  
17 just lose your A card if you don't work over -- you have to  
18 have so many hundred hours in to maintain your A card. And  
19 I think that's the problem that a lot of people have with the  
20 unions, you know, why keep paying your dues if there's no  
21 jobs. So subsequently a lot of people, you know, drop out.  
22 Especially if you don't have that much money to begin with.

23 MS. SLAUGHTER: Did you say this statistic--  
24 I'm sorry, the statistic was 1 out of every 4?

25 MS. McNEIL: Yeah, it was a special agreement

1 during the pipeline.

2 MS. SLAUGHTER: Okay. Was there any  
3 agreement that those people had to be one -- that they had  
4 to be male or female, or just --

5 MS. McNEIL: Just native.

6 MS. SLAUGHTER: -- Alaska Native, okay.

7 MS. McNEIL: It was administered through the  
8 Alaska Federal of Natives.

9 MS. SCHUHMANN: Thank you very much. Is  
10 there anyone else that -- yes, please come forward.

11 MS. DEAN: My name is Shirley Dean, and  
12 I'm currently an A card holder at the Laborer's 942. And I  
13 worked on the pipeline during 1975-'76. And it was basically  
14 a negative experience for me. I came up from Ketchikan, I was  
15 born in Ketchikan, with high hopes of working on the pipeline.  
16 So I moved to Fairbanks which was where they said you could  
17 get a job. It took me about a year and a half to get out. And  
18 during the course of that, I saw women who had to sleep with  
19 the dispatcher so they could get out. Certain people that  
20 weren't citizens, even American citizens, that would pay the  
21 dispatcher anywhere from a thousand to two thousand, they  
22 could get out. And so a group of us from southeast started  
23 getting excited about that and we complained and got threatened  
24 to get thrown out of the union; so we didn't complain anymore.  
25 We all finally got out. And I don't know. I had a real hard

1 time up there. And the only thing I see as a suggestion --  
2 798ers were terrible up there. They were violent. I was at  
3 Happy Valley and they were so bad that 798ers had to eat at  
4 a separate time. They weren't allowed with the regular people  
5 because of all of the violent situations. And it was real  
6 hard. I know of 2 people that worked as laborers for 798ers,  
7 and it was -- and they were both males, and they couldn't  
8 stick it out.

9 I guess the main suggestion I would have is for next time  
10 to see a task force possibly appointed by your Commission that  
11 would be nonunion, nonconstruction person where you could feel  
12 safe to go make a complaint, where you wouldn't get thrown out  
13 of the union, and the construction company couldn't come down  
14 on you in some fashion. That was the problem we had where I  
15 was, the union job steward who was supposed to be responsible  
16 for that, when you would complain to him if you were a woman,  
17 you had to do a sexual favor before it would come to town,  
18 your complaint. And when you're first hired, you have to put  
19 in -- I forget what it is, it's several thousand hours, which  
20 makes you stay up there 12 weeks without coming back to town.  
21 And if you don't stay up there, you won't get on the A list  
22 so you'll never get another job again. So it's kind of like  
23 being in jail for 12 weeks. And I would really like to see  
24 a task force up there, because there was lots of violence. Lots  
25 of it was never reported. There's still people running around

1 with scars, I being one just from the experience up there.

2 And I think that would help.

3 I think the other thing that would help is to deal with  
4 the unions, and to let the unions know that there's a lot of  
5 corruption. I think people would testify if they would feel  
6 safe about that, and that this time around Alaska won't tolerate  
7 it.

8 MS. SCHUHMANN: Shirley, could you spell  
9 your last name for the record and give us some mailing address?

10 MS. DEAN: D-e-a-n, and it's Box 2541,  
11 Fairbanks.

12 MS. SCHUHMANN: Yes, Dorothy?

13 MS. JONES: We would welcome anonymous  
14 statements from people who had experience--

15 MS. DEAN: You would? I was going to ask you  
16 about that. I've been talking -- I'm on -- I'm an A list  
17 holder right now. And I've been trying to get out -- I'm  
18 responsible for 2 children. One of the main problems with  
19 that union is if you have any children the -- especially if  
20 you're a women, they want you to go out in the camps. And  
21 local jobs have been available, and I've never been able to get  
22 them because they give preference to males who they say have  
23 a family and should stay in town. And I don't know how to stop  
24 that, you know, but I think it should be stopped. And the other  
25 thing is I worked for Ken Brady Insurance -- I mean Ken Brady (ph)

1 Construction Company last year on a short call to get my  
2 hours in. And when I went there, they told me that I was the  
3 second woman that had been on that job, it's the new bank  
4 building downtown. And the only reason they hired me -- they  
5 made it sound like it was a full time job, and I lasted 4 days  
6 to meet the EEOC requirement, then they let you go. And then  
7 on the stats it says yeah, there were 2 women weren't there.  
8 In reality, there were 2 women that worked a total of 8 days  
9 on a local project.

10 MS. JONES: Well, I'd like to understand that  
11 point, that it is difficult if you're a card holder to -- you  
12 jeopardize your job if you speak out, but that if we received  
13 a sufficient number of anonymous --

14 MS. DEAN: Yeah, well see, there's never been  
15 a safe outlet that I know of. And I've talked to lots of people  
16 at the union with similar problems, both male and female,  
17 both minorities and white, that -- you know, especially if it's  
18 your life line, if that's your support system, it's real hard  
19 for people to come forward and say things against the union.  
20 The union's a real powerful thing, and they can do terrorizing  
21 mind trips as well as physical abuse. And I think people are  
22 scared.

23 MS. JONES: Could you -- when you mentioned  
24 the violence, is that primarily -- I would assume it's  
25 primarily violence between men because so many of the workers

1 are men, or is there a considerable violence against women,  
2 too?

3 MS. DEAN: Men and women. The camp I was  
4 at, one incident that I can testify to was there was a woman  
5 who was brutally gang raped by 4 798ers at our camp. And what  
6 they did is they called the police, but those 4 were never  
7 taken to court. All they did was switch then to another camp,  
8 which, you know -- that woman will never be the same. And  
9 there was 16 people, 798ers, in there eating dinner when it  
10 happened, and not one person tried to stop them. You know,  
11 but there were only 4 of them transferred. The rest of those  
12 16 stayed at the camp. That was one of the reasons they  
13 separated the meal times is because there was a lot of outrage  
14 about that.

15 But, I don't know, it was ugly. And I don't want to  
16 see it happen again. I think it ruined a lot of lives. And  
17 there was gambling, you were -- especially if you were a  
18 woman, if you didn't go to their dances, their social dances,  
19 and you didn't participate in their social activities that  
20 the Alyeska Recreation Director had set up, then they sort of  
21 thought you were wierd and harass you. The other thing they  
22 did to the women in the camp I was at is they would have the  
23 women live in the barracks with the supervisors. You didn't  
24 live with the other workers. They had an A camp and a B camp,  
25 and the women lived with the supervisors, all the men crew

1 foremen, which put a lot of pressure -- because then you'd  
2 have to see them after hours; and you know, they would  
3 threaten you with their your job, or you would have to do a  
4 tacky job if you didn't go to the dance or whatever. You  
5 know, I don't think it's proper that the women have to live  
6 in the same dorm with the supervisors. You know, it was like  
7 the supervisor's gratuity or something, I don't know.

8 MS. SLAUGHTER: Was there a problem in the  
9 housing in that there really wasn't much privacy afforded?  
10 When you locked your room door -- well, first of all, could  
11 you lock your room door?

12 MS. DEAN: You could lock it, but all the...  
13 what were they called, with the Culinary Union?

14 MR. BERKOWITZ: Bullcooks.

15 MS. DEAN: Yeah, the bullcooks, they had  
16 a key.

17 MS. SLAUGHTER: Were they men for the most  
18 part, or female?

19 MS. DEAN: Men and women. But, I mean,  
20 several times my room was opened up by the bullcook. I worked  
21 night shift, so he would come in on day shift and decide he  
22 wanted to socialize, and it was real hard to throw him out  
23 and make much complaint. He did stop doing it just because he  
24 turned out to be a human. But, I mean, it could have went the  
25 other way.

1 MS. SLAUGHTER: Were the security people  
2 in the camp employed by whom? By the construction company?

3 MS. DEAN: The camp I was at the security  
4 was done by Wackenhut. Some of the camps, the security was  
5 done by Nenana (sic).

6 MS. SLAUGHTER: Did they seem reluctant to  
7 respond to things? I mean -- in other words, did they have  
8 the same kind of problem that Laborers and Teamster employees  
9 in the camp had, that if they reported problems; they created  
10 trouble; that they might lose their positions?

11 MS. DEAN: Um-hm, and if they reported  
12 certain things on certain people, like when they would wreck  
13 vehicles -- when the supervisor would get drunk and wreck a  
14 vehicle, and they would send someone out to bury it with a  
15 Cat. If the security guard tried to report an incident like  
16 that, the security guard would get sent back to town, not the  
17 guy who wrecked the truck or the guy who buried it with the  
18 Cat.

19 MS. SCHUHMANN: Why didn't the State Troopers  
20 get involved in --

21 MS. DEAN: The State Troopers would come,  
22 but by the time they would get there, people already had their  
23 stories. And basically, the 2 women I know who were raped,  
24 the guys were never charged and all that happened was they  
25 were transferred camps and never allowed to come to the camp

1 again.

2 MS. JONES: Did the women file complaints?

3 MS. DEAN: I don't know if they did or not.  
4 They were in so much trauma at that time... I think they  
5 felt helpless, too, because there was no safe place to go.  
6 I mean, nothing felt safe. And you're so many miles away  
7 from everybody. And like I, myself, you know, you've given  
8 up a lot to get up there and just the determination to stay  
9 your 12 weeks to make the A list gets you crazy after awhile  
10 and you sort of lose perspective. The Troopers were there,  
11 but I think there needs to be official law enforcement, not  
12 just security next time. Private sector police can get too  
13 corrupt, and I think they did. And I think the union perpe-  
14 trates that. The union -- Laborer's union hires the security  
15 guards. And I went through an experience myself, because  
16 that's my background and my original -- what I originally  
17 wanted to do on the pipeline was be a security guard, and  
18 that's hired through the Laborers. And they're real tied  
19 together. And I don't think it's a proper policing.

20 MS. SCHUHMANN: Herb?

21 MR. BERKOWITZ: Based on your experience,  
22 do you think that we should pay special attention to 798  
23 in terms of its role in the pipeline?

24 MS. DEAN: Definitely.

25 MS. JONES: What should we do?

1 MS. DEAN: I don't know. I don't know what  
2 you can do other than have a -- I think there needs to be a  
3 safe place for all people to be able to report ugly incidents  
4 where they know that action will happen, where they know that  
5 if a 798er does something like that that, you know, there will  
6 be criminal action without repercussion of them losing their  
7 job or whatever. And they did keep them in a separate dorm,  
8 that's essential. They would only allow them out during times  
9 when we weren't out. I mean, it was a real separatist thing.

10 MS. SLAUGHTER: But, you know, it was  
11 also preferential, and it's completely inequitable and unfair --

12 MS. DEAN: Exactly, they got the food first --

13 UNIDENTIFIED VOICE: That's why they did it.

14 MS. DEAN: Yeah, they got the food first.

15 MS. SLAUGHTER: Like naughty children.

16 MS. DEAN: You know, and they got to dance;  
17 they would have private dances. It was awful, it really was.  
18 And for the most part, most of them were pretty ugly humans,  
19 you know. I can't say all of them were, but the ones I saw  
20 it was terrible.

21 MS. ANDER: The young ones. The older men  
22 were real nice.

23 MS. DEAN: Some of them. But I don't know,  
24 I think the other condition for women is somehow that the  
25 living condition, that you don't have to live with the

1 supervisors. That's a real hard thing. And the men never  
2 had to do that. And it was --

3 MS. SLAUGHTER: Did that happen because  
4 they didn't have --

5 MS. DEAN: I don't know. I was at Happy  
6 Valley. I don't know if every camp was like that, but I know  
7 it was like that there.

8 MS. SLAUGHTER: Well, what I mean was was  
9 there no other place for the women to live, so they put them  
10 in with the supervisors?

11 MS. DEAN: Oh no, there were lots of dorms.  
12 I think it was like a treat for the supervisors because they  
13 got to watch the women go to the shower; and they were always  
14 hanging out in the hall; and, you know, they would be next  
15 door to you so you could --

16 MS. SLAUGHTER: Yeah, bonuses.

17 MS. DEAN: Yeah. And I think also there  
18 should be nonunion people up there to head count the camps  
19 to insure of EEOC compliance. And the other thing is the  
20 unions with their training programs, right now they have an  
21 age limit which is 26 with most of the unions; and I'm too  
22 old right now. I mean, most people are too old to get in.  
23 And the other reality -- I listened to the testimony this  
24 morning, and he said the peak -- or the gas line, the peak was  
25 going to be 2,000 laborers; and right now there's 2,480 laborers

1 on the A list in Fairbanks. So, you know, I think it's real  
2 grim for anyone to think that they can get out on this line  
3 if it's all going to be union; because they're telling our  
4 B list members that they're not going to get out. And I  
5 don't know how to change that other than possibly -- I would  
6 like to see if they can't comply within the membership that  
7 nonunion people, nonunion minorities and women be allowed to  
8 get the training and go up and join the union after they get  
9 up there. Otherwise, I don't see how they're ever going to  
10 get up there.

11 MS. SLAUGHTER: What kind of calls come out  
12 of the Laborer's hall? When was the last...

13 MS. DEAN: Lately it depends -- I haven't  
14 been to call in 3 or 4 months, but I go in and check in once  
15 in a while. They're mostly request calls like that one testimony.  
16 Laborer's operates the same way, and I've been trying for 2  
17 years to get a local job because of kids. And -- well, they  
18 said one day that no -- women have to go to the camps, we  
19 prefer the women in the camps and the men in town. And I asked  
20 what I could do about that, and there's really nothing you can  
21 do about that because it's preferential. If they want to  
22 request you they can. Union rules say you could be requested.

23 MS. SCHUHMANN: They meaning...?

24 MS. DEAN: The company.

25 MS. SLAUGHTER: Contractor.

1 MS. DEAN: Contractor.

2 MS. SCHUHMAN: The companies like the women  
3 out in the camps rather than in town?

4 MS. DEAN: Yes. Well, yeah, for obvious  
5 reasons. And that's what I was told. You know, they really  
6 don't want you to have a family life and be a union person  
7 and work in town. They try to discourage that. I don't know, I  
8 just -- I guess I'm sort of prejudiced, anyway, because I see  
9 the unions as getting so corrupt and I don't know of a way to  
10 stop them. And I see them getting huge billion dollar contracts  
11 like this, and I just think it's going to get worse before it  
12 gets better unless people take a hard core stand, you know,  
13 to stop the corruptness. Because there were lots of people that  
14 couldn't even speak English on laborer crews from Yugoslavia  
15 and all over. And they got out there because they had enough  
16 cash to give the dispatcher. And they would tell you about it  
17 not knowing that, you know, that there was something wrong with  
18 that when they first went there.

19 MS. SCHUHMAN: Yes, Dorothy?

20 MS. JONES: I don't understand the role  
21 of the State Pipeline Coordinator or the Federal Pipeline  
22 Coordinator, but do they have any responsibility -- I'm asking  
23 this question to anyone how knows -- for looking into some  
24 of the issues that you've raised, the violence, the crime,  
25 and the discrimination?

1 MS. DEAN: I don't know.

2 MS. JONES: I mean, what are they coordinating?

3 MS. DEAN: The only one I know is when  
4 there's 2 investigators -- if you remember a few years ago  
5 when the Teamsters -- those 2 guys were killed, 2 investigators  
6 that I know of tried to solve that and have disappeared. I  
7 mean, it's heavy. And nobody's really looking at it seriously,  
8 and nobody that knows enough about unions is going to do that  
9 unless they're assured some sort of safety into stopping  
10 corruption in unions. And I don't know, I don't think  
11 Northwest takes it that serious. So I don't know what the  
12 solution is, but I hope it gets better next time.

13 MS. JONES: But you know what the problems  
14 are.

15 MS. DEAN: Yeah.

16 MS. SCHUHMAN: Okay, thank you.

17 MS. DEAN: Sure.

18 UNIDENTIFIED VOICE: When you said what  
19 you did about those people watching you go to the shower,  
20 were you saying that you didn't have private washroom  
21 facilities?

22 MS. DEAN: Oh no, you do have private  
23 washrooms, but there's like a little curtain there.

24 (Inaudible, away from microphone).

25 MS. HURLEY: She can't get that.

1 MS. SCHUHMANN: Oh, could you...

2 MS. HURLEY: Come back to answer that, and  
3 the question, too. She couldn't get that.

4 MS. DEAN: There's 3 different bathrooms;  
5 in the camp I was at, there were 3 different bathrooms. Two  
6 of them were for men and women, and all there was was a shower  
7 curtain. And that was for the couples that lived together.  
8 I don't know, for the supervisor's benefit. But if you got  
9 stuck in that shower, you were subject to having the curtain  
10 ripped open at any time unless you had a friend standing there  
11 while you took a shower. The other ones, they had doors on  
12 them, but one was women only, which was -- and that was the  
13 only bathroom people tried to use. But on both sides of that  
14 bathroom, there was the head supervisor on one side, and the  
15 other supervisor on the other side playing loud music and  
16 sticking their speakers around by the doors, you know, trying  
17 to get the women to come to parties.

18 MS. SCHUHMANN: Any other testimony? Yes.

19 MS. LANGAN: My name is Mary Langan (ph),  
20 and I worked on the pipeline between '76 and '78. I went  
21 out 5 times to 5 different camps, and I worked a total of  
22 just about 3 months. So I think I have kind of an overview.  
23 I went out in -- I tried to get out for a year and a half,  
24 the 3 unions. I finally got out with the Laborer's, who I  
25 felt were the fairest to women. I had a chance to go out

1 through the Culinary if I had paid the guy a few hundred  
2 dollars, and I would have but I didn't know that's what he  
3 wanted. That was explained to me later. And I worked with  
4 the National Organization for Women a year as chairman of our  
5 employment task force in '74 trying to help women get better  
6 jobs in construction, being one of them.

7 I'm a freelance writer, and I'm working on a book about  
8 my pipeline experience, which I finally got a chapter finished  
9 recently. And I know there were a lot of women up there,  
10 and a lot of women were writing, but I have yet to see a report  
11 written of the woman's viewpoint, and I want to hopefully be  
12 the first to get it done.

13 What I came here to say today, first I think your  
14 Commission -- it would be more helpful to the public if you  
15 could have your meetings at a time when more people could  
16 come. I had to ask to get off work a half hour early, and  
17 I wouldn't have been able to do it except we had a very  
18 slow day. To stop at 5 o'clock, if you really want to reach  
19 the public, it's not realistic to reach working women.

20 The main thing I wanted to say, I found on the pipeline  
21 going out there -- 41 years old, never having done heavy work  
22 before, I worked in my camp with a woman in her 60's. She  
23 was doing Culinary in the kitchen. Another time there was  
24 a woman in her 70's, and a lot of younger women. And I didn't  
25 see any problem in doing the work for any of us. The work

1 in construction today is mainly handling tools. The heavy  
2 work is done by machine. There is no reason the average  
3 woman couldn't do any job out there, or a majority of the  
4 jobs. There are still a few guys that like to lift a hundred,  
5 two hundred pounds to show off, but that's not required and  
6 most of them don't do it. And I think the main problem in  
7 helping women get these better paying jobs is in recruiting  
8 them and making them, in their own heads, want the jobs,  
9 making them realize they can do it, that it isn't a disgrace  
10 to do a man's work. A lot of the women I talked to and ladies  
11 I've talked to, there was a Teamster organizer, the problem  
12 is in their own heads. I think the job of the Commission --  
13 what you might -- could do to help women is to do public  
14 relations work to show more women doing this work, so it becomes  
15 public accepted in the minds of the women who most need these  
16 better jobs.

17 And the second thing, what was it; two items... Well,  
18 sitting here listening to the other ladies' testimony, I was  
19 also at Happy Valley for 6 weeks in '77. The job was winding  
20 down there, but there were still quite a few pipeliners, 798ers.  
21 I didn't have at all the impression that she had. I'm not  
22 saying those things didn't happen. Oh, I know the second thing  
23 I wanted to say, yeah, what women have to learn -- this is  
24 my personal opinion, I may be wrong, but I think part of the  
25 problem some of the ladies had up there, and I know there were

1 some, but I didn't see any personally -- the problem that  
2 women have to overcome is acting, and thinking, and dressing  
3 feminine as geishas. And I think we were all taught that  
4 since we were young. I learned previously to the pipeline  
5 working with men that it was to my advantage to act very  
6 unfeminine, to dress unfeminine, to blend in and look and  
7 act as much like a man as I could. And I think it helped me,  
8 because I never had any problems with men anymore than I'd have  
9 here in town.

10 I was in barracks half the time where we shared the  
11 bathrooms, we had just the curtain over the shower. Nobody  
12 ever bothered me, and I never saw another woman bothered. I  
13 worked in billeting one job up there, and I think the reason  
14 they put the women in with the supervisors is because they were  
15 men of more education and background that would more likely  
16 accept a woman in these traditionally male roles. And I never  
17 saw anybody enjoying the women going to the shower any more than  
18 they enjoy women walking down the aisle at church. Men like to  
19 look at women. And I really didn't get that impression. It  
20 was the best opportunity I ever had to work and make money  
21 on a short term without a lot of training. And the union  
22 was good to me. And it was corrupt, yeah, but everything's  
23 corrupt, what isn't. I've seen corruption in government,  
24 private industry, and everywhere. But I do think women need  
25 to be educated and taught in these kind of jobs to dress like

1 men do. Men could dress sexy, too. Men have dressed in  
2 history sexy and with tights and satin and showing themselves  
3 off, but they don't on those jobs. They wear dark clothes,  
4 they cut their hair. The Roundheads did that in England  
5 against the Cavaliers, who were fancy and frilly and liked  
6 to sit around drinking and writing poetry. If you want to go  
7 to the construction world, I think you'll have to dress and  
8 act like a man. Otherwise, you insult them and you tease them  
9 and they get angry, and then they lash back, which is what  
10 is happening. A lot of this lashback, anyway, even under the  
11 best of circumstances, the men are confused and don't understand  
12 what's happening, and the world is changing; and they hate  
13 women for it. So that a double effort to educate the women  
14 to want to have these better jobs, and then how to fit into  
15 them; that you can't fit in there and be feminine and be  
16 accepted. You have to -- when I came back, I was so into  
17 this trip of being masculine and tough a lot of my friends  
18 didn't recognize me. It took me almost a year to get back  
19 into being a little feminine so I could enjoy some of the  
20 social benefits. But I think it was very important and protected  
21 me from having any problem. And I think a lot of girls did  
22 have a problem, especially the younger ones, which would be  
23 natural. But I think a lot of it they could have prevented  
24 had they -- and I talked to some of them about it. And they  
25 said I'm not going to change and not wear a t-shirt just

1 because I've got breasts, that's not my fault; and you know,  
2 they could have worn a jacket, but they wouldn't. And I  
3 think it's important that they have to realize -- I think  
4 psychologically a lot of these rape problems are caused by  
5 the type of personality of the woman who gets raped. She's  
6 helpless, and seductive, and she gets it. And if you're  
7 independent, and they know you're going to maybe kill them  
8 before they rape you, they don't want to attempt it. And  
9 I've found all over the world I've never been bothered,  
10 New York City, in Italy. I've had some good times and enjoy  
11 meeting men, but no one has ever threatened me.

12 MS. SLAUGHTER: Mary, are you talking more  
13 about projecting and attitude?

14 MS. LANGAN: A projection of -- I think  
15 women have to change their whole personalities, change in  
16 their heads. And I think it's very important, and nothing  
17 will progress unless it first happens in the women's heads.  
18 And I've worked in this thing for 10 years thinking very  
19 seriously about feminism and having experience working with  
20 men, and having problems in filing discrimination suits, and  
21 working NOW and WIC. And I think that's where the Commission--  
22 I've seen Commissions come and go, and people come and go,  
23 and nothing changes, and we all know that. And it's  
24 infuriating. Until we start saying like the blacks started  
25 saying, black is beautiful and standing up in their Afros --

1 and I remember when that happened in 1969 the first Afro I  
2 saw, I was amazed. And the little girl that wore it, the  
3 young lady, they started standing up and being proud of  
4 themselves and knowing what they could do. And they wouldn't  
5 step off the sidewalk for anyone anymore. And since then I  
6 think they've made a lot of gains. And until women start  
7 saying hey, I am woman, I can do anything; nothing's going to  
8 change. Until the Commission can help them do that, some-  
9 how promote those things, promote the public relation, promote  
10 the education, the little young girls, the ones on the pipeline,  
11 set up a hotline to call -- to be reported, anonymous reports  
12 of situations. I think that would help.

13 MS. SCHUHMAN: Thank you very much. I might  
14 say as to the time of the meeting that we had discussed trying  
15 to have it on a Saturday. And we discovered that to try to  
16 get the governmental people that were here this morning, that  
17 it would have practically been impossible to have this type  
18 of meeting over a weekend. And so we knew--you know, we  
19 always try to have at least one day of our meeting on a weekend,  
20 which we're going to do tomorrow, to try to get people that  
21 work to, you know, at least have an opportunity to be at  
22 our meetings.

23 I might also add that I don't think that the Commission  
24 totally shares your view particularly on rapte and the causes  
25 of rape. And I want the record to be clear on that. But we

1 do appreciate your comments.

2 MS. LANGAN: One of the ladies -- did you  
3 want to ask a question?

4 MS. JONES: I think Barbara just said it.  
5 You used an analogy about when blacks got some pride in who  
6 they were that it produced some changes. One of the things  
7 I as a woman is prideful about is my body. And I don't believe  
8 that if I feel like revealing my body in a t-shirt that that  
9 excuses any man from treating me like a sex object. And I  
10 have very strong feelings about that, that the onus is on the  
11 male; not on the women because she happens to have breasts.  
12 I mean, it's like saying men are animals and if they see a  
13 breast they go crazy.

14 MS. LANGAN: Well, I'm talking about a  
15 situation like that lady on the pipeline camp that was gang  
16 raped by 4 men. I'm sure that happened, and I don't know the  
17 situation, but I'm suspecting that having seen those guys and  
18 talked to them, and had similar experiences myself, not to the  
19 degree of rape, but just knowing the mentality. I agree with  
20 how your -- where you're at. But all I'm saying is when you're  
21 going into construction, there are a lot of uneducated men.  
22 As was said to me one time when a whole bunch of guys got up  
23 and walked away from a table I was sitting at because I said  
24 some feminist thing I thought was perfectly innocent. And I  
25 couldn't understand. And one of the girls said to me, Mary,

1 you're not on the frontiers of social development here. These  
2 guys haven't even heard of the things you're talking about, see.  
3 When you're going to be working in construction, you have to  
4 see where they're at just to protect yourself. And you can  
5 come back and come out of your cocoon and be your real self  
6 when you get into town where you're not going to be gang  
7 raped because you're isolated; that's all I was saying. And  
8 until women realize that, it's fine to be -- but the realities  
9 of how it is with a certain type of person when you're isolated,  
10 until they realize that, they're going to be gang raped. And  
11 once it happens to you, then you might change your mind and  
12 the next time not wear a t-shirt; or you drop out of construc-  
13 tion completely, which is too bad because it doesn't have to  
14 be if you play by their rules because it's their game. And  
15 enough women get out there -- that's what I'm saying about  
16 the recruitment. I saw a lot of improvements. I heard the  
17 Alyeska men report they didn't have the problems they expected  
18 and they had a lot of benefits from the women in the camps,  
19 better morale, cleanliness, probably less fighting than there  
20 was before. But get more women out there, I think it will  
21 change and it will help in construction. It will the safety,  
22 it will the injury. Women are more demanding of the safety  
23 standards. But until you get them out there--the biggest  
24 problem in the pipeline that I found in talking to the unions,  
25 the women didn't come in. They didn't want to go. If enough

1 of them had stood, they would have had to take them. It's  
2 hard to recruit them; they didn't want to. And then we could  
3 play by our rules, not their rules. That's all I was saying.

4 MS. SCHUHMANN: Thank you.

5 MS. ANDER: Could I just say one more thing?

6 MS. SCHUHMANN: Yes. Could you come up and  
7 identify yourself again, so that we have it on the record.

8 MS. ANDER: I'm Karen Ander from Homer,  
9 Alaska. And in regards to the union policy of making -- of  
10 dispatching people by request, it's my understanding that they  
11 only do so if that person who is requested has worked for that  
12 particular contractor before. And I've -- I know personally  
13 of an instance where a friend of mine was -- he'd worked for  
14 a contractor for one particular -- let's see, what am I trying  
15 to say. One guy was an engineer on a project with one contractor.  
16 This engineer went to another contractor. And they needed  
17 qualified surveyors, and he knew of my friend. And he tried  
18 to get him requested onto the job. But because my friend  
19 had not worked for that contractor before, the union would  
20 not dispatch him on request. And so they had to put it open  
21 call, and the call went to somebody else.

22 MS. SLAUGHTER: That was my concern. I  
23 know some of the women who go to the Labor hall here fairly  
24 regularly. And the problem lately has been an incredible  
25 preponderance of request calls. And what I was trying to get

1 at was if jobs are so scarce, if opportunities are almost  
2 nil, why can't the unions tell the contractors no, we're going  
3 to put it through as an open call; not a request call so people  
4 have an opportunity to bid on a job, depending on what their  
5 number is.

6 MS. ANDER: Um-hm. They will defend the  
7 right of the contractor to rehire people that they felt were  
8 good workers. And that's generally when they will request  
9 somebody back, is if they've been -- if they had to take a  
10 layoff for a couple of weeks or a month, and then the work  
11 picked up again. They'll want to hire those people back so  
12 that they have their former crews if they know that it was  
13 a good crew. And that's what the union would tell you, you  
14 know, and me. And that's all I know about it, and that one  
15 incident. That's all. I'm just saying how the Teamsters  
16 run that.

17 MS. SCHUHMANN: Thank you. Is there anyone  
18 else that would like to testify?

19 MS. WIKE: I have a question.

20 MS. SCHUHMANN: Yes.

21 MS. WIKE: Do you want me to come up there,  
22 it's just a quick one. It seems to me like there's been a  
23 lot of psychological mixups that have been going on in projects  
24 of that size. I know that when I discussed it with lots of  
25 people that had worked on the oil line in the pre-construction

1 and afterwards, that there were a lot of families split up;  
2 a lot of people from just the isolation of being in camps  
3 and that got goosey, you know, just from not being in with  
4 civilization. Is there any provision in camps or is there  
5 any testing being done -- you know, they test conservation  
6 of the soil, and the animals (indiscernible) but I mean, as  
7 to human beings, is there any testing done or results or  
8 research done on what happens to human beings? What's going  
9 on? I mean, there has been just enormous upheaval and it  
10 doesn't stop with the one project. It goes through broken  
11 families on down, you know.

12 MS. JONES: If I can answer that.

13 MS. SCHUHMANN: Um-hm, Dorothy.

14 MS. JONES: I can't recall the name of the  
15 organization, but there is an organization that was set up  
16 by the pipeline companies in Anchorage to deal with the  
17 emotional problems that resulted from stress from pipeline  
18 jobs. Does that.... ?

19 UNIDENTIFIED VOICE: Is there a study?

20 MS. SCHUHMANN: Is there a study, Dorothy,  
21 or was it just more of a service organization.

22 MS. JONES: I wrote a proposal, but they  
23 didn't fund it.

24 MS. DALE: What's the guy -- Behlke --

25 MS. SCHUHMANN: Chuck Behlke.

1 MS. DALE: -- Chuck Behlke, who was here  
2 today, the State Pipeline Coordinator, was talking about and  
3 I was asking him, talking about the socio-economic impact  
4 plan that's being negotiated right now. And after it's nego-  
5 tiated, then they'll get public input. So be on the lookout  
6 for that so that you can -- you know, you can go in and --  
7 and apparently they were talking about impact centers that  
8 would be where people could go if they had been impacted.

9 MS. SCHUHMAN: Yes, sir

10 MR. FINEBERG: I don't want to take up much  
11 of your time. My name is Richard Fineberg. I've been a  
12 freelance reporter, and had a chance to watch the oil pipeline  
13 at great length. And I think that as a Commission, I was --  
14 I think that you should be aware of the size of the audience  
15 and the makeup. When the first female testimony from the  
16 camps came at about 3:10, Cathy Carr-Lundfeldts -- I think I  
17 have my notes of who had already departed--Behlke, Alexander,  
18 and Kuhn I think heard a part of Neil Thomas. But they did  
19 not hear Cathy Carr-Lundfeldt. From there -- well, I think  
20 that you see the composition.

21 MS. SLAUGHTER: Um-hm.

22 MS. SCHUHMAN: Thank you.

23 MS. DALE: Thank you very much. That's  
24 important to have on the record.

25 UNIDENTIFIED VOICE: We all noticed.

1 MS. SCHUHMANN: I would like to end this  
2 portion of the meeting so that we can have Margaret end the  
3 tape. There's no further testimony so we can go off that  
4 record.

5 (END OF PROCEEDINGS)

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C E R T I F I C A T E

STATE OF ALASKA                    )  
  )  
FOURTH JUDICIAL DISTRICT        )

I, Margaret Johnson, Notary Public in  
and for the State of Alaska, residing at Fairbanks, Alaska,  
and electronic reporter for Fairbanks Court Reporting,  
Inc., do hereby certify:

That the annexed and foregoing transcript of proceedings  
was taken before me on the 20th day of March, 1981,  
at the Fairbanks North Star Borough Library auditorium,  
Fairbanks, Alaska, pursuant to notice to take the hearing  
on behalf of the Alaska Commission on the Status of Women

That this transcript of proceedings as heretofore  
annexed is a true and correct transcription of the testimony  
given at the hearing, taken by me electronically and there-  
after transcribed by me;

That the original of the transcript has been given  
to Ak. Commission on the Status of Women as requested.

I am not a relative, employee, attorney, or counsel  
of any of the parties, nor am I financially interested  
in this action.

IN WITNESS WHEREOF, I have hereunto set my hand and  
affixed my seal this 10th day of April, 1981.

Margaret Johnson  
Notary Public in and for Alaska  
My Commission expires: 10/4/84

REPORT  
TO  
Joint Special Committee on Legislative Salaries

Consultant: Frank Bickford

Date: October 29, 1985

## INTRODUCTION

As consultant to the Joint Special Committee on Legislative Salaries, I researched and analyzed all methods of legislative salaries, per diem and allowances. I as consultant also provided recommendations for selection of public members to the committee as well as serving as counsel to committee meetings.

The State of Alaska through the Legislative Affairs Agency, the Division of Legal Services, the Alaska State Legislature ( House of Representatives) Research Agency, the Council of State Governments, and the State of Alaska Library System provided me with information concerning legislative salaries, per diem, and allowances in Alaska and the other 49 states.

The recommendations of this report were based on the research and analyses of all the data acquired in regards to legislative pay.

## Conclusion

After researching and analyzing the methods of legislative salaries, per diem, and allowances in Alaska and in the other 49 states I recommend the following proposal.

Alaska legislators should be paid \$24,000 a year plus a \$6,000 a year expense budget, and per diem should be reinstated at \$109 a day with each presiding officer receiving an extra \$7,000 per year; the majority leader of each house receiving \$5,000 a year on top of their salaries and the chairs of each standing committee receiving an extra \$3,000 per year; and House and Senate minority leaders receiving \$2,500 extra a year.

The examples of the above findings are used in many other states. Lawmakers in leadership positions are given special allowances and legislators with additional duties are

paid extra as well.

Basically my recommendations would cut legislative pay approximately \$20,000 a year, but they would be granted extra allowances for leadership responsibilities. The base salary of legislators would be cut from \$46,800 per year to \$24,000 a year.

I believe that the Alaskan public will look at the recommendations provided with a better understanding than the present system of paying legislators. Legislative pay would be broken down by actual tasks performed rather than a lump sum that does'nt clearly define compensation.

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- \* Legislative Audit Report
- \* House Research Report
- \* Periodicals - State and Local Government Review  
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University of California Review

**Table 6**  
**LEGISLATIVE COMPENSATION: REGULAR AND SPECIAL SESSIONS**

State	Salaries			Travel allowance			Per diem living expenses	
	Regular sessions		Annual salaries	Special sessions		Cents per mile		Round trips home to capitol during session
	Per diem salary	Limit on days		Per diem salary	Limit on days			
Alabama			\$4,800			20	One	\$65 for 105C of regular session and 30C of special session
Alaska			\$48,000			0	One(a)	None
Arizona			\$15,000			20.5	Unlimited	\$40 (\$20 for those living inside Maricopa County) for first 120C of regular and all of special session; \$20 (\$10 for those living inside county) after 120C of regular session. (U)
Arkansas	(b)	(b)	\$7,500(b)			23	Weekly	Up to \$308/w. (V)
California			\$28,110			(c)	One(d)	\$62
Colorado			\$14,000			20 (24/4-wheel drive)	Weekly(e)	\$40 for those who do not live in Denver metro area. (U)
Connecticut			\$10,500			20	Unlimited	None
Delaware			\$12,255			15	Unlimited	None
Florida			\$12,000			20	Weekly	\$50 for 60C of regular session and all of special session. (U)
Georgia			\$7,200			20	Weekly	\$39, limited to 40L of regular session and 40L of special session(f)
Hawaii			\$13,650			(g)	Unlimited	\$20 for neighbor island legislators. (U)
Idaho			\$4,200(h)			18	Five	\$44 out-of-town members, \$25 Boise members. (U)
Illinois			\$28,000			20	Weekly	\$36 (U)
Indiana			\$9,600			24	Weekly	\$65 (U)
Iowa			\$13,700(i)	(i)	(i)	22	Weekly	\$30 for 120C in odd-numbered years and 100C in even-numbered years
Kansas	\$47	None		\$47	None	22	Weekly	\$50 (U)
Kentucky (j)	\$100	(k)		\$100	(l)	20.5	Weekly	\$75/C (U)
Louisiana	\$75(m)	85C	(m)	\$75(m)	None	21 or coach air fare if lives more than 100 miles away from capitol.	Weekly	(m)
Maine			(n)	\$35	None	22	One(o)	\$45 for meals and lodging or \$21 for meals only. (U)
Maryland			\$21,000			19	One per diem if no lodging expense was incurred that day	\$68 for lodging and meals. (V)
Massachusetts			\$30,000			Included in living expense allowance	See living expense allowance	Amount covering mileage, meals and lodging ranges from \$5 to \$50, depending on distance legislator's district is from Boston.
Michigan			\$33,200			29.5	Unlimited	\$6,700/y. (V)
Minnesota			\$18,500			26(p)	Weekly	\$36 outstate; \$23 metro. (U)
Mississippi			\$8,100	\$50	None	20	Weekly	\$44 actual daily attendance. (U)
Missouri			\$15,000			17	Weekly	\$35
Montana	\$49.21	90L		\$49.21	None	20.5	Four	\$45 (U)
Nebraska			\$4,800			21	One	None
Nevada	\$104	(q)		\$104	(q)	20	(r)	\$56 (V)
New Hampshire			\$100(s)	(s)	(s)	38/first 45 miles; 19 thereafter	Unlimited	None

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New Jersey			\$25,000			0		None
New Mexico	\$75	60C (odd) 30C (even)		\$75	30C	25	One	None
New York			\$32,960			0		\$55 (V)
North Carolina			\$6,936(t)			25	Weekly	\$30/C (U)
North Dakota	(u)	(v)		(u)	None	20	Weekly	(u)
Ohio			\$22,500			20	Weekly	None
Oklahoma			\$20,000			22	Weekly(w)	\$35 for each night away from home on state business during regular and special sessions. Legislators are only compensated for 90L during regular session, and as per governor's call order for special session (w)

State	Session	Compensation	Per Diem	Days	Notes
New Jersey	60C (odd)	\$25,000	\$75	30C	0
New Mexico	30C (even)	...	...	...	25
New York	...	\$32,960	...	...	0
North Carolina	...	\$6,936(l)	(u)	None	25
North Dakota	(u)	...	...	...	20
Ohio	...	\$22,500	...	...	20
Oklahoma	...	\$20,000	...	...	22
Oregon	...	\$8,400	...	...	0
Pennsylvania	...	\$35,000(x)	...	...	20
Rhode Island	\$5	60L	...	...	8
South Carolina	...	\$10,000(y)	...	...	23
South Dakota	...	\$3,200/odd(z)	...	...	21
		\$2,800/even(z)	...	...	19.96
Tennessee	...	\$8,308.08	(aa)	(aa)	(bb)
Texas	(aa)	\$7,200(aa)	\$25	30C	23
Utah 1984	\$25	60C(odd)	...	...	...
		20C(even)	...	...	...
1985	\$65	60C(odd)	\$65	25(dd)	...
		20C(even)	...	...	...
Vermont	\$55/L(ee)	(ee)	\$55/L	(ee)	20.5
Virginia	...	\$11,000	...	...	20.5
Washington	...	\$13,750	(ff)	(ff)	10
West Virginia	...	\$5,136(ff)	...	...	17
Wisconsin	...	\$22,631.04	...	...	21.5(gg)
Wyoming	\$30	40L(odd)	\$30	None	20
		20L(even)	...	...	...

Note: In many states, legislators who receive an annual salary or per diem salary also receive an additional per diem amount for living expenses. Consult appropriate columns for a more complete picture of legislative compensation during sessions. For information on interim compensation and other direct payments and services to legislators, see table on Legislative Compensation: Interim Compensation and Other Direct Payments.

Key:  
 ... — Not applicable  
 C — Calendar day  
 L — Legislative day  
 U — Unvouchered  
 V — Vouchered  
 d — day  
 m — month  
 y — year  
 w — week



Nebraska	...	\$4,800	...	...	16e if at state's convenience; 12 at employee's convenience	One	...
Nevada	\$80	60L	...	\$80	20L	17e	One \$44/C day [unvouchered]
New Hampshire	...	\$100	...	\$3	15L	30e 1st 45 mi.; 15e in excess of 45 mi. to max. 40C days (f)	Unlimited
New Jersey	...	\$10,000(1979) \$18,000(1980)	...	...	...	Railroad pass for interstate travel	...
New Mexico	\$40	60C(odd) 30C(even)	...	\$40	30C	10e	One
New York	...	\$23,500	...	...	...	16e	Weekly \$25/day on business part of day outside NYC; \$40/day on business overnight outside NYC; \$50/day on business overnight in NYC or out of state [vouchered]
North Carolina	...	\$6,000	...	...	...	17e	Weekly \$44/7-day wk. [unvouchered]
North Dakota	\$5	80N	...	\$5	None	10e	Weekly \$70/7-day wk. [unvouchered]
Ohio	...	\$22,500	...	...	...	15e	Weekly
Oklahoma	...	\$12,948	...	...	...	12e	Weekly \$35/4-day wk. paid only to legislators spending the night [unvouchered]
Oregon	...	\$7,848	...	...	...	...	...
Pennsylvania	...	\$25,000	...	...	...	15e	Weekly \$7,500 max. [vouchered]
Rhode Island	\$5	60L	...	...	...	8e	Each day of attendance
South Carolina	\$250	40L	...	\$250	None	18e	Weekly \$35 [vouchered]
South Dakota	...	\$3,600(1979) \$2,400(1980)	...	\$80	None	18e(1979) 19e(1980)	Weekly \$50/5-day wk. [unvouchered]
Tennessee	...	\$8,308	...	...	...	19.96e	Weekly \$66.47/90L days plus up to 13 organization days [unvouchered]
Texas	...	\$7,200	...	...	...	20e/car 25e/air	Weekly \$30/7-day wk. [unvouchered]
Utah	\$25	60C(odd) 20C(even)	...	\$25	30C	18e	Unlimited \$15/7-day wk. [unvouchered]
Vermont	...	\$7,500(1979)(g) \$2,000(1980)(g)	...	...	...	17e	Weekly \$17.50 if lives at home; \$37.50 if housed in capital [unvouchered]
Virginia	...	\$8,000(1980)	...	...	...	15e	Weekly Up to \$50 but no more than is allowed as a nonvouchered expense by the federal Internal Revenue Service (\$44) [unvouchered]
Washington	...	\$9,800	...	...	...	10e	One \$44/L day [unvouchered]
West Virginia	...	\$5,136	...	\$35	None	17e	Weekly \$30/7-day wk. lodging or up to \$30 travel expenses if commuting [vouchered]; legislators living in Charleston, \$20 for meals but may not receive travel and lodging expenses [unvouchered]
Wisconsin	...	\$19,767	...	...	...	18e	Weekly \$30 outside Madison; \$15 inside Madison [unvouchered]
Wyoming	\$30	40L(odd) 20L(even)	...	\$30	None	12e	One \$36/7-day wk. [unvouchered]
Guam	...	\$18,000	...	...	...	...	...
Puerto Rico	...	\$9,600	...	...	...	30e/km. and no less than \$20	Weekly \$35 if in residence within 50 km. of capital; \$45 if over 50 km. [unvouchered]
Virgin Islands	...	\$15,000	...	...	...	Legislative cars	Unlimited \$30 for senators who must engage in interstate travel to attend sessions [vouchered]

## Key:

C-- Calendar day

L-- Legislative day

N-- Natural day (24 hours)

(a) Members are furnished a leased car up to \$220/month, including gasoline and maintenance. Actual and necessary expenses for commercial air fare.

(b) Salary will be adjusted to the nearest dollar by the average percent increase of salary adjustment provided by state civil service pay plan.

(c) Paid on calendar day basis.

(d) Within an 85C day period.

(e) Effective 1981: \$35 meals &amp; housing or \$17/day meals; mileage up to \$20/day [vouchered].

(f) Effective December 1980: 38e 1st 45 miles; 19e in excess of 45 miles.

(g) Up to this amount depending on length of session.

**Table 7**  
**LEGISLATIVE COMPENSATION: REGULAR AND SPECIAL SESSIONS**

State or other jurisdiction	Salaries			Travel allowance				
	Regular sessions		Annual salaries	Special sessions		Per mile	Round trips home to capital	Living expenses per day
	Amount per day	Limit on days		Amount per day	Limit on days			
Alabama	\$10	105C	...	\$10	30C	10e	One	\$63 up to 105C [unvouchered]
Alaska	...	...	\$11,750	...	...	25e	One	\$55 [unvouchered]
Arizona	...	...	\$6,000	...	...	17e by car; 25e by air	Unlimited	\$40 (\$20 for legislators from Maricopa County) for first 120 days of regular session; after that, \$20 and \$10 respectively [vouchered]
Arkansas	\$20	None	\$7,500	\$20	None	18e	Weekly	\$308/wk. [vouchered]
California	...	...	\$25,555 \$28,110 (1981)	...	...	15e(a)	One	\$46/7-day wk. except when in recess 4 or more days [unvouchered]
Colorado	...	...	\$12,000	...	...	14e	Weekly	\$20 (\$10 for legislators from Denver metro area) [unvouchered]
Connecticut	...	...	\$8,500 (1979) \$6,500 (1980)	...	...	15e	Unlimited	...
Delaware	...	...	\$9,630	...	...	15e	Unlimited	...
Florida	...	...	\$12,000	...	...	14e	Weekly	\$35/7-day wk. [unvouchered]
Georgia	...	...	\$7,200	...	...	15e	Weekly	\$44/7-day wk. [unvouchered]
Hawaii	...	...	\$12,000	M	...	20e	Unlimited	\$20 for legislators from outside Oahu [unvouchered]
Idaho	...	...	\$4,200	...	...	15e	Five	\$44 each calendar day of session if residence in capital (\$25 if lives at home) [unvouchered]
Illinois	...	...	\$25,000 (1979) \$28,000 (1980)	...	...	20e	Weekly	\$36/L day [unvouchered]
Indiana	...	...	\$6,000	\$35	30L	16e	Weekly	\$44/7-day wk. [unvouchered]
Iowa	...	...	\$12,000 (1980) \$12,800 (1981) \$13,700 (1982)	\$40	None	15e 20e(1981)	Weekly	\$30/7-day wk. for 120 days in odd years & for 100 days in even years [unvouchered]
Kansas	\$35 (1980) \$40 (1981)(b)	None (odd) 90C (even)	...	\$35	None	17e	Weekly	\$44 (\$50 in 1981)/7-day wk. [unvouchered]
Kentucky	\$50	60L(c)	...	\$50	None	16e	11	\$75/7-day wk. [unvouchered]
Louisiana	\$50	60L(d)	...	\$50	30C	19e	Weekly	...
Maine	...	...	\$4,500(1979) \$2,500(1980)	...	...	18e	Weekly	\$25 meals & housing or \$12/day meals; mileage up to \$13/day [vouchered] (e)
Maryland	...	...	\$16,000(1979) \$16,750(1980) \$17,600(1981) \$18,500(1982)	...	...	14e	Daily if not lodging; weekly if lodging	\$50 max. meals & lodging (\$20 max. for meals); out of state: \$75/diem max. lodging & meals actual & necessary for travel [vouchered]
Massachusetts	...	...	\$17,840(1979) \$20,334(1980) \$21,050(1981) \$21,764(1982)	...	...	Varies	Unlimited	Each member, depending on residence, receives per diem allowance for mileage, meals & lodging from \$2 to \$32 per L day [unvouchered]
Michigan	...	...	\$25,500(1979) \$27,000(1980)	...	...	17e	Weekly	\$4,900 max. (\$5,200 in 1981) [vouchered]
Minnesota	...	...	\$16,500(1979) \$18,500(1980)	...	...	19e	Weekly	\$17 metro; \$27 out of state [unvouchered]
Mississippi	...	...	\$8,100	\$50	...	12e	Weekly	\$30 actual daily attendance [unvouchered]
Missouri	...	...	\$15,000	...	...	17e	Weekly	\$35 actual daily attendance [unvouchered]
Montana	\$35.50	90L	...	\$35.50	None	17e	Two	\$40/7-day wk. [unvouchered]

Nebraska	...	...	\$4,800	...	...	16e if at state's convenience; 12 at employee's convenience	One	...
Nevada	\$80	60L	...	\$80	20L	17e	One	\$44/C day [unvouchered]
New Hampshire	...	...	\$100	\$3	15L	30e 1st 45 mi.; 15e in excess of 45 mi. to max. 40C days (f)	Unlimited	...
New Jersey	...	...	\$10,000(1979) \$18,000(1980)	...	...	Railroad pass for interstate travel	...	...
New Mexico	\$40	60C(odd) 30C(even)	...	\$40	30C	10e	One	...
New York	...	...	\$23,500	...	...	16e	Weekly	\$25/day on business part of day outside NYC; \$40/day on business overnight outside NYC; \$50/day on business overnight in NYC or out of state [vouchered]
North Carolina	...	...	...	...	...	17e	Weekly	\$44/7-day wk. [unvouchered]

New Hampshire			\$100	\$3	15L	38/1st 45 mi. \$19/in excess of 45 miles \$50 max.	Unlimited	...
New Jersey			\$18,000			Intrastate railroad pass	...	...
New Mexico	\$40	60C (odd) 30C (even)		\$40	30C	10	One	...
New York			\$30,804			23	Weekly	\$55/day for actual & necessary expenses (V)
North Carolina			\$6,936			25	Weekly	\$50/7-day week (U); plus addtl. expense allowance of \$172/mo.
North Dakota	\$5	80L	\$22,500	\$5	None	10	Weekly	\$85/7-calendar days (U)
Ohio			\$18,000			20	Weekly	...
Oklahoma			\$18,000			22	Weekly	\$35/4-day week paid only to legislators spending the night (U)
Oregon			\$8,400			...	...	\$44/7-day week (U)
Pennsylvania			\$25,000			17	Weekly	\$10,000 max. (V)
Rhode Island	\$5	60L				8	Each day of attendance	...
South Carolina	\$250	40L	\$10,000	\$250	None	23	Weekly	\$50 (V)
South Dakota			\$3,200(b) \$2,800(c)	\$90	None	21	Weekly	\$50/5-day week (U)
Tennessee			\$8,308			\$19.96(i)	Weekly	\$66.47/90L plus up to 15 org. days (U)
Texas			\$7,200			23/car; 30/single- engine aircraft; 40/ twin-engine aircraft	Weekly	\$30/7-day week (U)
Utah	\$25	60C (odd) 20C (even)		\$25	30C	23	Unlimited	\$15/7-day week (U)
Vermont			\$7,500(j) \$2,000(j)			22	Daily for com- muters, weekly for boarders	\$17.50 for food if commuting; \$25 for room and \$20 for meals if boarding in capital (U)
Virginia			\$8,000			20	Weekly	Up to \$50 but no more than is allowed as a non-vouchered expense by the federal Internal Revenue Service (U)
Washington			\$11,200 \$9,800(k)			10	One	\$44/L (U).
West Virginia			\$5,136	\$35	None	17	Weekly	\$30/7-day week lodging, or up to \$30 travel expenses if commuting (V); legislators living in Charleston, \$20 meals but may not receive travel & lodging expenses (U)
Wisconsin			\$22,638 \$19,767(k)			20.5	Weekly	\$30 outside Madison, \$15 inside Madison (U)
Wyoming	\$30(d)	40L (odd) 20L (even)		\$30	None	12	One	\$44/7-day week (U)
American Samoa			\$12,000			(l)	...	(l)
Puerto Rico			\$20,000			30/km. & no less than \$20	Weekly	\$35 if in residence within 50 km. of capitol; \$45 if over 50 km. (U)

## Key:

C—Calendar day  
L—Legislative day  
U—Unvouchered  
V—Vouchered

(a) Members are furnished a leased car up to \$265/month including gasoline and maintenance. Actual and necessary for commercial air fare.

(b) 1983. Maryland: unless reduced or rejected by General Assembly.

(c) 1982.

(d) Paid on calendar day basis.

(e) 1984.

(f) Within an 85C period; paid for 85C.

(g) For travel exceeding 100 miles air travel may be paid in lieu of 21 cents per mile.

(h) Allowance up to \$3,500 maximum per regular session and \$1,000 per special session.

(i) Actual commercial travel expenses on out-of-state travel; however, not to exceed amount which would have been allowed for travel in a personal vehicle.

(j) Up to this amount during the biennium, to be paid at a rate of \$250 weekly during regular sessions and \$50 for each day of special session.

(k) For holdover senators only.

(l) Same as all other government employees.

Table 5  
LEGISLATIVE COMPENSATION: REGULAR AND SPECIAL SESSIONS

State or other jurisdiction	Salaries			Special sessions		Travel allowance		
	Regular sessions Amount per day	Limit on days	Annual salaries	Amount per day	Limit on days	Per mile	Round trips home to capital	Living expenses per day
Alabama	\$10	105C	...	\$10	30C	10	One	\$65 up to 105C (U)
Alaska	...	...	\$18,768	...	...	25	One	Depending on residence \$50 to \$67 (U)
Arizona	...	...	\$15,000	...	...	22.5	Unlimited	\$40 (\$20 for legislators from Maricopa County) for first 120 days of regular session; after that, legislators receive \$20 and \$10 respectively (V)
Arkansas	\$20	None	\$7,500	\$20	None	23	Weekly	\$308/wk. (V)
California	...	...	\$28,110	...	...	15(a)	One	\$50/7-day week except when in recess four or more days (U)
Colorado	...	...	\$14,000	...	...	20 (24/4-wheel drive)	Weekly	\$40 (\$20 for legislators from Denver metro area) (U)
Connecticut	...	...	\$9,500(b) \$7,500(c)	...	...	15	Unlimited	...
Delaware	...	...	\$11,400	...	...	15	Unlimited	...
Florida	...	...	\$12,000	...	...	20	Weekly	\$50/7-day week (U)
Georgia	...	...	\$7,200	...	...	18	Weekly	\$44/7-day week (U)
Hawaii	...	...	\$13,650	...	...	20	Unlimited	\$20 for legislators from outside Oahu (U)
Idaho	...	...	\$4,200	...	...	18	Five	\$44 each calendar day of session if residence in capital (\$25 if lives at home) (U)
Illinois	...	...	\$28,000	...	...	20	Weekly	\$36/L (U)
Indiana	...	...	\$9,600	...	30L	22	Weekly	\$50/7-day week (U)
Iowa	...	...	\$13,700	\$40	None	20	Weekly	\$30/7-day week for 120 days in odd years and 100 days in even years (U)
Kansas	\$42	None (odd) 90C (even)	...	\$42	None	22	Weekly	\$50/7-day week (U)
Kentucky	\$50 \$100(e)	60L(d)	...	\$50	None	22.5	Eleven	\$75/7-day week (U)
Louisiana	\$75	60L(f)	\$16,800	\$75	30C	21(g)	Weekly	...
Maine	...	...	\$4,500(b) \$2,500(c)	\$25	...	20	Weekly	\$35/day before and each day of session, or \$17/day meals; mileage up to \$20/day (V)
Maryland	...	...	\$18,500 \$21,000(b)	...	...	18	Daily if not lodging; weekly if lodging	\$50 max. meals & lodging (\$20 max. for meals); out of state: \$75/diem max. meals & lodging actual & necessary for travel (V)
Massachusetts	...	...	\$19,125	...	...	Varies	Unlimited	Each member depending on residence receives a per diem allowance for mileage, meals and lodging from \$5 to \$45/L (U)
Michigan	...	...	\$31,000	...	...	26.5	Weekly	\$6,200 max. (V)
Minnesota	...	...	\$18,500	...	...	24	Weekly	Up to \$23 metro; up to \$36 out of state (U)
Mississippi	...	...	\$8,100	\$50	...	20	Weekly	\$44 actual daily attendance (U)
Missouri	...	...	\$15,000	...	...	17	Weekly	\$35 actual daily attendance (U)
Montana	\$43.74(h)	90L	...	\$43.74(h)	None	20(h)	Two (U) Two (V)	\$45/7-day week (U)
Nebraska	...	...	\$4,800	...	...	21	One	...
Nevada	\$104	60C	...	\$104	20C	20	Unlimited(h)	\$44/C (U)

New Hampshire	...	...	\$100	\$3	15L	38/1st 45 mi. \$19/in excess of 45 miles \$50 max.	Unlimited	...
New Jersey	...	...	\$18,000	...	...	Intrastate railroad pass	...	...
New Mexico	\$40	60C (odd) 30C (even)	...	\$40	30C	10	One	...
New York	...	...	\$30,804	...	...	23	Weekly	\$55/day for actual & necessary expenses (V)
North Carolina	...	...	\$6,936	...	...	25	Weekly	\$50/7-day week (U); plus addtl. expense allowance of \$172/mo.
North Dakota	\$5	80L	...	\$5	None	10	Weekly	\$85/7-calendar days (U)

ICERS AND LEADERS  
ed by all members of their

TABLE 7  
LEGISLATIVE SALARIES AND RETIREMENT SYSTEMS  
As of late 1975

Ldr.; Asst. Maj. Ldr.; Min. Ldr.; Asst.  
t. Maj. Ldr.; Min. Ldr.; Asst. Min. Ldr.  
j. Whips (4); Maj. Caucus Chmn.; Maj.  
Ldr.; Asst. Min. Ldr.; Min. Whips (2);  
n. Caucus V-Chmn.; Parliamentarian  
ASST. MAJ. LDR.; MAJ. FLR. LDR.;  
N.; MAJ. CAUCUS V-CHMN.; MAJ.  
MIN. LDR.; ASST. MIN. LDRS. (3)  
IN. CAUCUS CHMN.; MIN. CAUCUS

fin. Whip  
Whip; Min. Ldr.; Min. Whip; Asst. Min.

dr.; Min. Ldr.; Min. Whip  
Min. Whip  
Ldr.; Min. Ldr.  
n. Ldr.; Min. Caucus Chmn.  
Pro Tem.; Maj. Flr. Ldr.; Maj. Whip;  
Maj. Caucus Secy.; Min. Flr. Ldr.;  
Ldr.; Min. Whip; Min. Caucus Chmn.;

Asst. Maj. Flr. Ldr.; Maj. Whip; Maj.  
Ldr.; Asst. Min. Flr. Ldrs. (2); Min.  
Caucus V-Chmn.; Min. Org. Ldr.;

Whip; Min. Ldr.; Min. Whip  
r.; Asst. Maj. Ldr.; Maj. Caucus Chmn.;  
dr.; Min. Caucus Chmn.; Min. Caucus

Asst. Maj. Flr. Ldr.; Maj. Caucus  
Secy.; Maj. Caucus Sgt. at Arms; Min.  
Chmn.; Min. Caucus V-Chmn.; Min.

dr.  
Ldr.

n. Ldr.; Min. Whip

PRES. PRO TEM.

State or other jurisdiction	Constitutional provisions for salaries	Regular sessions			Other salaried compensation			Retirement	
		Per diem Amount per day	Limit on days	Salary (biennial total)	Special sessions Amount per day	Limit on days	Committee business amount per day	Retirement system-type	Membership-type
Alabama	Cn	\$10	30L	.....	\$10	30L	\$50	None	...
Alaska	Lg	..	..	\$29,440	..	..	..	SL(a)	Cm
Arizona	CB;RF	..	..	12,000	..	..	..	PE	Cm
Arkansas	Cn	20	60C(b)	2,400	6	None(c)	45	PE(d)	Cm
California	Lg	..	..	42,240(e)	..	..	..	SL	Op
Colorado	Lg	..	..	15,200	..	..	35(f)	PE	Op
Connecticut	Lg	..	..	11,000	25(g)	None	..	SL	Op
Delaware	Lg	..	..	18,000	..	..	..	PE	Cm
Florida	Lg	..	..	24,000	..	..	..	(h)	(h)
Georgia	Lg	..	..	14,400	..	..	..	PE	Cm
Hawaii	Lg;CB	..	..	24,000	..	..	..	PE	Op
Idaho	Cn	10	60C	.....	10	20C	..	PE	Cm
Illinois	Lg	..	..	40,000	..	..	..	SL	Op
Indiana	Lg	..	..	12,000	35	30L	..	None	..
Iowa	Lg	..	..	16,000	40	None	40	None	..
Kansas	Lg	35	None(l)	.....	35	None	35	PE	Op
Kentucky	Lg	25	60L(j)	.....	25	None	25	PE	Cm
Louisiana	Lg	50	60L	.....	50	30C	50	PE	Op
Maine	Lg	..	..	3,850	25	None	25	PE	Op
Maryland	Lg;CB	..	..	25,000	..	..	..	SL	Op
Massachusetts	Lg	..	..	25,376	..	..	..	PE	Op
Michigan	Lg;CB	..	..	38,000	..	..	..	SL	Op
Minnesota	Lg	..	..	16,800	..	..	..	SL	Cm
Mississippi	Lg	..	..	16,200	..	..	..	PE	Cm(k)
Missouri	Lg	..	..	16,800	..	..	..	PE	Cm
Montana	Lg	20(e)	90L	.....	20	None	20	PE	Op
Nebraska	Cn	..	..	9,600	..	..	..	None	..
Nevada	Lg	60	60L	.....	60	20L	40(l)	SL	Cm
New Hampshire	Cn	..	..	200	3	15L	..	None	..
New Jersey	Lg	..	..	20,000	..	..	..	PE;SL	Cm
New Mexico	Cn	40	60C(i)	.....	40	30C	40	PE(d)	Op
New York	Lg	..	..	47,000	..	..	..	PE(m)	Op
North Carolina	Lg	..	..	9,600	..	..	..	None	..
North Dakota	Cn	5	60L	.....	5	None	30	PE(d)	Op
Ohio	Lg	..	..	35,000	..	..	..	PE	Op
Oklahoma	CB	..	..	19,920	..	..	25(n)	PE	Cm
Oregon	Lg	..	..	10,560(e)	..	..	..	PE	Op
Pennsylvania	Lg	..	..	31,200	..	..	..	PE	Op
Rhode Island	Cn	5	60L	.....	..	..	..	PE(d)	Op
South Carolina	Lg	175	40L	.....	175	40L	25	SL	Cm
South Dakota	Lg	..	..	5,000	67.67	None	25	None	..
Tennessee	Lg	..	..	12,481(o)	..	..	..	PE	Op
Texas	Cn	..	..	14,400	..	..	..	SL	Op
Utah	Cn	25	60C(l)	.....	25	30C	25	SL	Op
Vermont	Lg	30	(p)	.....	..	..	30	None	..
Virginia	Lg	..	..	10,950	..	..	..	PE	Cm
Washington	Lg	..	..	7,600	..	..	..	SL	Op
West Virginia	CB;Lg	..	..	9,600	35	None	35(l)	PE	Op
Wisconsin	(q)	..	..	31,356(e)	..	..	..	PE	Op
Wyoming	Lg	15	(r)	.....	15	None	15	None	..
American Samoa	Lg	..	..	12,000	..	..	..	PE	Op
Guam	Lg	..	..	48,000	..	..	..	PE	Op(h)
Puerto Rico	Lg	..	..	19,200	..	..	..	PE	Cm
Virgin Islands	Lg	..	..	30,000	..	..	..	PE	Op

Key: Cn—Constitution  
Lg—Legislature  
RF—Referendum  
CB—Constitutional Board  
PE—Statewide Public Employee  
SL—Special Legislative  
Op—Optional  
Cm—Compulsory  
C—Calendar days  
L—Legislative days

(a) Elected Public Officers Retirement System.  
(b) Daily pay continues if session extended by 1/2 vote in both houses.  
(c) Legislature may not remain in session more than 15 days after disposing of matters in Governor's call.  
(d) Special provisions for legislators.  
(e) Effective December 1976: California, \$46,464; effective January 1977: Montana, \$31.60/day; Oregon, \$11,016; Wisconsin, \$35,686.  
(f) \$35 per day for committee attendance up to \$1,050 maximum. Joint Budget Committee members have a \$3,500 maximum for budget committee attendance in addition to \$1,050 maximum.  
(g) For each day beyond the ninth day.  
(h) Legislators may choose to join the compulsory statewide

public employee pension system or the optional (elected officers class) special legislative retirement system.  
(i) Limit on first session; second session limitation: Kansas 90C days unless extended by 1/2 vote of all members; New Mexico 30C; Utah 20C.  
(j) Legislators are paid for Sundays and holidays during sessions. Thus compensation period usually is 72 to 74 days.  
(k) Unless over age 65.  
(l) Applicable to members of certain committees only. West Virginia: payable only to members of Joint Committee on Government and Finance and Commission on Interstate Cooperation to a limit of \$1,050 per year.  
(m) Repealed for all legislators elected after July 1, 1973.  
(n) For 20 days, unless authorized by the Executive Committee of the Legislative Council.  
(o) Income will be adjusted annually on July 1 to correspond to the percentage of change in the per capita personal income in the State for the preceding fiscal year.  
(p) Paid at \$150 per week during session to a maximum of \$4,500 for biennium.  
(q) Beginning with the 1975 session, legislative salaries will be set according to salary ranges determined by the Bureau of Personnel.  
(r) The Legislature is limited to meeting no more than 40L days in the odd year out of 60L days during the biennium. The legislators are paid on a calendar day basis.

LEGISLATURES AND LEGISLATION

TABLE 6  
LEGISLATIVE SALARIES AND RETIREMENT SYSTEMS  
As of late 1973

State or other jurisdiction	Compensation set by	Regular sessions			Other income			Retirement	
		Per diem		Salary (biennial total)	Special sessions		Committee business amount per day	Retirement system—type	Membership—type
		Amount per day	Limit on days		Amount per day	Limit on days			
Alabama	C	\$10	36L	.....	\$10	36L	\$25	None	...
Alaska	L	..	..	\$18,000	..	..	..	PE	Op
Arizona	C;CC	..	..	12,000	..	..	..	PE	Cm
Arkansas	C	20	60C(a)	2,400	6	None(b)	25	PE(c)	Cm
California	L	..	..	38,400(d)	..	..	..	SL	Op
Colorado	L	..	..	15,200	30	20C	35(e)	PE	Op
Connecticut	L	..	..	13,000	25(f)	None	..	SL	Op
Delaware	L	..	..	12,000	..	..	..	PE	Cm
Florida	L	..	..	24,000	25	None	25	(g)	(g)
Georgia	L	..	..	14,400	..	..	..	PE	Cm
Hawaii	L;CC	..	..	24,000	..	..	..	PE	Op
Idaho	L;CC	10	60C	..	10	20C	25	PE	Op
Illinois	L	..	..	35,000	..	..	..	SL	Cm
Indiana	L	..	..	12,000	25	30L	..	None	..
Iowa	L	..	..	11,000(h)	40	None	40	None	..
Kansas	L	10	None(i)	.....	10	None	10	PE	Op
Kentucky	L	25	60L(j)	.....	25	None	25	PE	Cm
Louisiana	L	50	60C(i)	.....	50	30C	25	PE	Op
Maine	L	..	..	3,500	25	None	25	PE	Op
Maryland	CC	..	..	22,000	..	..	25	SL	Op
Massachusetts	L	..	..	25,376	..	..	..	PE	Op
Michigan	CC	..	..	34,000	..	..	..	SL	Op
Minnesota	L	..	..	16,800	..	..	..	PE	Cm
Mississippi	L	..	..	10,000	22.50(k)	None	22.50	SL	Cm(l)
Missouri	L	..	..	16,800	..	..	..	PE	Cm
Montana	L;CC	20	60L	.....	20	None	20	PE	Op
Nebraska	C;L	..	..	9,600	..	..	..	None	..
Nevada	L	60	60L	.....	60	20L	25(m)	SL	Cm
New Hampshire	C	..	..	200	3	15L	..	None	..
New Jersey	C;L	..	..	20,000	..	..	..	PE;SL	Cm
New Mexico	C;L	36	60C(i)	.....	36	30C	36	PE(c)	Op
New York	C;L	..	..	30,000(h)	..	..	..	PE(n)	Op
North Carolina	L	..	..	4,800	..	..	..	SL	Cm
North Dakota	L	5	60L	.....	5	None	30	None	..
Ohio	L	..	..	28,000(h)	..	..	..	None	..
Oklahoma	CB	..	..	18,960	..	..	25(o)	PE	Cm
Oregon	L	..	..	9,600	..	..	..	None	..
Pennsylvania	L	..	..	31,200	..	..	..	PE	Op
Rhode Island	L	5	60L	.....	..	..	..	PE(c)	Op
South Carolina	L	100	40L	.....	100	40L	25	SL	Cm
South Dakota	L	..	..	5,000	67.67	None	25	None	..
Tennessee	L	..	..	11,030(p)	..	..	..	PE	Op
Texas	C	..	..	9,600	..	..	..	SL	Op
Utah	C;L	25	60C(l)	.....	25	30C	25	SL	Op
Vermont	L	30	(q)	.....	..	..	30	None	..
Virginia	L	..	..	10,950	..	..	..	PE	Cm
Washington	L	..	..	7,200(h)	..	..	..	SL	Op
West Virginia	C;L	..	..	6,600	35	None	35(m)	SL	Op
Wisconsin	(r)	..	..	19,800(h)	..	..	..	PE	Op
Wyoming	L	15	(a)	.....	15	None	15	None	..
American Samoa	C;L	..	..	12,000	..	..	..	PE	Op
Guam	L	..	..	24,128	..	..	..	PE	Op
Puerto Rico	L	..	..	19,200	..	..	..	PE	Cm
Virgin Islands	L	..	..	18,000	..	..	..	PE	Op

Key: C—Constitution  
L—Legislature  
CC—Compensation Commission  
CB—Constitutional Board  
PE—Statewide Public Employee  
SL—Special Legislative  
Op—Optional  
Cm—Compulsory

(a) Daily pay continues if session extended by 3/4 vote in both houses.  
(b) Legislature may not remain in session more than 15 days after disposing of matters in Governor's call.  
(c) Special provisions for legislators.  
(d) Effective December 2, 1974: \$42,400.  
(e) \$35 per day for committee attendance up to \$1,050 maximum. Joint Budget Committee members have a \$3,500 maximum for budget committee attendance in addition to \$1,050 maximum.  
(f) For each day beyond the ninth day.  
(g) Legislators may choose to join the compulsory statewide public employee pension system or the optional (elected officers class) special legislative retirement system.  
(h) Effective January 1975. Iowa: \$16,000; New York: \$47,000; Ohio: \$35,000; Washington: \$7,600 for members elected in 1974; Wisconsin: \$31,362.

(i) Limit on first session; second session limitation: Kansas 60C days unless extended by 3/4 vote of all members; Louisiana 30C; New Mexico 30C; Utah 20C.  
(j) Legislators are paid for Sundays and holidays during sessions. Thus compensation period usually is 72 to 74 days.  
(k) Paid for seven days per week while in session.  
(l) Unless over age 65.  
(m) Applicable to members of certain committees only. West Virginia: payable only to members of Joint Committee on Government and Finance and Commission on Interstate Cooperation to a limit of \$1,050 per year.  
(n) Repealed for all legislators elected after July 1, 1973.  
(o) For 20 days.  
(p) Income will be adjusted annually on July 1 to correspond to the percentage of change in the per capita personal income in the State for the preceding fiscal year.  
(q) Paid at \$150 per week during session to a maximum of \$4,500 for biennium.  
(r) Beginning with the 1975 session, legislative salaries will be set according to salary ranges determined by the Bureau of Personnel.  
(s) The Legislature is limited to meeting no more than 40L days in the odd year out of 60L days during the biennium. The legislators are paid on a calendar day basis.

CAL. EFF. 12/6/76 SAL. YR 1975-1976 (\$21,120) to \$23,231.

Actual expenses or one weekly round trip at 17¢ per mile and \$20 per diem vouchered for lodging and actual expenses. Legislative expenses only effective for legislators elected in 1974.  
(d) Actual and necessary expenses incurred for attendance at legislative functions, meals, and other expenses, including mileage, from \$1.00 to \$32 per day.  
(e) Effective January 1975; New York \$40 actual and necessary; Wyoming \$36.  
(f) Same as all other government employees.  
(g) Use of legislative cars, travel vouchers.

Abbreviations: L—Legislative days; C—Calendar days.  
(a) In lieu of air fare/common carrier.  
(b) Each legislator is allowed the use of a car purchased and maintained by the State for public transportation. Each legislator is also reimbursed for the actual expense of any other mode of transportation.  
(c) For legislators living outside the Denver metropolitan area only: daily round trip or one weekly round trip and \$10 per diem, whichever is less. For legislators from Denver receive no expense allowance. Effective January 1975; For legislators living outside the Denver metropolitan area only: daily round trip at 12¢ per mile and \$10 per diem vouchered for

SALARIES AND COMPENSATION OF LEGISLATORS

State or other jurisdiction	Compensation set by	Salary and daily pay							Travel and expense allowances					
		Regular session				Special session			During session			Between sessions		
		Amount per day	Limit on no. of days of pay		Annual salary	Biennial salary	Amount per day	Limit on no. of days of pay	Per mile	Round trips home to capitol	Expenses per day*	Per mile	For expenses on committee business per day	Other per month
			Annual session	Biennial session										
Alabama	Const.	\$10	36 L			\$10	36 L	10 <sup>f</sup>	One	\$20; 300(a, b)			\$ 300(a, b)	
Alaska	Stat.			\$ 9,000			15	15	One	35; 4,000(c)				
Arizona	Const.(d)			6,000			10	10	Unlimited	20(e)	10 <sup>g</sup>	(f)		
Arkansas	Const.	20	60 C(g)		\$ 2,400	6		5	One				150(h, i)	
California	Stat.			19,200				(j)	(j)	30	(j)	30		
Colorado	Stat.			7,600			10	10	(k)	10(l)	10	35(m)		
Connecticut	Stat.			2,000		25(n)	10	10	Daily	1,500(b, o)		25(p)	1,500(b, o)	
Delaware	Const.			6,000			15	15	Unlimited	25(c)				
Florida	Stat.			12,000			10	10	Weekly	25	10	25	300(b)	
Georgia	Stat.			4,200			10	10	Weekly	25	10	25		
Hawaii	Const./Stat.(q)			12,000					Unlimited(r)	750(b, s); 20(t)		(u)		
Idaho	Const. & Comp. Comm.	10	60 C			10	20 C	10	Five	35	(v)	25	3.50(a, b)	
Illinois	Stat.			17,500			15	15	Weekly	50(c); 3,600(w)			3,600(w)	
Indiana	Stat.			6,000			10	10	Weekly	25	10	25	60(a, b)	
Iowa	Stat.			5,500		40		10	Weekly	15(x)	10	40(y)		
Kansas	Stat.	10	90 C(z)			10	30 C	9	Weekly(aa)	25(ab)			100(i, ac)	
Kentucky	Stat.	25	60 L(ad)			25	15	15	One	25; 50(c)	8	25	300(b)	
Louisiana	Stat.	50	60 C(z)			50	30 C	10	(ae)	500(a, b)	10	50	500(a, b)	
Maine	Stat.				2,500	20		10	Weekly	7; 9(af)	(v)	(v)		
Maryland	Comp. Comm.			11,000				10	Unlimited(l)	25(i)	10	25(i)	2,500(i, ag); 5,000(i, ag)	
Massachusetts	Stat.			11,400		(ah)			Daily	(ai); 1,200(b, w)			1,200(b, w)	
Michigan	Comp. Comm.			17,000			10	10	Weekly	20(aj)		(v)		
Minnesota	Stat.				9,600		10	10	One	24; 16(ak)	10	25		
Mississippi	Stat.			5,000		22.50		(al)	Weekly	12.50(am)			100(b)	
Missouri	Stat.				16,800		10	10	Semi-monthly	10				
Montana	Stat.	20	60 C			20	60 C	9	Two	25	9	(v)		
Nebraska	Const./Stat.			4,800			10	10	One	160(c)				
Nevada	Stat.	40(an)	60 C			40(an)	20 C	12	(ao)	30; 60(c); 250(ap)			(aq)	
New Hampshire	Const.				200	3	15 L	25(ar)	Daily		25(ar)	(v)		
New Jersey	Const./Stat.			10,000				(as)		(at)				
New Mexico	Const./Stat.	36	60 C(z)			36	30 C	10	One	(au)	10	36		
New York	Const./Stat.			15,000				(v)	Weekly	5,000(b, w)		(v)	5,000(b, w)	
North Carolina	Stat.			2,400			10	10	Weekly	25; 50(a)	10	25	50(a, b)	
North Dakota	Const.	5	60 L			5	10	10	Three	40; 50(a, b)	10	30(av)	50(a, b)	
Ohio	Stat.			12,750			10	10	Weekly					
Oklahoma	Const. Bd.			9,000			10	10	Weekly	(c, aw)	9(ax)	25(ax)		
Oregon	Stat.				6,550				Weekly	25	8	(au)	125(b)	
Pennsylvania	Stat.			7,200			10	10	Weekly	8,400(w)			8,400(w)	
Rhode Island	Const.	5	60 L				8	8	Unlimited					
South Carolina	Const./Stat.			4,000		100		9	Weekly	25(ay); 15(c)				

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South Dakota	Stat.			3,000(az)	20																
Tennessee	Const./Stat.			3,600	30	30 L	10	One	30(am)	9	16										
Texas	Const.			4,800			10	One	12(ba)											875(i, bb); 2,400(i, bb)	
Utah	Const./Stat.	25	60 C(r)		25	30 C	10	Weekly	15												
Vermont	Stat.				150(bc)			Weekly	8; 12.50(bd)	8	8	8	12.50(bd)								
Virginia	Stat.			5,475				Weekly	31.25	9	35										
Washington	Stat.				7,200			One	40	10	25									50	
West Virginia	Comp. Comm.			3,300	35			Weekly	15, 10(bf)	10	10	10	15, 10(bf); 35(bg)								
Wisconsin	Jt. Finance Comm.			8,900				(bh)	20(bi)	(v)										25; 40(bj)	
Wyoming	Stat.	15	40 C		15			One	26												
Guam				12,000																	
TTPI	Stat.	20		8,000	20																

Abbreviations: L—Legislative days, C—Calendar days.

\*Unless otherwise noted.

(a) Additional monthly expense allowance. Idaho: per day; Indiana: per week.

(b) Paid automatically.

(c) Total office allowance. Alaska: annual allowance for postage, stationery, stenographic services and other expenses; Delaware: supplies per year; Kentucky: supplies per biennium; Nebraska: postage per year; Nevada: postage, express, newspaper and stationery; Oklahoma: provided by resolution of each house, necessary expenses such as stationery, office supplies, stamps, telephone, etc.

(d) Creation of a compensation commission was approved by the voters at the November 1970 election. Recommendations which may subsequently be made by the commission for increase in legislative compensation are to be submitted at general elections.

(e) \$10.00 for legislators from Maricopa County.

(f) Legislators attending legislative business outside their county of residence receive maximum subsistence pay of \$20.00 per day. Legislators attending legislative business inside their county of residence receive subsistence pay of \$10.00 per day. Legislators attending legislative business outside of the State receive maximum of \$30.00 per day.

(g) Daily pay continues if session extended by 3/4 vote in both houses.

(h) \$200 per month maximum in 1972-73 and a \$250 per month maximum in 1973-74.

(i) Paid by voucher.

(j) Each legislator is allowed the use of a car purchased and maintained by the State for use on legislative business. Each legislator is also reimbursed for the actual expense of any public transportation used.

(k) One trip at 10¢ per mile. Those legislators living over 25 miles from Denver receive 10¢ per mile for a trip every weekend.

(l) Legislators living over 25 miles from Denver receive limit of \$10.00 per night for lodging. Daily travel expense to \$10.00 in lieu of lodging for nights not spent in Denver.

(m) \$35.00 per day for committee attendance up to \$1,050 maximum. Joint Budget Committee members have a \$3,500 maximum for budget committee attendance in addition to \$1,050 for other committee attendance.

(n) \$25 a day for each day beyond the ninth day.

(o) Total biennial expense allowance payable in one or two lump sums.

(p) Or amount specified in act creating committee, whichever is more, plus necessary expenses.

(q) The 1968 revision of the Hawaii constitution required creation of an advisory compensation commission quadrennially starting in 1971.

(r) Travel allowance: legislators from Oahu away from Oahu, \$30.00 per day; legislators from neighbor islands away from island of residence \$20.00 per day.

(s) Total annual allowance for incidental expenses connected with legislative duties.

(t) Applies only to legislators outside of Oahu.

(u) On official business on island of residence, \$10.00 per day; away from island of residence \$30.00 per day; outside the State \$45.00 per day.

(v) Actual and necessary expenses. Maine: mileage is paid at same rate received by state employees.

(w) Maximum annual expense allowance.

(x) For days actually in session, Polk Co., \$7.50.

(y) Plus meals and travel allowance.

(z) Limitation on first session. Second session limitation; Kansas 60 C days, Louisiana 30 C days, New Mexico 30 C days, Utah 20 C days.

(aa) Mileage payable for one round trip for each full week of legislative session.

(ab) Limited to 90 days regular session, 30 days special session.

(ac) Monthly except January, February and March in odd years and January and February in even years.

(ad) Legislators are paid for Sundays and holidays during session. Thus compensation

period usually is 72 to 74 days.

(ae) Eight during general session in even-numbered years; four during fiscal session in odd-numbered years.

(af) \$7.00 per day for meals, \$9.00 per day for lodgings or in lieu of reimbursement for actual lodging expense, a daily mileage allowance up to \$9.00 per day, plus a small allowance for postage, telephone, etc.

(ag) Allowance for office, secretarial and traveling expenses: House \$2,500, Senate \$5,000.

(ah) Not provided in constitution and may be fixed by special act of the Legislature.

(ai) Each member depending on where he lives receives a per diem allowance for mileage, meals and lodging from \$2.00 to \$32.00 per day.

(aj) A maximum of \$20.00 per day may be claimed. Total annual amount may not exceed \$7,000.

(ak) \$16.00 for legislators living at home during the session.

(al) Allowance for one month: 10¢ per mile up to 1,000 miles, 8¢ per mile next 500 miles, 7¢ per mile over 1,500 miles.

(am) Limited to 90 legislative days. Mississippi: paid for each day of attendance.

(an) \$60.00 per day after November 7, 1972.

(ao) 12¢ per mile and \$3.00 per diem allowance for one round trip. In addition, a supplemental travel allowance not to exceed \$1,200 for a regular session and not to exceed \$500 for a special session is provided.

(ap) Total telephone allowance, \$100 for special sessions.

(aq) \$60.00 printing allowance for period of session through third Wednesday in July of the following year.

(ar) 25¢ for first 45 miles, 8¢ per mile for next 25 miles, 6¢ for over 70 miles.

(as) State railroad pass is only type of travel allowance.

(at) Free stationery, postage and telegram privileges.

(au) Amount not stipulated. New Mexico: for stationery, postage, telephone and telegraph expenses; Oregon: for food and lodging.

(av) Additional allowance. \$18.00 per day for meals and lodging and other actual and necessary expenses.

(aw) For travel outside the State, amount of first class air travel and \$35.00 per diem.

(ax) Limited to 20 days in lieu of expenses for interim State Legislative Council meetings or its committee work in the State, plus travel and other expenses for council or its committee work outside the State.

(ay) Paid except when local uncontested matters are considered.

(az) \$3,000 for 45-day session in odd-numbered years. \$2,000 for 30-day session in even-numbered years.

(ba) For first 120 days of regular session and 30 days of each special session plus postage, stationery, supplies, telephone and secretarial assistance.

(bb) Allowance for supplies, telephone and secretarial help, not to exceed \$2,400 in Senate, \$875 in House.

(bc) Per week during session; salary and per diem limited to \$1,500 for biennium.

(bd) \$8.00 for meals, \$12.50 per day or \$50.00 per week, whichever is less, for rooms or travel expense.

(be) 10¢ per mile, if by private car; actual cost if traveled by common carrier.

(bf) \$15.00 per day or \$105.00 per week paid upon voucher for lodging; \$10.00 per day or \$70.00 per week for meals; \$35.00 per day out of State.

(bg) Compensation payable only to members of the Joint Committee on Government and Finance and the Commission on Interstate Cooperation not to exceed \$1,050 per year.

(bh) 10¢ per mile first 400 miles per month, 7¢ thereafter; full cost of weekly round trips by public carrier.

(bi) For legislators required to establish a temporary residence in Madison.

(bj) \$25.00 for Assemblymen and \$40.00 for Senators in districts of one county or less, plus \$15.00 and \$20.00 respectively for each additional county or part of county in the district.

SALARIES AND COMPENSATION OF LEGISLATORS

State or other jurisdiction	Compensation set by	Salary and daily pay plans						Travel and expense allowances						
		Amount per day	Regular session		Annual salary	Biennial salary	Amount per day	Limit on no. of days of pay	Per mile	During session		Between sessions		Other per month
			Limit on no. of days of pay	Annual session						Biennial session	Round trips home to capital	Expenses per day†	Per mile	
Alabama	Const.	\$10	36 L	6,000	6,000	\$10	36 L	10¢	One	\$20; 300(a)	..	..	\$ 300(a)	
Alaska	Stat.	..	..	\$ 6,000	..	..	..	15	One	35; 500(b); 300(c)	..	..	500(b)	
Arizona	Const.	..	..	6,000	..	..	..	10	Unlimited	20(d)	10¢	(e)	..	
Arkansas	Const.	20	60 C(f)	2,400(g)	2,400(g)	6	..	5	One	..	..	..	..	
California	Stat.	..	..	16,000(h)	..	..	..	(i)	(i)	25	(i)	25	..	
Colorado	Stat.	..	..	9,600(j)	..	..	..	8(k)	(k)	10(l)	8(k)	20(m)	..	
Connecticut	Stat.	..	..	3,250	..	..	..	10	Daily	750(n)	..	25(o)	..	
Delaware	Const.	..	..	6,000	..	..	..	15	Unlimited	25(c)	..	..	..	
Florida	Stat.	..	..	12,000(g)	..	..	..	10	Weekly	25	10	25	300(p)	
Georgia	Stat.	..	..	4,200	..	..	..	10	Weekly	25	10	25	..	
Hawaii	Const./Stat.	..	..	12,000	..	..	..	..	Unlimited(q)	750(e); 20(r)	..	(s)	..	
Idaho	Const. & Comp. Comm.	10	60 C	..	..	10	20 C	10	One	35	(t)	25	200	
Illinois	Stat.	..	..	12,000(g)	..	..	..	15	Weekly	50(c); 3,600(u)	..	..	3,600(u)	
Indiana	Stat.	..	..	1,800(v)	..	..	..	8	Weekly	25; 30(w); (x)	8	25	10(y); (z)	
Iowa	Stat.	40	(aa)	(ab)	..	40	..	10	One(ac)	(ad)	10	40(ae)	..	
Kansas	Stat.	10	90 C(af)	..	..	10	30 C	9	Weekly(ag)	25(ah)	..	..	100(ai)	
Kentucky	Stat.	25	60 L(aj)	..	..	25	..	15	One	25; 50(c)	8	25	300	
Louisiana	Stat.	50	60 C(af)	..	..	50	30 C	10	Eight(ak)	500(a)	10	50	500(a)	
Maine	Stat.	..	..	2,000(al)	..	20	..	9(am)	Weekly	7; 9(an)	..	(t)	..	
Maryland	Const.	..	..	2,400(g)	..	(ao)	30 C	10	Unlimited	25; 50(c)	10	35(ap)	2,000; 4,700(aq); 1,200(u)	
Massachusetts	Stat.	..	..	11,400(g)	..	(ar)	..	..	Daily	(as); 1,200(u)	..	..	1,200(u)	
Michigan	Comp. Comm.	..	..	15,000	..	..	..	..	..	3,000(u)	..	(t)	3,000(u)	
Minnesota	Stat.	..	..	..	9,600	..	..	15	One	24; 16(at)	..	(au)	..	
Mississippi	Stat.	..	..	5,000	..	22.50	..	7	Weekly(av)	12.50(aw)	..	..	100	
Missouri	Stat.	..	..	16,800	..	..	..	10	Semi-monthly	10	..	..	..	
Montana	Stat.	20	60 C	..	..	20	60 C	9	One	15	..	20(t)	..	
Nebraska	Const./Stat.	..	..	4,800	..	..	..	10	One	100(c)	..	..	..	
Nevada	Stat.	40	60 C	..	..	40	20 C	10	(ax)	25; 60(c); 250(ay)	..	..	..	
New Hampshire	Const.	..	..	..	200	3	15 L	25(az)	Daily	..	25(az)	(t)	..	
New Jersey	Const./Stat.	..	..	10,000(g)	..	..	..	(ba)	..	(bb)	..	..	..	
New Mexico	Const./Stat.	20	60 C(af)	..	..	20	30 C	10	One	(au)	10	20	..	
New York	Const./Stat.	..	..	15,000	..	..	..	(t)	Weekly	3,000(u)	..	(t)	3,000(u)	
North Carolina	Stat.	..	..	2,400	..	..	..	9	..	25; 50(a)	..	(au)	50(a)	
North Dakota	Stat.	5	60 L	..	..	5	..	10	Three	35; 35(a)	9	30(ap)	35(a)	
Ohio	Stat.	..	..	25,500	..	..	..	10	Weekly	..	..	..	..	
Oklahoma	Const. Bd.	..	..	8,400(g)	..	..	..	10	Weekly	200(bc)	9(bd)	25(bd)	..	
Oregon	Stat.	..	..	6,000	..	..	..	..	..	20	8	(au)	100	
Pennsylvania	Stat.	..	..	7,200	..	..	..	10	Weekly	4,800(u)	..	..	..	
Rhode Island	Const.	5	60 L	..	..	..	..	8	Unlimited	..	..	..	..	
South Carolina	Const./Stat.	..	..	4,000	..	45	40 L	9	Weekly	25(be); 15(c)	..	..	..	
South Dakota	Stat.	..	..	1,800(bf)	..	10	..	5	One	..	..	..	..	
Tennessee	Const./Stat.	..	..	1,800(bg)	..	30	30 L	10	Weekly	30(aw)	10	30	..	
Texas	Const.	..	..	4,800	..	..	..	10	One	12(bh)	..	..	450; 1,000(bi)	
Utah	Const./Stat.	25	60 C(af)	..	..	25	30 C	10	Weekly	15	..	..	..	

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Vermont	Stat.	..	..	..	..	(b)	30	40	8	Weekly	\$; 10(bk)	8	\$; 10(bk)	..
Virginia	Stat.	35	60 C	..	..	..	35	30 C	7	One	1.200(u); (b)	..	..	1.200 (b)
Washington	Stat.	..	..	..	7,200	(ao); (bl)	..	..	10	One	25(bl)	10	25	50
West Virginia	Const.	..	..	..	1,500	..	..	..	10	One	5(w)	(au)	25	..
Wisconsin	Jt. Finance Committee	..	..	..	17,800	..	..	..	10(bm)	(bm)	15(bn)	(t)	(t)	25; 40(bo)
Wyoming	Stat.	12(bp)	..	40 C	..	..	12(bp)	..	8(bq)	One	26	..	..	..
Puerto Rico	Stat.	..	..	..	9,600(g)	..	..	..	15	Weekly	20; 25(br)	15	20; 25(br)	..
Virgin Islands	Stat.	..	..	..	9,000	..	..	..	(au)	Weekly	30; 20(bs)	..	..	30; 20(bs)

Abbreviations: L.—Legislative days, C—Calendar days, Const./Stat.—Constitution and Statute.

†Unless otherwise noted.

(a) Additional monthly expense allowance.

(b) Additional annual expense allowance for presiding officers. Virginia: President of Senate \$6,000, Speaker of House \$4,200.

(c) Total allowance for office supplies.

(d) \$10.00 for legislators from Maricopa County.

(e) Legislators attending legislative business outside their county of residence receive subsistence pay of \$20.00 per day. Legislators attending legislative business outside of the State receive \$30.00.

(f) Per diem pay continues if session extended by ½ vote in both houses.

(g) Special compensation for legislative leaders. Arkansas: Speaker of House \$2,700; Florida: President of Senate, Speaker of House \$15,000; Illinois: President of Senate, Speaker of House \$18,000, Majority leaders of Senate and House, Minority leader of House \$17,000, 2 Assistant Majority leaders in Senate \$16,500, Assistant Minority leader in Senate, Assistant Majority and Minority leaders in House \$16,000 (Senate salaries effective January 1971); Maryland: President of Senate, Speaker of House \$2,650; Massachusetts: President of Senate, Speaker of House \$22,800; floor leaders of both parties in both houses, Chairmen, Senate and House Committee on Ways and Means \$19,950, Vice Chairman, House Committee on Ways and Means, assistant floor leaders of each party in each house, 2nd assistant floor leader of the minority party in the House \$17,100, Senate and House Chairmen of the Joint Committee on Taxation, the Judiciary and Counties \$15,200; New Jersey: President of Senate, Speaker of the General Assembly \$13,333; Oklahoma: President of Senate, Speaker of House \$12,000; Puerto Rico: President of Senate, Speaker of House \$22,500, Vice Presidents of both houses, floor leaders, and Presidents of the Finance Committee of both houses \$12,000.

(h) Effective 1971: \$19,200.

(i) Each legislator is allowed the use of a car purchased and maintained by the State for use on legislative business. Each legislator is also reimbursed for the actual expense of any public transportation used.

(j) Effective 1971: \$10,200 per biennium at \$200 per month plus \$5,400 payable at \$30.00 per day. Special sessions, \$600 payable at \$30.00 per day.

(k) Current mileage rate, 8¢ except one round trip during session at 15¢. Effective 1971: mileage rate will be 10¢.

(l) Legislators living over twenty-five miles from Denver receive limit of \$10.00 per night for lodging. Effective 1971: daily travel expense to \$10.00 in lieu of lodging for nights not spent in Denver.

(m) \$20.00 per day, \$25.00 for Speaker, limited to \$600 per year plus travel expenses if legislators go out of Denver. Effective 1971: \$30.00 per day limited to \$900 per year for all committees except the joint budget committee whose limit is \$3,000. The Speaker, the Majority and Minority leaders of both houses will receive an additional \$720 each.

(n) Total session expense allowance.

(o) Or amount specified in act creating committee, whichever is more, plus necessary expenses.

(p) Payable upon voucher for reimbursement.

(q) Travel allowance: legislators from Oahu away from Oahu, \$30.00 per day; legislators from neighbor islands away from island of residence \$20.00 per day.

(r) Applies only to legislators outside of Oahu.

(s) On official business on island of residence, \$10.00 per day; away from island of residence \$30.00 per day; outside the State \$45.00 per day.

(t) Actual and necessary expenses. Maine: mileage is paid at same rate received by state employees.

(u) Maximum annual expense allowance.

(v) Effective November 6, 1970: \$4,000.

(w) For Speaker of the House and President of the Senate; West Virginia: President of Senate only.

(x) Effective November 6, 1970: Speaker, President of Senate and Majority leader of Senate \$600 for each regular session, House Majority and Minority leaders and Senate Minority leader \$300.

(y) Effective November 6, 1970: All members \$100.

(z) Additional monthly expenses for legislative leaders: Speaker and Senate Majority leader \$100, House Majority and Minority leaders and Senate Minority leader \$50.00, House and Senate Majority and Minority caucus chairmen \$25.00.

(aa) Unlimited.

(ab) Effective 1971: \$5,500.

(ac) Effective 1971: weekly.

(ad) Effective 1971: \$18.00 per day for days actually in session, Polk Co. \$9.00.

(ae) Plus meals.

(af) Limitation on first session. Second session limitation: Kansas 60C days, Louisiana 30C days, New Mexico 30C days, Utah 20C days.

(ag) Mileage payable for one round trip for each full week of legislative session.

(ah) Limited to ninety days regular session, thirty days special session.

(ai) Monthly except January, February and March in odd years and January and February in even years.

(aj) Legislators are paid for Sundays and holidays during session, thus compensation period usually is seventy-two to seventy-four days.

(ak) Plus four round trips during budget session.

(al) Effective 1971: \$2,500.

(am) Effective 1971: 10¢.

(an) \$7.00 per day for meals, \$9.00 per day for lodgings or in lieu of reimbursement for actual lodging expense, a daily mileage allowance up to \$9.00 per day, plus a small allowance for postage, telephone, etc.

(ao) \$25.00 per day expense allowance.

(ap) Additional allowance. Maryland: Overnight \$12.00, dinner \$3.00, lunch \$2.00, breakfast \$1.50. North Dakota: \$15.00 per day for meals and lodging and other actual and necessary expenses.

(aq) Allowance for office, secretarial and traveling expenses paid by voucher only: House \$2,000, Senate \$4,700, President of Senate, Speaker of House \$5,500.

(ar) Not provided in constitution and may be fixed by special act of Legislature.

(as) Each member depending on where he lives receives a per diem allowance for mileage, meals and lodging from \$2.00 to \$12.00 per day.

(at) \$16.00 for legislators living at home during the session.

(au) Amount not stipulated. Minnesota: for mileage, meals and hotel; New Mexico: for stationery, postage, telephone and telegraph expenses; North Carolina: for reimbursement for subsistence and travel of President pro tem; Oregon: for food and lodging; West Virginia: for mileage; Virgin Islands: for full cost of travel.

(av) Plus one extra round trip weekly at 7¢ per mile.

(aw) Limited to ninety legislative days.

(ax) Limited to \$700 per session and \$250 per special session.

(ay) Total telephone allowance.

(az) 25¢ for first 45 miles, 8¢ per mile for next 25 miles, 6¢ for over 70 miles.

(ba) State railroad pass is only type of travel allowance.

(bb) Free stationery, postage and telegram privileges.

(bc) Additional payment for Majority and Minority floor leaders of each house for each calendar month during regular or special session.

(bd) Limited to twenty days in lieu of expenses for interim State Legislative Council meetings or its committee work in the State, plus travel and other expenses for council or its committee work outside the State.

(be) Limited to forty days per annual session.

(bf) \$1,800 for 45 day session in odd numbered years. Effective 1971: \$3,000, \$1,200 for thirty day session in even numbered years. Effective 1971: \$2,000.

(bg) Effective 1971: \$3,600.

(bh) For first 120 days of regular session and thirty days of each special session plus postage, stationery, supplies, telephone and secretarial assistance.

(bi) Allowance for supplies, telephone and secretarial help, not to exceed \$1,000 in Senate, \$450 in House.

(bj) Per week during session. Salary and per diem limited to \$4,500 for biennium.

(bk) \$5.00 for meals, \$10.00 per day or \$40.00 per week, whichever is less, for rooms or travel expense.

(bl) Effective 1971: \$40.00.

(bm) For first round trip; thereafter 7¢ per mile for one round trip per week during session. If mileage exceeds 2,000 miles per month, compensation is 6¢ per mile.

(bn) For legislators required to establish a temporary residence in Madison.

(bo) \$25.00 for Assemblymen and \$40.00 for Senators in districts of one county or less, plus \$15.00 and \$20.00 respectively for each additional county or part of county in the district.

(bp) Effective 1971: \$15.00.

(bq) Effective 1971: 10¢.

(br) \$20.00 for legislators residing less than 50 Kms. from the Capitol, \$25.00 for those residing more than 50 Kms.

(bs) \$30.00 per day December through April; \$20.00 per day May through November.

SALARIES AND COMPENSATION OF LEGISLATORS

State or other jurisdiction	Compensation set by	Salary and Daily Pay Plans						Travel and Expense Allowances						
		Regular session				Special session		During session			Between sessions			
		Amount per day	Limit on no. of days of pay		Annual salary	Biennial salary	Amount per day	Limit on no. of days of pay	Per mile	Round trips home to capital	Expenses per day†	Per mile	For expenses on committee business per day	
			Annual session	Biennial session									Other per month	
Alabama	Const.	\$10	36 L			\$10	36 L	10c	One	\$20; 300(a)			\$ 300(a)	
Alaska	Stat.			\$ 6,000				15c	One	35; 500(b)				
Arizona	Const.			1,800		20(d)	20	10c	Unlimited	300(c)	10c	\$20(d); 12(e)		
Arkansas	Const.	20	60 C(f)		\$ 2,400(f)	6		5c	One					
California	Stat.			16,000				15c	One	21	15c	25(g)		
Colorado	Stat.			3,200(h)				(i)	One	(j)	(i)	20(k)		
Connecticut	Stat.				3,250			10c	Daily	750(l)		25(m)		
Delaware	Const.			6,000				15c	Unlimited	25(n)				
Florida	Const.				2,400			10c	Weekly	25			300	
Georgia	Stat.			4,200				10c	Weekly	25	10c	25		
Hawaii	Const. & Stat.			2,500(o)		(o)		20c	One	32.50; 45(p)	20c	(q)		
Idaho	Const.	10	60 C			10	20 C	10c	One	25		25	3.50(r)	
Illinois	Stat.				18,000			15c	Weekly	2,000(a); 50(c)				
Indiana	Stat.				3,600			8c	Weekly	25; 30(t)		25		
Iowa	Stat.	40	(u)			40		10c	One		10c	40(v)		
Kansas	Stat.	10(w)				10	30 C	9c	Weekly(x)	25(y)			100(z)	
Kentucky	Stat.	25	60 L(aa)			25		15c	One	25; 50(n)			150	
Louisiana	Stat.	50	60 C(ab)			50	30 C	10c	Eight(ac)				250	
Maine	Stat.				2,000	20		9c	Weekly	5; 7(ad)		(i)		
Maryland	Const.			2,400			30 C	(q)	One	25; 50(c)			1,500(ae)	
Massachusetts	Stat.			10,000		(af)		8c(ag)	Daily	900(ah)				
Michigan	Stat.			12,500				10c	Semi-monthly	2,500(ai)		(i)		
Minnesota	Stat.				9,600	25		15c	One	21; 14(aj)		(q)		
Mississippi	Stat.				5,000	22.50		7c	Weekly(ak)	12.50(al)			100	
Missouri	Stat.				9,600(am)			10c	Semi-monthly	10				
Montana	Stat.	20	60 C			20	60 C	8c	One	15		(q)		
Nebraska	Const. & Stat.				4,800			10c	One	100(e)				
Nevada	Stat.	40	60 C			40	20 C	10c	(an)	25; 60(c); 250(ao)				
New Hampshire	Const.				200	3	15 L	25c(ap)	Daily	25	25c(ap)	(i)		
New Jersey	Const. & Stat.			7,500				(aq)		(ar)				
New Mexico	Const. & Stat.	20	60 C(as)			20	30 C	10c	One	(q)	10c	20		
New York	Const. & Stat.			15,000					Weekly	3,000(l)		(i)		
North Carolina	Const.	15	120 C			15	25 C	8c	Weekly	20		(q)		
North Dakota	Const.	5	60 L			5		10c	One	25; 35(n)			35(a)	
Ohio	Stat.				16,000			10c	Weekly					
Oklahoma	Const.	15(at)	75 L		6,400	15	75 L	10c	Weekly	100(au)		25(av); 100(au)		
Oregon	Stat.				6,000					20	8c	(q)		
Pennsylvania	Stat.			7,200				10c	Weekly	4,800(aw)				
Rhode Island	Const.	5	60 L					8c	Unlimited					

South Carolina...	Const. & Stat.	..	....	4,000	....	43	40 L	9c	Weekly	15(ax)	..	....	...
South Dakota....	Stat.	..	....	1,500	....	10	....	5c	One	....	..	....	...
Tennessee.....	Const. & Stat.	..	....	3,600	....	10	30 L	10c	Weekly	30(al)	..	....	...
Texas.....	Const.	..	....	4,800	....	..	....	10c	One	12(ay)	..	....	200; 1,000(ax)
Utah.....	Const. & Stat.	..	....	1,000	....	..	....	10c	Weekly	5	..	....	...
Vermont.....	Stat.	..	....	150(ba)	....	30	40	8c	Weekly	5; 10(bb)	8c	5; 10(bb)	...
Virginia.....	Stat.	..	....	2,100	....	35	30 C	7c	One	600(aw)	..	....	...
Washington.....	Stat.	..	....	7,200	....	25	....	19c	One	25	10c	25	50
West Virginia....	Const.	..	....	1,500	....	..	....	10c	One	5(bc)	(q)	25	...
Wisconsin.....	Jt. Finance Committee	..	....	18,000	....	..	....	10c(bd)	(bd)	15(be)	..	....	25; 40(bf)
Wyoming.....	Stat.	12	....	40 C	....	12	....	8c	One	23(bg)	..	....	...
Puerto Rico.....	Stat.	..	....	2,700(bh)	....	..	....	13c	Weekly(bi)	10(bj); 200(so); 200(c)	(q)	....	...
Virgin Islands...	Stat.	..	....	9,000	....	..	....	(q)	Weekly	30; 20(bk)	..	....	30; 20(bk)

Abbreviations: L—Legislative days, C—Calendar days.

(Unless otherwise noted.)

(a) Additional monthly expense allowance.

(b) Additional annual expense allowance for presiding officers.

(c) Total postage and stationery allowance.

(d) Limited to \$1,000 total in one year for special session and interim committee work.

(e) Subsistence for legislators from outside capital city limits and for days required to attend interim committee meetings.

(f) Per diem pay continues if session extended by 3/4 vote in both houses; Speaker receives \$2,700.

(g) Limited to 60 days.

(h) Effective in 1969 for legislators elected in 1968: \$9,600 per biennium at \$200 per month and \$30 per day for 160 days.

(i) Actual and necessary expenses. Colorado, effective during session in 1969 for legislators elected in 1968: legislators living over 25 miles from Denver will receive expense for one weekly round trip from home to Denver plus one round trip per session. Maine: mileage is paid at same rate received by state employees.

(j) Effective in 1969 for legislators elected in 1968: legislators living over 25 miles from Denver will receive limit of \$10 per night for lodging.

(k) Effective in 1969 for legislators elected in 1968: \$20 per day (\$25 for Speaker) limited to \$600 in one year plus travel expenses if legislators go out of Denver.

(l) Total session expense allowance.

(m) Or amount specified in act creating committee, whichever is more, plus necessary expenses.

(n) Total annual stationery and supplies allowance.

(o) \$2,500 per general session; \$1,500 per budget session; \$750 per special session.

(p) \$32.50 for legislators from Ohio; \$45 for legislators from neighbor islands.

(q) Amount not provided. Minnesota: for travel, mileage and meals; Montana: for travel and other expenses; New Mexico: for stationery, postage, telephone and telegraph expenses; North Carolina: reimbursement for subsistence and travel of Speaker and President pro tem; Oregon: for food and lodging; West Virginia: for mileage; Puerto Rico: for trip expenses; Virgin Islands: for full cost of travel.

(r) Per day.

(s) For biennial secretarial, clerical, research and technical assistance.

(t) For Speaker of the House and President of the Senate.

(u) Unlimited.

(v) Plus meals.

(w) Limited to \$900 in odd year by statute; in even year constitution limits per diem to 60 days.

(x) Mileage payable for 1 round trip for each full week of legislative session.

(y) Limited to \$2,250 for regular session and \$1,750 for special session.

(z) Monthly except January, February and March in odd years and January and February in even years.

(aa) Legislators are paid for Sundays and holidays during session, thus compensation period usually is 72 to 74 days.

(ab) Even years; 30 day budget session in odd years.

(ac) Plus 4 round trips during budget session.

(ad) \$5 per day for meals; \$7 limit per day for lodging plus a small allowance for postage, telephone and other expenses.

(ae) \$1,500 total for Delegates; \$2,500 for certain committee chairmen; \$5,000 for Speaker; \$4,200 for Senators; \$4,500 for certain committee chairmen; \$5,000 for Senate President.

(af) Not provided in constitution and may be fixed by special act of Legislature.

(ag) Within 40 miles, \$6 per mile for 4 days to amount to minimum of \$7 weekly; beyond 40 miles, \$6 per mile for one weekly round trip.

(ah) Annually plus up to \$60 living expenses per week for legislators living over 40 miles from Boston.

(ai) Total, plus postage, telephone and telegraph allowance.

(aj) \$14 for legislators not needing to leave home to attend session.

(ak) Plus 1 extra round trip weekly at 6¢ per mile.

(al) Limited to 90 legislative days.

(am) Effective in 1969: \$16,800 per biennium.

(an) Limited to \$700 per session and \$250 per special session.

(ao) Total telephone allowance. Nevada: limited to \$100 per special session.

(ap) For first 45 miles; 8¢ per mile for next 25 miles; 6¢ over 70 miles.

(aq) State railroad pass is only type of travel allowance.

(ar) Free stationery, postage and telegram privileges.

(as) Plus 30 calendar days even-year session.

(at) Legislators receive \$15 for first 75 legislative days including intervening nonlegislative days for regular or special session, then \$100 per month.

(au) Per month for office in district and travel.

(av) Limited to 20 days in lieu of expenses for interim State Legislative Council meetings or its committee work in the State, plus expenses for Council or its committee work outside the State.

(aw) Total annual expense allowance.

(ax) Limited to 40 days per annual session.

(ay) For first 120 days of regular session and 30 days of each special session plus postage, stationery, supplies, telephone and secretarial assistance.

(az) \$200 for Representatives; \$1,000 for Senators for district office expenses.

(ba) Per week during session. Salary and per diem limited to \$4,500 for biennium.

(bb) \$5 for meals; \$10 per day or \$40 per week, whichever is less, for rooms or travel expense.

(bc) For President of Senate.

(bd) For first round trip; thereafter 7¢ per mile for first 2,000 miles per month; 6¢ per mile for each additional mile once a week.

(be) For legislators required to establish a temporary residence in Madison.

(bf) \$25 for Assemblymen and \$40 for Senators in districts of one county or less plus \$15 and \$20 for each additional county or part of county in district.

(bg) Effective January 1939: \$26.

(bh) Presiding officers of both houses receive \$11,250; Vice Presidents, floor leaders of parties and committee chairmen receive \$3,300.

(bi) For minimum of \$10.

(bj) \$10 for legislators living within 25 kilometers of San Juan; \$15 for legislators living 25 to 50 kilometers distant; \$25 for legislators living beyond 50 kilometers.

(bk) \$30 per day December through April; \$20 per day May through November.

## SALARIES AND COMPENSATION OF LEGISLATORS

State or other jurisdiction	SALARY AND DAILY PAY PLANS						ADDITIONAL COMPENSATION FOR LEGISLATORS				
	Regular session			Special session			Basic salary is fixed by	Date basic salary established	Travel allowance		Additional expense allowances during session
	Daily pay plan	Limit on no. of days of pay	Amount of salary calculated for biennium	Salary plan	Amount of pay per day	Limit on no. of days of pay			Amount per mile	Number of trips during session	
Alabama.....	\$10	36 L(a)	.....	\$10	36 L	Const.	1946	10c	One round trip	\$20 per day(a)	
Alaska.....	..	....	\$ 5,000(b)	..	....	Stat.	1961	15c	One round trip(c)	\$35 per day; \$300 postage-stationery allowance; presiding officers receive an extra annual allowance of \$500	
Arizona.....	..	....	3,600(b,d)	..	....	Const.	1958	10c	.....	\$12 per day subsistence for legislators from outside city limits of capital(d)	
Arkansas.....	20	60 C	2,400(e,f)	6	....	Const.	1958	5c	One round trip	.....	
California.....	..	....	12,000(b)	..	....	Const.	1954	5c(g)	One round trip	\$19 per day(f)	
Colorado.....	..	....	6,400(b,h)	(h)	....	Stat.	1963	(i)	One round trip	None during session(g)	
Connecticut.....	..	....	3,250	..	....	Stat.	1965	10c	Each day	\$750 expense allowance	
Delaware.....	..	....	9,000	..	....	Const.	1965	15c	Unlimited mileage	\$25 stationery and supplies	
Florida.....	..	....	2,400	..	....	Const.	1954	10c	Round trip per week	\$25 per day	
Georgia.....	10	(b,j)	.....	10	70 C(k)	Const.	1945	10c	Four round trips	\$40 per day	
Hawaii.....	..	....	4,000(b,l)	(l)	....	Const. & Stat.	1959	20c	One round trip	\$32.50 per day for members from Oahu; \$45 for legislators from neighbor islands	
Idaho.....	10	60 C	.....	10	20 C	Const.	1946	10c	One round trip	Additional \$25 a day for committee members	
Illinois.....	..	....	18,000	..	....	Stat.	1965	10c	Round trip per week	\$50 for postage and stationery	
Indiana.....	..	....	3,600	..	....	Stat.	1955	8c	Round trip per week	\$20 per day	
Iowa.....	30	.....	.....	30	....	Stat.	1957	10c	One round trip	.....	
Kansas.....	10	120 C(b,m)	.....	10	30 C	Stat.	1963	7c	Six actual round trips during regular and three actual round trips during special or budget session	\$15 per day; not to exceed \$1,350 during regular session nor \$450 during special or budget session; \$50 per month between sessions	
Kentucky.....	25	60 L(n)	.....	25	....	Stat.	1950	15c	One round trip	\$25 a day; \$50 in lieu of stationery	
Louisiana.....	50	90 C(b,o)	.....	50	30 C	Stat.	1956	10c	Eight round trips and four round trips during budget session	\$250 per month while legislature not in regular session	
Maine.....	..	....	2,000	20	....	Stat.	1965	9c	Round trip per week	Small allowance for postage, telephone, etc., plus \$5 per day in attendance for meals and actual housing expenses not to exceed \$7 per night	
Maryland.....	..	....	4,800(h)	..	30 C	Const.	1964	(i)	One round trip	\$25 per day plus \$50 for postage per annual session	
Massachusetts.....	..	....	15,000(b)	(q)	....	Stat.	1965	9c(p)	Each day(r)	\$1,800 per biennium; weekly expense allowance according to distance from capital(q)	
Michigan.....	..	....	20,000	..	....	Stat.	1964	10c	Two round trips per month(s)	\$5,000 per biennium; plus allowance for postage, telephone and telegraph, etc.	
Minnesota.....	..	....	9,600	25	....	Stat.	1965	15c	One round trip	In 1965, \$21 per day, except \$14 per day for legislators who did not have to leave their homes to attend session	
Mississippi.....	..	....	3,000	22.50	....	Stat.	1956	10c	One round trip(t)	\$100 per month between sessions	
Missouri.....	..	....	9,600	..	....	Stat.	1961	10c	Twice per month	\$10 per day	
Montana.....	35	60 C	.....	20	60 C	Stat.	1955	8c	One round trip	\$15 per day	
Nebraska.....	..	....	4,800	..	....	Const. & Stat.	1961	8c	One round trip	\$100 postage allowance	
Nevada.....	40	60 C	.....	40	20 C	Stat.	1965	10c	Special trips(u)	\$25 per day(u); \$60 for postage, etc.	
New Hampshire.....	..	....	200	3	15 L	Const.	1889	(v)	Daily round trip(v)	.....	

New Jersey			10,000(b)			Const. & Stat.	1954	...	State railroad pass	
New Mexico	20	60 C		20	30 C	Const. & Stat.	1953	10c	One round trip	Stationery, postage, telephone and telegraph allowance
New York			20,000(b)			Const. & Stat.	1961	(i)	Round trip per week	\$2,500 expense allowance at 1963 annual sessions
North Carolina	15	120 C		15	25 C	Const.	1956	8c	One round trip per week	\$12 per day subsistence
North Dakota	5	60 L		5		Const.	1889	10c	One round trip	\$20 per day
Ohio			10,000			Stat.	1955	10c	Round trip per week	Postage and stationery
Oklahoma	15	75 L(v)	3,900(v)	15	75 L(v)	Const.	1948	10c	One round trip per week	Postage, stationery, telephone and telegraph allowance and shipping legislative supplies
Oregon	20(w)	120C	6,000	20	120C	Const.	1963	10c	.....	.....
Pennsylvania			12,000(b)			Stat.	1959	10c	Round trip per week	\$6,000(b)
Rhode Island	5	60 L(b)				Const.	1900	8c	.....	.....
South Carolina			3,600(b)	45	40 L	Stat. & Const.	1960	9c	Round trip per week	\$15 per day for maximum of 40 days per annual session
South Dakota			3,000(b)	10		Stat.	1963	5c	One round trip	.....
Tennessee	10	75 C		10	20 C	Stat.	1953	16c	One round trip	\$5 per day
Texas			9,600(x)			Const.	1960	10c	One round trip	Per diem of \$12 for first 120 days of regular session and for 30 days of each special session; postage, stationery, supplies, telephone and secretarial assistance
Utah			1,000			Const. & Stat.	1951	10c	One round trip per week, if incurred	\$5 per day
Vermont	(y)					Stat.	1955	20c	One round trip	.....
Virginia			1,080	30	30 C	Stat.	1948	7c	One round trip	\$720 for regular session; \$360 for special sessions
Washington			2,400	25		Stat.	1949	10c	One round trip	\$25 per day
West Virginia			3,000(b)			Const.	1954	10c	One round trip	.....
Wisconsin	15	110 L	10,800	15	20 L	Stat.	1963	(z)	Rate-distance ratio(s)	(aa)
Wyoming	12	40 C		12		Stat.	1941	8c	One round trip	\$20 per day
Puerto Rico			5,400(b)			Act	1960	15c	Round trip per week (ab)	\$10 per day(nc); \$200 for telephone; \$100 for postage; \$100 for stationery

Abbreviations: L—Legislative days; C—Calendar days.

(a) In practice the legislature meets for 18 weeks. Legislators receive \$210 a week in combined daily salary and expense allowance, a total of \$3,780 for each regular biennial session.

(b) Annual sessions.

(c) Plus excess baggage allowance.

(d) Plus \$20 per day salary (limited to \$1,800 in a year) for special sessions and interim committee meetings; \$12 per day subsistence for days required to attend interim committee meetings, plus 10c a mile or first class public carrier.

(e) Payable at rate of \$100 each month. Speaker of the House receives \$2,700.

(f) Legislators receive \$100 a month for each of the 24 months in the biennium, plus a per diem of \$20 a day for each of the 60 calendar days of the biennial legislative session.

(g) 12½¢ a mile for interim committee meetings and \$25 a day for maximum of 60 days for interim committee meetings.

(h) Legislators receive \$100 a month during biennium plus \$4,000, paid at rate of \$25 a day during regular and special sessions up to a total of 160 days each biennium with remainder paid as a lump sum. Legislators also receive \$20 per day, not to exceed \$600 in any calendar year, while not in session, for attendance at legislative meetings, plus actual and necessary traveling expenses.

(i) Actual and necessary expenses.

(j) Not to exceed 40 days in even years; 45 days in odd years.

(k) 70-day limit on special sessions called by Governor except for impeachment proceedings; 30-day limit on sessions convened by legislature except for impeachment proceedings.

(l) \$2,500 per general session; \$1,500 per budget session; \$750 for each special session.

(m) 120 C-days biennial total; 90 C-day regular session; 30 C-day budget session. Legislators are paid additional allowance of \$50 per calendar month, except for January, February and March in odd years, and January during even years to defray expenses incurred between sessions.

(n) Legislators are paid for Sundays and holidays during session, consequently compensation period usually is 72 to 74 days.

(o) 90 days biennial total; 60-day regular session, 30-day budget session.

(p) In terms of fixed amounts for each legislator.

(q) Determined at each session in Massachusetts.

(r) Within 40-mile radius, 8c a mile daily to amount to not less than \$7 a week; outside 40-mile radius, \$60 per week living expenses plus 8c a mile for one round trip per week.

(s) Plus one extra round trip each 7 days at 6c a mile.

(t) 10c a mile for daily commuting or \$15 per day if living in capital.

(u) 25c per mile for first 25 miles, 20c for next 20 miles, 8c for next 25 miles, 6c for the next 25 miles, 5c over 95 miles.

(v) Figure shown is approximate for biennium in which no special session is held. In 1961-62 biennium, combined per diem and salary totaled \$3,908.32. Legislators receive \$15 for first 75 legislative days, including intervening nonlegislative days, for regular or special session; otherwise \$100 a month.

(w) Expenses plus salary.

(x) Members receive an annual salary of \$4,800.

(y) Members receive \$85 for each week or portion thereof during regular session.

(z) 10c a mile for one round trip; thereafter, 7c a mile for first 2,000 miles per month, 6c a mile for each additional mile once a week during the session.

(aa) Interim expense allowance paid for each full calendar month when legislature not in session, as follows: for district of one county or less—Assemblyman, \$25 per month; Senator, \$40 per month. For each additional county or part of county in district—Assemblyman, \$15 per month; Senator, \$20 per month.

(ab) Minimum \$10.

(ac) \$15 per day within 25-50 kilometers radius; \$25 per day beyond.

## SALARIES AND COMPENSATION OF LEGISLATORS

State or other jurisdiction	SALARY AND DAILY PAY PLANS						ADDITIONAL COMPENSATION FOR LEGISLATORS				
	Regular session			Special session			Basic salary is fixed by	Date basic salary established	Travel allowance		Additional expense allowances during session
	Daily pay plan		Salary plan	Amount of pay per day	Limit on no. of days of pay	Basic salary			Amount per mile	Number of trips during session	
	Amount per day	Limit on no. of days of pay	Amount of salary calculated for biennium								
Alabama.....	\$10	36 L(a)	.....	\$10	36 L	Const.	1946	10c	One round trip	\$20 per day(a)	
Alaska.....	..	..	\$ 5,000(b)	..	..	Stat.	1961	15c	One round trip(c)	\$35 per day; \$300 postage-stationery allowance; presiding officers receive an extra annual allowance of \$500	
Arizona.....	..	..	3,600(b,d)	..	..	Const.	1958	10c	.....	\$12 per day subsistence for legislators from outside city limits of capital(d)	
Arkansas.....	20	60 C	2,400(e,f)	6	..	Const.	1958	5c	One round trip	.....	
California.....	..	..	12,000(b)	..	..	Const.	1954	5c(g)	One round trip	\$19 per day(f)	
Colorado.....	..	..	6,400(b,h)	h	..	Stat.	1963	(i)	One round trip	None during session(g)	
Connecticut.....	..	..	2,000	..	..	Stat.	1959	10c	Each day	\$500 expense allowance	
Delaware.....	..	..	6,000(b)	..	..	Const.	1959	15c	Unlimited mileage	\$25 stationery and supplies	
Florida.....	..	..	2,400	..	..	Const.	1954	10c	Round trip per week	\$25 per day	
Georgia.....	10	(b,j)	.....	10	70 C(k)	Const.	1945	10c	Four round trips	\$40 per day	
Hawaii.....	..	..	4,000(b,l)	(l)	..	Const. & Stat.	1959	20c	One round trip	\$32.50 per day for members from Oahu; \$45 for legislators from neighbor islands	
Idaho.....	10	60 C	.....	10	20 C	Const.	1946	10c	One round trip	Additional \$15 a day for committee members	
Illinois.....	..	..	12,000	..	..	Stat.	1957	10c	Round trip per week	\$50 for postage and stationery	
Indiana.....	..	..	3,600	..	..	Stat.	1955	7c	Round trip per week	.....	
Iowa.....	30	..	.....	30	..	Stat.	1957	7c	One round trip	.....	
Kansas.....	10	120 C(b,m)	.....	10	30 C	Stat.	1963	7c	Six actual round trips during regular and three actual round trips during special or budget session	\$15 per day; not to exceed \$1,350 during regular session nor \$450 during special or budget session; \$50 per month between sessions	
Kentucky.....	25	60 L(n)	.....	25	..	Stat.	1950	15c	One round trip	\$25 a day; \$50 in lieu of stationery	
Louisiana.....	50	90 C(b,o)	.....	50	30 C	Stat.	1956	10c	Eight round trips and four round trips during budget session	\$250 per month while legislature not in regular session	
Maine.....	..	..	1,600	10	..	Stat.	1959	5c	Round trip per week	Small allowance for postage, telephone, etc.	
Maryland.....	..	..	3,600(h)	..	..	Const.	1948	20c(p)	One round trip	\$2,400 per biennium	
Massachusetts.....	..	..	15,600(b)	(a)	..	Stat.	1963	8c(p)	Each day(r)	\$1,200 per biennium; weekly expense allowance according to distance from capital(q)	
Michigan.....	..	..	14,000(b)	..	..	Stat.	1962	10c	Two round trips per month	\$2,500 per biennium; plus allowance for postage, telephone and telegraph	
Minnesota.....	..	..	4,800	25	..	Stat.	1955	15c	One round trip	In 1963, \$18 per day except that legislators who did not have to leave their homes to attend session received \$12 per day	
Mississippi.....	..	..	3,000	22.50	..	Stat.	1956	10c	One round trip(s)	\$100 per month between sessions	
Missouri.....	..	..	9,600	..	..	Stat.	1961	10c	Twice per month	\$10 per day	
Montana.....	20	60 C	.....	20	60 C	Stat.	1955	8c	One round trip	.....	
Nebraska.....	..	..	4,800	..	..	Const. & Stat.	1961	8c	One round trip	\$100 postage allowance	
Nevada.....	25	60 C	.....	25	20 C	Stat.	1957	10c	Daily commuting(t)	\$15 per day(t); \$60 for postage, etc.	
New Hampshire.....	..	..	200	3	15 L	Stat.	1889	(u)	Daily round trip(u)	.....	

New Jersey	..	..	15,000(b)	..	..	Const. & Stat.	1954	...	State railroad pass	.....
New Mexico	20	(w)	.....	20	30 C	Const. & Stat.	1953	10c	One round trip	Stationery, postage, telephone and telegraph allowance; additional \$25 a day and 10c per mile for service on interim committees.
New York	..	..	30,000(b)	..	..	Const. & Stat.	1961	(l)	Round trip per week	\$2,000 expense allowance at 1963 annual sessions
North Carolina	15	120 C	.....	15	25 C	Const.	1956	8c	One round trip per week	\$20 per day subsistence
North Dakota	5	60 L	.....	5	..	Const.	1889	10c	One round trip	\$20 per day plus \$35 per month expense allowance during biennium
Ohio	..	..	16,000	..	..	Stat.	1965	10c	Round trip per week	Postage and stationery
Oklahoma	15	75 L(x)	3,900(x)	15	75 L(x)	Const.	1948	10c	One round trip per week	Postage, stationery, telephone and telegraph allowance and shipping legislative supplies
Oregon	20(y)	120C	6,000	20	120C	Stat.	1963	8c	.....	Travel allowance paid during interim period only
Pennsylvania	..	..	14,400(b)	..	..	Stat.	1965	10c	Round trip per week	\$4,800(b)
Rhode Island	5	60 L(b)	.....	..	..	Const.	1900	8c	.....	.....
South Carolina	..	..	3,600(b)	45	40 L	Stat. & Const.	1960	9c	Round trip per week	\$15 per day for maximum of 40 days per annual session
South Dakota	..	..	3,000(b)	10	..	Stat.	1963	5c	One round trip	.....
Tennessee	10	75 C	.....	10	20 C	Stat. & Const.	1953	16c	One round trip	\$5 per day
Texas	..	..	9,600(z)	..	..	Const.	1960	10c	One round trip	Per diem of \$12 for first 120 days of regular session and for 30 days of each special session; postage, stationery, supplies, telephone and secretarial assistance
Utah	..	..	1,000	..	..	Const. & Stat.	1951	10c	One round trip per week, if incurred	\$5 per day
Vermont	(aa)	..	.....	..	..	Stat.	1955	8c	One round trip per week	.....
Virginia	..	..	1,080	30	30 C	Stat.	1958	7c	One round trip	\$720 for regular session; \$360 for special sessions
Washington	..	..	2,400	25	..	Stat.	1965	10c	.....	\$40 per day
West Virginia	..	..	3,000(b)	..	..	Const.	1954	10c	One round trip	.....
Wisconsin	..	..	10,800(ab)	..	..	Stat.	1965	(ac)	Rate-distance ratio(ac)	(ad)
Wyoming	12	40 C	.....	12	..	Stat.	1941	8c	One round trip	\$20 per day
Puerto Rico	..	..	5,400(b)	..	..	Act	1960	15c	Round trip per week (ae)	\$10 per day (af); \$200 for telephone; \$100 for postage; \$100 for stationery

Abbreviations: L—Legislative days; C—Calendar days.  
(a) The legislature meets for 18 weeks. Legislators receive \$210 a week in combined daily salary and expense allowance, a total of \$3,780 for each regular biennial session.  
(b) Annual sessions.  
(c) Plus excess baggage allowance.  
(d) Plus \$20 per day salary (limited to \$1,800 in a year) for special sessions and interim committee meetings; \$12 per day subsistence for days required to attend interim committee meetings, plus 10c a mile or first class public carrier.  
(e) Payable at rate of \$100 each month. Speaker of the House receives \$2,700.  
(f) Legislators receive \$100 a month for each of the 24 months in the biennium, plus a per diem of \$20 a day for each of the 60 calendar days of the biennial legislative session.  
(g) 12½c a mile for interim committee meetings and \$25 a day for maximum of 60 days for interim committee meetings.  
(h) Legislators receive \$100 a month during biennium plus \$4,000, paid at rate of \$25 a day during regular and special sessions up to a total of 160 days each biennium with remainder paid as a lump sum. Legislators also receive \$20 per day, not to exceed \$600 in any calendar year, while not in session, for attendance at legislative meetings, plus actual and necessary traveling expenses.  
(i) Actual and necessary expenses.  
(j) Not to exceed 40 days in even years; 45 days in odd years.  
(k) 70-day limit on special sessions called by Governor except for impeachment proceedings; 30-day limit on sessions convened by legislature except for impeachment proceedings.  
(l) \$2,500 per general session; \$1,500 per budget session; \$750 for each special session.  
(m) 120 C-days biennial total; 90 C-day regular session; 30 C-day budget session. Legislators are paid additional allowance of \$50 per calendar month, except for January, February and March in odd years, and January during even years to defray expenses between sessions.  
(n) Legislators are paid for Sundays and holidays during session, consequently compensation period usually is 72 to 74 days.

(o) 90 days biennial total: 60-day regular session, 30-day budget session.  
(p) In terms of fixed amounts for each legislator.  
(q) Determined at each session in Massachusetts.  
(r) Within 40-mile radius, 8c a mile daily to amount to not less than \$7 a week; outside 40-mile radius, \$60 per week living expenses plus 8c a mile for one round trip per week.  
(s) Unlimited for all committee work.  
(t) Plus one extra round trip each 7 days at 6c a mile.  
(u) 10c a mile for special trips not to exceed \$350 per session.  
(v) 25c per mile for first 45 miles; 8c per mile for next 25 miles; 6c over 70 miles.  
(w) Not to exceed 30 calendar days in even years; 60 calendar days in odd years.  
(x) Figure shown is approximation for biennium in which no special session is held. In 1963-64 biennium, combined per diem and salary totaled \$3,907.50. Legislators receive \$15 for first 75 legislative days, including intervening nonlegislative days for regular or special session, otherwise \$100 a month.  
(y) Expenses plus salary.  
(z) Members receive an annual salary of \$4,800.  
(aa) Members receive \$80 for each week or portion thereof during regular session.  
(ab) \$450 a month salary and \$15 per day expenses for those who are required to establish a temporary residence in Madison.  
(ac) 10c a mile for one round trip; thereafter, 7c a mile for first 2,000 miles per month; 6c a mile for each additional mile once a week during the session.  
(ad) Interim expense allowance paid for each full calendar month when legislature is not in actual session, as follows: for district of one county or less—Assemblyman, \$25 per month; Senator, \$40 per month. For each additional county or part of county in district—Assemblyman, \$15 per month; Senator, \$20 per month.  
(ae) Minimum \$10.  
(af) \$15 per day within 25-50 kilometers radius; \$25 per day beyond.

October 2, 1985

TO: Senator Mitch Abood  
Anchorage Office

ATTN: Linda Firestone

FROM: Frank Bickford

<u>Session Years</u>	<u>Legislator's Salary</u>	<u>Travel Allowance</u>	<u>Per Diem</u>	<u>Allowance-Post- age/Stationary</u>	<u>Number of Days Per Session</u>
'64-'65	\$ 5,000/yr	0.15/mile 1 RTT*	\$35/day	\$ 30	'64 - 85 days 3 day S/S* '65 - 75 days No S/S
Presiding Officers received \$500/year extra					
'66-'67	\$10,495/yr (est. included travel, per diem, etc.)				'66 - 84 days No S/S '67 - 77 days 6 day S/S
Presiding Officers received \$500/year extra					
'68-'69	\$ 6,000/yr	0.15/mile 1 RTT	\$35/day	\$ 300	'68 - 86 days No S/S '69 - 95 days No S/S
Presiding Officers received \$500/year extra					
'70-'71	\$ 6,000/yr	0.15/mile 1 RTT	\$35/day	\$ 300	'70 - 146 days No S/S '71 - 120 days No S/S
Presiding Officers received \$500/year extra					
'72-'73	\$ 9,000/yr	0.15/mi. 1 RTT	\$35/day	\$4,000	'72 - 166 days No S/S '73 - 90 days 27 day S/S
Presiding Officers received \$500/year extra					
'74-'75	\$18,000/yr	0.12/mi	\$35/day	\$4,000	'74 - 96 days 4 day S/S '75 - 139 days No S/S
Presiding Officers received \$500/year extra					

\*1 RTT (1 Round Trip Ticket)

\*S/S (Special Session)

<u>Session Years</u>	<u>Legislator's Salary</u>	<u>Travel Allowance</u>	<u>Per Diem</u>	<u>Allowance-Post- age/Stationary</u>	<u>Number of Days Per Session</u>
'76-'77	\$29,440	0.16/mi 1 RTT*	\$48/day (overnight) \$35/day (not overnight)	\$4,000	'76 - 142 days No S/S* '77 - 141 days No S/S
1 RTT Presiding Officers received \$500/year extra					
'78-'79	\$23,500	0.20/mi 1 RTT	\$50/day	\$4,000	'78 - 161 days No S/S '79 - 112 days 3 day S/S
Presiding Officers received \$500/year extra					
'80-'81	\$11,750	0.25/mi 1 RTT	\$55/day	\$4,000	'80 - 145 days 3 day S/S '81 - 165 days 3 day S/S
Presiding Officers received \$500/year extra					
'82-'83	\$18,768	0.25/mi 1 RTT	\$60-67 per day (depending on residency)	\$4,000	'82 - 144 days No S/S '83 - 162 days No S/S
Presiding Officers received \$500/year extra					
'84-'85	\$48,000	1 RTT	None	\$4,000	'84 - 120 No S/S
Presiding Officers received \$500/year extra					

This information provided by "The Book of States," published by the Council of State Governments.

\*1 RTT (1 Round Trip Ticket)

\*S/S (Special Session)

To: Senator Mitch Abood, Chairman  
From: Frank Bickford, Consultant - Joint Special Committee on  
Legislative Salaries  
Re: Special Session-1985 Costs

1985 Special session costs averaged \$3,262.82 \*. Hotels, Rental car and meals were averaged in by researching costs of all hotels, rental car, and restaurants in the Juneau area.

Hotels - \$1,513.82 - 22 days.  
Meals - \$1,100.00 - 22 days  
Rental Car - \$649.00 - 22 days  
Total - \$3,262.82

\* Round Trip airfare was provided as well as 200 pounds of air freight allowance.

MEMORANDUM

August 16, 1985

Subject: Brief Summaries of CS SCR # 19, CS SJR #15, SB #161, SS HJR #55, HB #513,  
and CSACR # 28.

From: Frank Bickford  
Legislative Salary Committee

CSSCR No. 19, establishing a Joint Special Committee on Legislative Salaries. To examine legislative salaries, per diem, and allowances. Three public members selected by the committee with three members of the Senate appointed by the President of the Senate and three members of the House of Representatives appointed by the Speaker of the House. The committee will compare the approach taken by other states and develop recommendations for reducing operating expenses. The committee will report its recommendations and findings on the first day of the second session of the fourteenth legislature and is terminated on the first day of the second session of the fourteenth legislature.

CSSJR No. 15, proposing an amendment to the Constitution of the State of Alaska creating a commission on compensation of elected officials. Legislators will receive annual salaries. They may receive a per diem allowance for expenses while in session and are entitled to travel expenses going to and from sessions. Presiding officers may receive additional compensation. Compensation of legislators shall be set by the Commission on Compensation of Elected Officials. Article XII, Constitution of the State of Alaska under this legislation would be amended to read: Compensation Commission. There is established a Commission on Compensation of Elected Officials. The commission of five members appointed by the governor, subject to confirmation by a majority of the members of the legislature in joint session. Members serve for staggered terms of six years. The governor shall appoint members without regard to political affiliation. A member of the commission may not be employed by the state during the member's term and may not hold an elective state office during the term or within one year thereafter. An order setting the compensation of an elected official is not subject to veto by the governor. An order of the commission is subject to initiative and referendum in the same manner as act of the legislature. The amendments proposed by this resolution shall be placed before the voters of the state at the next general election.

SB No. 161, This Act takes effect on the effective date of CSSJR No. 15.

SSHJR No. 55, Proposing an amendment to the Constitution of the State of Alaska relating to legislators' remuneration. The amendment proposed by this resolution shall be placed before the voters of the state at the next general election. The resolution states that legislators shall receive annual salaries, per diem allowance, travel expenses, presiding officers to receive additional compensation, and that the remuneration of a legislator shall not be increased during the legislator's term of office.

HB No. 513, An act relating to the compensation of legislators; and providing for an effective date. Salary of Legislators. Monthly salaries to be Step A, Range 10. The presiding officers of the Senate and House are entitled to an additional \$500 a year during tenure of office and the rate of per diem instead of subsistence

shall be described in accordance with AS 39.23. Act was to take effect July 1, 1984.

CSHCR No. 28, is the same as CSSCR No. 19 with one exception. The exception is that in CSHCR No. 28 there are no public members on it's committee.

MEMORANDUM

June 13, 1985

SUBJECT: Joint Special Committee on Legislative Salaries (CSSCR 19(Fin) am H)

TO: Senator Mitch Abood, Chair,  
Joint Special Committee on  
Legislative Salaries

FROM: Tamara Brandt Cook  
Deputy Director  
Division of Legal Services

The legislature established a Joint Special Committee on Legislative Salaries last session in CSSCR 19(Fin) am H. You have asked several questions regarding that committee.

1. The resolution provides that three public members are to be selected by the Joint Special Committee on Legislative Salaries and you have asked how these public members should be chosen. Rule 21 of the Uniform Rules under which the joint special committee was established does not address the possibility of people serving on a legislative committee who are not legislators. The selection process, therefore, is a matter for the appointed legislator members of the committee to decide and the process should be approved by a majority vote of a quorum of the committee. Since the resolution requires that the public members are to be selected by the joint special committee, individuals finally chosen should be approved by majority vote of the committee, rather than simply appointed by the chairman, for instance.

2. What is a public ex officio member? Black's Law Dictionary defines ex officio as follows:

From office; by virtue of the office; without any other warrant or appointment than that resulting from the holding of a particular office.

The term "ex officio" clearly contradicts the notion of public membership which is not based upon the holding of a

particular office, but, instead, is based upon a need to represent the public at large. Since there is no indication in the resolution from which office an ex officio member would come, it seems clear that the intent is to include three public members rather than three ex officio members.

A public member of a body is generally considered to be an individual who is not a member of the group regulated and does not have a direct financial interest in the activity being regulated or considered by the body. (See AS 08.01.025). A public member of the joint special committee under this reasoning cannot be a member of the legislature, an employee of the legislature, or a person with a direct financial interest involving the legislature, for example, a person under contract to perform services for the legislature. However, a person from another branch of state government, such as a judge, would probably have so few direct ties to the legislature that the person could qualify as a public member of this committee.

3. Can the public members vote? Since the Uniform Rules do not address the question of public members on legislative committees no guidance is provided by the Rules on this. The resolution itself provides for public members and does not indicate that these are to be members with fewer rights than the other members, although the resolution could have done so. Therefore, the best interpretation appears to be that the public members have all the rights of other members, including the right to vote.

4. What is the quorum for the Joint Special Committee on Legislative Salaries? There are nine members on the committee: three senators, three representatives, and three public members. Mason's Legislative Manual, Sec. 500(2) provides

The majority of the membership of a body constituted of a definite number of members, constitutes a quorum for the purpose of transacting business.

Sec. 502(3) provides further

Where the number required by statute or other rule to constitute a quorum is fixed at a definite number the diminution of the members of the body will not change the number necessary for a quorum.

Senator Mitch Abood  
June 13, 1895  
Page 3

Therefore, a quorum for the committee is 5 members, even if public members have not yet been selected or if a vacancy should occur for another reason. A particular number of senator members and representative members is not required to constitute a quorum. Sec. 665 provides in part

A quorum of a joint committee is a majority of its combined membership and when a quorum is present a majority of that quorum is capable of transacting business.

TEC:ojb  
J15/034

STATE OF ALASKA  
THE LEGISLATURE

POUCH Y - STATE CAPITOL  
JUNEAU, ALASKA 99811  
907 465 3800

LEGISLATIVE AFFAIRS AGENCY

MEMORANDUM

August 12, 1985

SUBJECT: Relation of initiative petition and statute

TO: Frank Bickford  
Legislative Salary Commission

FROM: Billy G. Berrier *BGB*  
Director  
Division of Legal Services

You have asked whether a vote on an initiative may be precluded by enactment of legislation and if so what is required in the statute.

If before the election substantially the same measure has been enacted the initiative petition is void.

Section 4 of Art. XI of the Constitution of the State of Alaska provides:

SECTION 4. INITIATIVE ELECTION. An initiative petition may be filed at any time. The lieutenant governor shall prepare a ballot title and proposition summarizing the proposed law, and shall place them on the ballot for the first statewide election held more than one hundred twenty days after adjournment of the legislative session following the filing. If, before the election, substantially the same measure has been enacted, the petition is void.

The determination of whether the enactment voids the petition is made by the lieutenant governor with formal concurrence of the attorney general under AS 15.45.210 which provides:

Sec. 15.45.210. DETERMINATION OF VOID PETITION.

If the lieutenant governor, with the formal concurrence of the attorney general, determines that an act of the

Frank Bickford  
August 12, 1985  
Page 3

broader the reach of the subject matter, the more latitude must be allowed the legislature to vary from the particular features of the initiative.

The court in that case also held constitutional the delegation of the power to determine whether the petition was void to the lieutenant governor and the attorney general.

The case was decided on a 3 to 2 vote with the dissent taking the position that the act was not substantially the same measure.

A copy of the case is enclosed.

It is clear that an act need not be identical in order to void a petition. However, the degree of deviation allowed is a factual matter that must be determined by comparing the petition and the statute enacted.

BGB:ojb  
J16/029

Enclosure

legislature that is substantially the same as the proposed law was enacted after the petition had been filed, and before the date of the election, the petition is void and the lieutenant governor shall so notify the committee.

The question of what constitutes "substantially the same measure" has been before our Supreme Court in Warren v. Boucher, 543 P.2d 731 (Alaska 1975). In that case an initiative regarding campaign financing had been filed and an act was passed in the session following the filing on the same subject. The court held that the act, despite some differences, voided the petition saying:

The words "substantial" or "substantially" are relative, inexact terms. Their meaning is quite elusive.

Application of Scroggins, 103 Cal. App.2d 281, 229 P.2d 489 (1951). The meaning of such terms can be derived only by reference to all the circumstances surrounding the context in which they are used. Atcheson, T. & S.F. Ry. v. Kings county Water District, 47 Cal.2d 140, 302 P.2d 1, 3 (1956). So here, we believe that the term "substantially the same measure" must be viewed against the total structure contemplated in Art. XI of our constitution in the matter of direct legislation.

It is clear that the legislative act need not conform to the initiative in all respects, and that the framers intended that the legislature should have some discretion in deciding how far the legislative act should differ from the provisions of the initiative. The question, of course, is how great is the permitted variance before the legislative act becomes no longer substantially the same.

Upon reflection we have concluded that the legislature's discretion in this matter is reasonably broad. If in the main the legislative act achieves the same general purpose as the initiative, if the legislative act accomplishes that purpose by means or systems which are fairly comparable, then substantial similarity exists. It is not necessary that the two measures correspond in minor particulars, or even as to all major features, if the subject matter is necessarily complex or if it requires comprehensive treatment. The

MEMORANDUM

August 16, 1985

Subject: Summary of August 12, 1985 Billy Berrier Memo

From: Frank Bickford  
Legislative Salary Committee

The determination of whether the enactment voids the petition is made by the lieutenant governor with formal concurrence of the attorney general under AS 15.45.210 which provides:

Sec. 15.45.210 DETERMINATION OF VOID PETITION.

If the lieutenant governor, with the formal concurrence of the attorney general, determines that an act of the legislature that is substantially the same as the proposed law was enacted after the petition had been filed, and before the date of the election, the petition is void and the lieutenant governor shall so notify the committee.

If in the main the legislative act achieves the same general purpose as the initiative, if the legislative act accomplishes that purpose by means or systems that are fairly comparable, then substantial similarity exists. It is not necessary that the two measures correspond in minor particulars, or even as to all major features, if the subject matter is necessarily complex or if it requires comprehensive treatment. The broader the reach of the subject matter, the more latitude must be allowed the legislature to vary from the particular features of the initiative.

It is clear that an act need not be identical in order to void a petition. However, the degree of deviation allowed is a factual matter that must be determined by comparing the petition and the statute enacted.

# STATE OF ALASKA

AUDIT DIVISION  
POUCH W  
JUNEAU, ALASKA 99811

## THE LEGISLATURE

BUDGET AND AUDIT COMMITTEE

### MEMORANDUM

DATE: December 19, 1984

TO: Don Fisher  
Deputy Executive Director  
Legislative Affairs Agency

FROM: Gerald L. Wilkerson *GW*  
Legislative Auditor  
Division of Legislative Audit

SUBJECT: Legislative Reimbursement

Per your memo dated December 17, 1984, the following summary of direct reimbursements made by this Division to legislators is for the calendar year 1984.

LEGISLATOR	TRANSPOR- TATION	HOTEL	MEALS	TOTAL
Sen. Janice O. Faiks	\$ 14.60	\$	\$ 7.00	\$ 21.60
Sen. Bettye Fahrenkamp		521.94	231.00	752.94*
Rep. Robert H. Bettisworth		512.65	169.00	681.65*
Rep. John J. Cowdery		470.73	169.00	639.73*
Rep. Terry Martin	220.00			220.00
Rep. Michael W. Miller	6.00		40.00	46.00
Rep. Jim Duncan	33.00		56.00	89.00

*See below*

If I can be of further assistance to you, please don't hesitate to call.

cc: Pam Calhoon, Manager  
Division of Administrative Services  
Legislative Affairs Agency

Esther Adams, Administrative Assistant  
Division of Legislative Audit

*Frank, these totals will be \* beside them are especially high because they include overseas trip to Japan & Korea.*

*Esther*



ALASKA STATE LEGISLATURE  
HOUSE OF REPRESENTATIVES  
RESEARCH AGENCY

Pouch Y. State Capitol  
Juneau, Alaska 99811  
(907) 465-3991

February 5, 1985

MEMORANDUM

TO: Representative John Sund

FROM: Rob Waldman *RW*  
Legislative Analyst

RE: Legislative Salaries and Expense Allowances  
Research Request 85-145

You requested this agency to provide information on two issues:

- the adoption date of a \$4,000 expense allowance for legislators; and
- the per diem limitations imposed by the proposed initiative on legislative salary and per diem.

Expense Allowance

Alaska Statute 24.15.030 states that each member of the legislature is entitled to receive an annual allowance for postage, stationary, stenographic services and other expenses. Allowances amounting to \$4000 became effective in 1970. These allowances have not increased since that date. The following table provides the legislative history of expense allowances:

<u>Session Law</u>	<u>Action</u>
§3 ch 193 SLA 1961	Established AS 24.15.030 (Additional Allowances) and prescribed \$300 as the annual allocation.
§1 ch 8 SLA 1970	Increased the allowance to \$1,000.
§10 ch 193 SLA 1970	Increased the allowance to \$4,000.
§8 ch 263 SLA 1976	Substituted "prescribed in accordance with AS 39.23" for the specific figure of \$4,000.
§37 ch SLA 1980	Repealed AS 39.23, thereby eliminating the commission responsible for determining the allowance.

Representative Sund  
February 5, 1985  
Page Two

With the repeal of AS 39.23 in 1980, the legislature eliminated the Alaska Salary Commission. Among other duties, the commission was responsible for prescribing the amount of the expense allowances mentioned in AS 24.15.030. According to Bill Berrier, Director of the Legal Services Division of the Legislative Affairs Agency, the repeal of AS 39.23 did not repeal the allowances or prevent the distribution of the allowances. Although the commission no longer functions, the \$4,000 allowance will stand until the legislature either specifically sets a new dollar figure or develops a new method to prescribe allowances.

#### Legislative Per Diem

The initiative "An act relating to the compensation for State legislators" will reestablish legislative per diem (legislative per diem was repealed by 7 ch SLA 1983) and amend AS 24.15.020 to decrease the salary of legislators. This initiative does not breach the topic of changing the methodology for determining per diem levels for State workers. Under regulatory authority set out in AS 39.20.160 (as amended), per diem for State officials and employees of State agencies is prescribed and determined by the Commissioner of Administration in consultation with the heads of agencies concerned.

Per diem levels can be raised following enactment of this initiative.<sup>1</sup> Per diem rates can be raised by the Commissioner of Administration at any time if the commissioner determines that increases are justified. In addition, methods for prescribing per diem rates can be modified by amending the initiative or by session law reinstating or amending statutes addressing legislative per diem.

I hope that this review is useful. If you need additional analysis or would like to discuss the initiative or HB 48 and its effects, please call.

Rw

---

<sup>1</sup>Enactment of HB 48 (or similar legislation reinstating legislative per diem) would make the initiative void (Article XI, Sec. 4, Alaska Constitution). The discussion also applies to the enactment of HB 48.

## Compensation and Turnover in State Legislative Lower Chambers

James R. Oxendale, Jr.\*

### Abstract

*It has long been assumed by students of U.S. state legislatures that there is a strong relationship between levels of compensation and rates of turnover in those bodies. This paper analyzes the relationship between compensation and turnover in forty-one state legislative lower chambers in 1976. No correlation between salary levels and turnover rates existed in these states in 1976. Given the possibility that a bias may arise from using a single year's data, data from 1968 are used to test the hypothesis. The data from the states used in this study failed to support a general hypothesis that increasing compensation will lower voluntary retirement from state legislatures.*

High rates of turnover among legislators have long troubled writers and reformers concerned with state government in the United States [1, pp. 8-10; 3, p. 40; 5, pp. 21-31; 6; 7, pp. 13-24; 8; 11]. Average turnover per session in state lower houses between 1963 and 1971 was 30.4 percent. From Charles Hyneman's writings in the late 1930s to William Keefe and Morris Ogul's speculations of the 1970s, a recurring suggestion for reducing voluntary retirement from the state legislature has been to increase legislative compensation. Keefe and Ogul put the thesis persuasively:

The best short-run answer for breaking the turnover cycle lies, we believe, in what is by now a part of the "conventional wisdom" of political scientists. The tenet holds that a seat in the legislature may become a fulltime career for members if they are given a salary that is

more in line with those available in business and professions [6, p. 130].

Hyneman made essentially the same point in 1938. He wrote, "I am of the opinion that the chief reason why legislators find one or more terms enough is a financial one; their experience proves . . . that it is money out of the pocket to serve in the legislature" [5, p. 30]. Hyneman, Keefe and Ogul, and numerous others assume that a relationship exists between low compensation and voluntary turnover. Voluntary turnover means a decision to terminate one's career in the legislature; involuntary turnover means that caused by election loss or death.<sup>1</sup> It is assumed that if compensation were to rise, then turnover would decrease.

This paper looks at voluntary turnover and compensation in forty-one state lower chambers during the 1975-76 session and attempts to discover whether a relationship exists between these two variables. If indeed states with higher levels of compensation have lower turnover rates than do states with lower compensation, then one could conclude that compensation rates appear to influence turnover. Data on this issue is presented in Table 1 and summarized in Table 2.

Tables 1 and 2 do not support an assertion that higher compensation will result in lowered turnover. Using Spearman's coefficient of rank correlation, the correlation between turnover and compensation is +0.24. Statistically there is no correlation between compensation and turnover for the states for which data are available in 1976.

California and New Hampshire have the same rates of turnover, yet California pays over \$65,000 more bi-

\*Assistant Professor of Political Science, West Virginia Institute of Technology, Montgomery

<sup>1</sup>When the word turnover is used by itself in this paper, it applies only to voluntary turnover.

ennially than does New Hampshire. Indeed, five of the top ten states in compensation are among the states listed in the lower half of Table 1.

**TABLE 1**  
**Voluntary Turnover and Compensation for Lower House Legislators 1975-1976 Session**

State	Percentage Voluntary Turnover	Biennial Compensation*
Hawaii	4	\$30,000
Nevada	8	7,680
Arizona	9	19,170
Michigan	9.1	38,000
Ohio	10	35,000
Virginia**	10	10,950
Iowa	11	21,580
Kentucky**	11	12,350
Mississippi	11	25,400
New Mexico	11	3,600
Georgia	11	16,640
North Carolina	12	18,300
Delaware	12	19,500
Oklahoma	12	22,620
Wisconsin	12	38,181
North Dakota	12	5,700
Oregon	13	20,010
Minnesota	14	23,855
South Dakota	14	6,575
Nebraska	14	10,000
Colorado	15	15,200
Indiana	16	23,565
Missouri	16	16,800
New York	16	47,000
Rhode Island	16	600
Connecticut	17	13,000
Pennsylvania	17	31,200
Alabama	18	8,100
Kansas	18	14,400
Texas	18	18,600
Illinois	19	45,976
Maine	19	7,825
California	20	66,300
Florida	20	24,000
New Hampshire	20	200
Tennessee	20	19,400
Idaho	21	7,800
Utah	23	3,200
West Virginia	23	12,900
Louisiana	24	16,500
Montana	27	6,954

\*Compensation is computed as it generally is in the *Book of the States*, that is, compensation scales are taken from those offered during the 1975-76 session. In those states which pay per diem, the current rates are multiplied by the number of days in the 1973-74 session, since the total days of the session are not yet available. Compensation figures are derived from salary, per diem, and unvouchered compensation paid during or between sessions. Compensation for special sessions or vouchered expenses is not included.

\*\*Turnover rates are taken from 1975.

High levels of compensation may have helped lower turnover in states like Hawaii which is eighth in salary and lowest in turnover or Michigan which is fifth in salary and fourth in turnover. At the same time, low compensation may have caused high levels of turnover in states like Montana or Utah which have extremely low levels of compensation and very high rates of turnover.

The above data could be criticized on the grounds that turnover patterns from a single year might vary from traditional norms. In order to adequately understand the impact of a compensation policy on lowering turnover, it is necessary to compare a given state's current turnover at a higher compensation with past turnover at a lower compensation.

**TABLE 2**  
**Annual Compensation and Voluntary Turnover for Lower House Legislators, 1975-1976**

	Less than \$15,000	\$15,000 or more
Percentage Voluntary Turnover	16	4
	15% or more	17

Unfortunately, few studies are available which distinguish between voluntary and involuntary turnover on a longitudinal basis. The present research is based on voluntary turnover data from the twenty-two states for which the 1976 data were available. The year 1968 was chosen because it provides an essentially tranquil election after the uncertainty created by *Reynolds v. Sims*, 377 U.S. 533, 12 L. ed. 2d. 506, 84 S.Ct. 1362. Forty states<sup>2</sup> reapportioned their legislatures between 1964 and 1966. Obviously such major shifts in legislative districts could have artificially created high numbers of voluntary turnover because of fear of running in new districts. Therefore, the 1968 election was chosen because it, like the 1976 election, had legislators seeking reelection from the same district in which they were elected. If the traditional hypothesis concerning the impact of compensation on turnover were to be supported, then those states which had the greatest increases in compensation between 1968 and 1976 should have had the greatest decreases in turnover.

Table 3 compares compensation and turnover between 1968 and 1976. The results are mixed. Using percentage changes in compensation and turnover, the rank correlation,  $r = +0.42$ , indicates a slightly positive relation-

<sup>2</sup>Reapportionment figures are taken from *Book of the States*, 1968-69, p. 67.

TABLE 3

**Relationship between Voluntary Turnover and  
Compensation for Legislators Who Retired in  
1968 and 1976**

State	Percentage Voluntary Turnover	1967-68 Biennial Compensation	Percentage Voluntary Turnover	1975-76 Biennial Compensation
California	3.0	\$37,922	20.0	\$66,300
Connecticut	16.4	4,750	17.0	13,000
Florida	23.5	6,100	20.0	24,000
Georgia	18.0	10,525	11.1	17,640
Hawaii	15.7	8,220 or 9,185	4.0	30,000
Idaho	18.5	4,341	21.4	7,800
Illinois	12.0	18,000	19.2	45,976
Iowa	38.0	3,560	11.0	21,580
Kansas	19.2	7,150	18.4	14,400
Maine	39.0	2,224	19.1	7,825
Minnesota	9.0	11,042 or 11,763	14.0	23,855
Missouri	6.0	11,500	16.0	16,800
Nevada	12.5	3,900	8.0	7,680
New Mexico	54.3	1,800	11.0	3,600
New York	9.3	36,000	16.0	47,000
Oklahoma	11.0	10,220	12.0	22,620
Oregon	23.3	11,760	13.3	20,010
Pennsylvania	12.4	14,800	17.2	31,200
Tennessee	34.0	6,300	20.8	19,400
Virginia	16.0	3,300	10.0	10,950
West Virginia	29.0	3,000	23.0	12,900
Wisconsin	14.0	18,600 or 20,490	12.0	38,181

ship between the two variables. However, using absolute changes in compensation and turnover percent, the rank correlation,  $r = -0.43$ , indicates a slightly negative relationship. All twenty-two states had changes in compensation. Increases varied from about \$2,000 to about \$30,000 per biennium; however, not all states had corresponding turnover reductions. Indeed, some of the results appear to be rather confusing if it is assumed that the major cause for turnover is insufficient compensation. For example, between 1968 and 1976 New Mexico increased legislative compensation from \$1,800 to \$3,600 biennially. This was accompanied by a turnover drop of 43 percent. It seems unlikely that an \$1,800 compensation increase over an eight-year period is sufficient inducement to result in a 43 percent decline in turnover. In these situations, nonmonetary factors must be examined in attempting to understand the causes for legislative retirement.

While compensation may not have affected turnover in all states, in Hawaii, Tennessee, and particularly Iowa, salary increases may be the major causes for reduced turnover because major reductions in turnover occurred concomitantly with major increases in compensation. However, there are no clear patterns for the entire group. California and Illinois had major increments in compensation with

simultaneous increases in voluntary turnover. Indeed, the five states which had the greatest increases in compensation also had increased turnover. The data from the above states offer no support to a general hypothesis that if compensation rises, even at quite impressive rates, turnover will decline. Turnover may very well lessen, but there is no clear evidence to indicate that it will, or that, if it does, it does so because of a compensation policy.

#### A Speculative Overview of Turnover and Salary Questions

When considering the problem of legislative turnover at the state level, several factors should be taken into account. Some of these have been detailed elsewhere [3, 4, 6, 8] and will not be considered in this brief summary.

Two important variables which influence turnover have not been given the attention they deserve:

1. For most new members of the state legislature, especially the lower chamber, this is their entry into politics [13]. Invariably there is the problem of adjustment. For some the psychological adaptation is difficult, and this frequently results in voluntary retirement. According to Barber, some legislators are too rigid to adapt; others cannot accept a beginner's place in the system; and still others cannot adjust to the hectic schedule or the instrumental rather than consummatory social relations in the legislature [1, pp. 151-154; 8]. For these legislators salary is of little or no importance and rarely inhibits their decision to retire.

2. Many potential politicians find the lower house of the state legislature a good place to experiment with politics. Most state legislatures have limited sessions, and this allows a potential politician to minimize the interruption from a full-time occupation when experimenting with politics. Additionally, a legislative district of the lower house is frequently small enough for a newcomer to conduct a campaign without necessarily incurring the major expenses needed for other state, or even state senatorial, positions. Thus, the lower house of the state legislature is frequently well-suited for young and ambitious legislators to experiment with politics without seriously jeopardizing their full-time careers or incurring major debts when running for office. If they find legislative politics rewarding, they will probably remain in the lower chamber only temporarily, since they seek to move up politically. As they see it, the lower chamber is their initiation into politics and not their final destination [1, pp. 67-115; 8, pp. 147-200]. Thus, these legisla-

tors also rank compensation of slight importance when they consider leaving the lower chamber.

#### Conclusion

This research offers no general support to the belief that a close relationship exists between compensation and turnover. Generally speaking, states with higher levels of compensation do not have lower voluntary turnover than do states with lower levels of compensation; nor do the results indicate that states which increase compensation will ipso facto reduce their rates of turnover. In the states for which comparison data were available, compensation levels increased in all of them, but turnover both increased and decreased. In some states, compensation increases may possibly have helped to lower turnover, but in others, despite major increases in compensation, voluntary retirement increased. Turnover is a complex phenomenon induced by numerous factors of which compensation is only one, and to many considering retirement, it may be of relatively slight importance.

#### References

1. Barber, James David. *The Lawmakers*. New Haven: Yale University Press, 1965.
2. *Book of the States, 1975-76*. Council of State Governments. Chicago, Ill.: 1976.
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Sept. 1, 1979 C.O.

	House	Senate
Democrat	276	59
Republicans	159	41
Vacancies	0	0

SENATE	HOUSE
Passed 7/23	Signed 7/26 (PL 96-39)
Foreign Relations, Armed Services hearings continue in September	
Finance markup resumes 8/5	
Senate action 7/17 on NRC authorization bill	
Rules hearings postponed	
Finance markup resumes sometime in September	
Passed 8/30	
Foreign Relations hearings on (SA 6/19/21)	
Passed 7/23	Signed 8/14 (PL 96-58)
Human Resources approved 5/16, Finance rejected 7/12	
Commerce hearings to resume 9/6	

**CO** Financial Disclosure

## Outside Earnings Swell Wealth of Congress

Senators think of themselves as members of the "upper chamber" of Congress. Their personal financial disclosures show that most senators are upper income as well.

The Senate clearly is a club of the wealthy. Possibly a third of the 100 senators can claim net worths of \$1 million or more. Moreover, two-thirds of the senators count on outside incomes of \$20,000 or more to supplement their \$57,500 congressional salaries.

The House, too, has its share of wealthy members. Probably 30 or more House members are millionaires, and nearly 100 have outside incomes of more than \$20,000. But the House is the lower chamber of Congress when it comes to personal finances, because the proportion of wealthy members is much lower in the House than in the Senate.

This year, for the first time ever under the 1978 Ethics in Government Act, all members of Congress were required to publicly disclose their sources and general amounts of income for the previous year—1978.

Last year members of both houses of Congress disclosed all their financial holdings for the first time. Previously, only House members had been required to disclose some of their financial interests.

The new disclosures revealed, in detail never before available, that most members of Congress are financially much better off than most Americans. Their \$57,500 congressional salaries alone put them far above the economic state of most workers. But the difference goes beyond this. Most members of Congress would be financially secure with other income and financial interests even without their government salaries.

### Financial Interests

With few exceptions, members of Congress were successful lawyers or businessmen before coming to Washington. Most members kept and expanded their lucrative

*With few exceptions, members of Congress were successful lawyers or businessmen before coming to Washington. Most members kept and expanded their lucrative financial investments after election.*

financial investments after election to Congress. Many of the wealthiest members of Congress, however, inherited their fortunes.

The personal financial interests of members of Congress span the world of business. But far and away the most prevalent are investments in real estate, banks and agricultural, and stocks in major businesses. Most popular among members are blue chip stocks such as IBM, General Electric, General Motors and American Telephone and Telegraph. Only three members reported stock holdings in the financially troubled Chrysler Corp. (Box, p. 1836)



All but a handful of members own at least a few stocks or bonds, in addition to bank savings accounts and personal residences. The heaviest financial burden for many members is maintaining two residences, one in the home state or district, and one in the Washington, D.C. area. Some members rent their residences back home and stay in hotels or with relatives when visiting constituents. In 1977, some members said that heavy expense helped justify the congressional pay raise from \$44,000 to \$57,500.

### Outside Jobs

A dwindling number of members continued to receive sizable salaries for part-time jobs back home. But a new earned income limit in the House has forced most of those members to abandon their jobs, or at least to seek new ways to receive the same income. Several members apparently have tried to avoid the income limit by changing their income from "salaries" to "dividends" or some other unearned income. (Income limit, p. 1841)

Although more than half of all members of Congress are lawyers by training, most have given up their private practices. (Lawyers in Congress, p. 1832)

Senate rules virtually prohibit legal practices by senators. Only 23 House members who served in Congress during 1978 actively practiced law. The new earned income

The preparation of this report was directed by John Felton with principal research assistance from Andrea Yank and other assistance from Irwin B. Arieff, Joan Crosby, Brigitte Roussin, Bob Lavernash and Dave Tarrant.

1979/8/2

Senator, on the average, received about \$93,000 in unearned income during 1978. The average was boosted by the enormous unearned income of the Senate's wealthiest member, Kestup and Jackle, but John Heinz, R-Pa., reported unearned income of \$437,101 to over \$800,000. John F. Danforth, R-Mo., of the Houston Fortin Co. family had unearned income of \$730,801 to over \$380,000. House members, by and large, received much smaller unearned income, but 29 of 435 have unearned income of at

least three dozen members of Congress are partners in real estate investment firms, and 26 House members serve as directors of banks or savings and loan associations. Although few members devote significant amounts of time to their outside jobs, some received large salaries. Jack Brooks, D-Texas, for example, received more than \$20,000 in salary as director of two banks in which he is a major stockholder. House Minority leader John A. Rhodes, R-Ariz., was paid \$12,573 as vice president of an insurance company.

Carl (Doc) Helms, D-Hawaii, reported earned income of \$87,987 and unearned income of over \$180,000 from various business investments, including radio and televi- sion stations he owns. At last year's House members and five senators supple- ment their congressional income with "unearned" income such as dividends on stocks or rent from investment real estate.

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Substantial Unearned Income



wealth in Congress - 7

In the Senate, for example, Agriculture Committee Chairman Herman E. Talmadge, D-Ga., owns 1,200 acres of farm worth \$1 million. Other members of the committee with farm holdings are Richard C. Lugar, R-Ind., and John Melcher, D-Mont. Talmadge is facing charges before the Senate Ethics Committee of improper financial dealings. But no conflict of interest charge has been raised against him. (Talmadge case, Weekly Report, p. 1027)

In most cases, the potential conflicts involve members with financial holdings that are indirectly affected by legislation. But some of the most prominent members of Congress deal almost daily with legislation that could have a direct impact on their financial interests.

Many members have avoided direct conflicts of interest with their congressional committee assignments by declining to invest in businesses that might be affected by legislation before those committees. That is a limited survey. Congressional Quarterly counted 24 senators and 105 House members who face possible conflicts between their own holdings and commit- tee assignments.

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But there are other, potentially more serious conflicts that involve members, particularly personal finances, and holdings in or ownership of companies that have in- volved them in public service. A member with such a role that involves public service, especially if he serves on a committee that writes energy legislation.

By the very nature of their positions, members of Congress face frequent conflicts of interest between their personal lives and their responsibilities in Congress. They are affected by taxes and most other legislation as all Americans.

As in previous years, big tobacco such as the American Bankers Association, the Energy Manufacturers of Amer- ica and the Food Marketing Institute provided the bulk of the bankers paid more than any other group, \$29,000 to 15 members of Congress. 7 or interest probably was spurred by congressional consideration and passage in 1978 of a major banking regulation bill. (Box, p. 1826)

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Honorary

Twenty-five senators and 230 House members are honorary members of the House of Representatives. They are given honorary membership in the House of Representatives for their service to the country. (House on-line, Sept. 1, 1977, Senate on-line, Sept. 1, 1977)

Other senators who qualify for honorary membership are: Sen. James Buckley, R-N.Y.; Sen. John Chafee, R-R.I.; Sen. John Danforth, R-Mo.; Sen. John Dingell, D-Mich.; Sen. John Edwards, D-Va.; Sen. John F. East, D-Va.; Sen. John Warner, R-Va.; Sen. J. Bennett Johnston, D-La.; Sen. J. William Fulbright, D-Ark.; Sen. J. Robert Forster, D-Texas; Sen. J. Bennett Johnston, D-La.; Sen. J. William Fulbright, D-Ark.; Sen. J. Robert Forster, D-Texas.

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Senate Finance Committee Chairman Russell B. Long, D-La., whose committee writes key energy tax legislation worth \$1.2 billion in oil and gas property. His earnings in 1978 topped \$100,000. Other members of his committee with oil holdings are: Ed M. Bentsen, D-Texas; Harry F. Byrd Jr., R-Va.; William V. Roth Jr., R-Del.; Danforth and Heinz.

Danforth is an example of a wealthy member whose widespread financial interests are affected by virtually every bill before Congress. His personal and family trust portfolios include stocks in defense contractors, oil companies, communications firms, banks and several other businesses that are directly concerned with federal laws and regulations. Danforth sits on two committees—Finance and Commerce, Science and Transportation—that write much of the legislation that affects business.

Some committees are heavily weighted with members who have personal interests in legislation before those committees.

In the House, for example, 18 of the 43 members of the Agriculture Committee own farms or other farm interests, including: Berkeley Bedell, D-Iowa; David R. Bowen, D-Mass.; Glenn English, D-Okla.; Floyd Fithian, D-Ind.; Charles F. Grassley, R-Iowa; Tom Hagedorn, R-Minn.; Kent Hance, D-Texas; Jerry Huckaby, D-La.; James P. Johnson, R-Colo.; Ed Jones, D-Tenn.; Richard Kelly, R-Fla.; Ron Marlenee, R-Mont.; Charlie Rose, D-N.C.; Ike Skelton, D-Mo.; Steven D. Symms, R-Idaho; Charles W. Stenholm, D-Texas; James Weaver, D-Ore.; and Charlie Whitley, D-N.C.

One possible way of eliminating at least the appearance of a conflict of interest is to establish a blind trust, completely controlled by independent trustees. But few members have taken that step.

Only three senators have blind trusts: Edward M. Kennedy, D-Mass.; Abraham Ribicoff, D-Conn.; Howard M. Metzenbaum, D-Ohio. In the House, Margaret M. Heckler, R-Mass., and Steven J. Solarz, D-N.Y., said they have part of their holdings in blind trusts. The wife of Robert Dole, R-Kan., also has a blind trust.

#### Millionaires

Because the disclosure system is so vague, especially in the House, it is impossible to determine exactly how many millionaires serve in Congress. But it is possible to make a general determination of which members probably have net worths of \$1 million or more.

The two wealthiest senators are Pennsylvania's Heinz, heir to the H. J. Heinz Co. fortune, and Missouri's Danforth, an heir to the Ralston Purina Co. family fortune.

According to rough calculations based on their disclosures, Heinz could be worth at least \$50 million and possibly more than \$50 million. Danforth's net worth could be worth between \$5 million and \$17 million.

One senator, Louisiana's Long, revealed a net worth of \$2.8 million.

Other senators who qualify as millionaires are: William J. Armstrong, R-Colo.; Bentsen of Texas; Rudy Boschwitz, R-Minn.; Byrd of Virginia; Dennis DeConcini, D-Ariz.; John Glenn, D-Ohio; Barry Goldwater, R-Ariz.; S. I. (Sam) Hayakawa, R-Calif.; Nancy Landon Kassebaum, R-Kan.; Kennedy of Massachusetts; Howard M. Metzenbaum, D-Ohio; Claiborne Pell, D-R.I.; Charles H. Percy, R-Ill.; Richard Stone, D-Fla.; Talmadge of Georgia; Malcolm Wallop, R-Wyo.; John W. Warner, R-Va.; and Lowell P. Weicker Jr., R-Conn.

## Index to Special Report

For this special report, Congressional Quarterly examined the financial disclosure reports covering 1978 for all 535 members of Congress and the 1,037 non-voting House members.

This report is in two major parts: stories and charts on specific aspects of the disclosures, and lists of honoraria paid to representatives and senators, and financial interests of representatives and senators.

The following is a guide to the report:

• **The Wealth of Congress**, p. 1823, summarizes CQ's findings. Most members of Congress are financially much better off than most other Americans.

• **Honoraria Payments**, p. 1827, Hundreds of organizations, especially lobbies, pay members of Congress for making speeches. This story explains the practice.

• **The Richest Members**, p. 1834, contains brief profiles of the 30 members of Congress who may have had the highest incomes for 1978.

• **Draw of the Conventions**, p. 1835, shows how the U.S. Chamber of Commerce drew 10 members of Congress to its 1978 annual convention.

• **House's Top Honoraria Collectors**, p. 1827, lists the 25 House members who earned the most in honoraria in 1978.

• **Senate's Top Honoraria Collectors**, p. 1827, lists the 25 senators who earned the most in honoraria in 1978.

• **Top Honoraria Providers**, p. 1826, lists the 15 organizations that gave the most in honoraria to members of Congress in 1978.

• **Earned Income Evasion**, p. 1841, Starting this year House members are limited to \$8,625 in outside earned income. This story shows how members are coping with the limit, and how some members are trying to get around it.

• **Lawyers in Congress**, p. 1832, lists all members of Congress who received legal fees in 1978. With each passing year, fewer members engage in part-time legal practices.

• **Chrysler Interests**, p. 1836, indicates that only three members of Congress reported financial interests in the troubled Chrysler Corp.

• **Outside Income Totals**, lists 1978 outside income for all members of Congress. The House chart is on p. 1837, the Senate chart starts on p. 1840.

• **Outside Jobs**, lists all outside business positions for all members of Congress. The Senate list starts on p. 1844, the House list starts on p. 1845.

• **Disclosure that Doesn't Disclose**, p. 1830, examines weaknesses of the financial disclosure system.

• **Disclosure Requirements**, p. 1829, lists the legal requirements of financial disclosure for members.

• **Honoraria**, lists all honoraria paid to all members of Congress, broken down by the types of organizations making the payments. The House list starts on p. 1843; the Senate list starts on p. 1862.

• **Financial Interests**, lists the financial interests of members of Congress in 14 categories, and shows which members have interests that might be affected by their committee responsibilities. The House list starts on p. 1871; the Senate list starts on p. 1884.

### Top Honoraria Providers

Following is a list of the 15 organizations that gave the most in honoraria to members of Congress in 1978. The figures in parentheses indicate the number of senators and representatives who received honoraria from each group.

American Bankers Association (16)	\$28,000
Grocery Manufacturers of America (18)	\$20,750
Brookings Institution (57)	\$10,900
Food Marketing Institute (13)	\$10,000
General Electric Co. (11)	\$5,494
U. S. Chamber of Commerce (26)	\$4,945
Pfizer Inc. (18)	\$4,285
Outdoor Advertising Association (12)	\$4,250
AFL-CIO (9)	\$2,500
United Jewish Appeal (6)	\$2,000
Brown & Williamson Tobacco Co. (8)	\$10,500
Mortgage Bankers Association (6)	\$10,500
Washington Discussion Group (11)	\$10,500
Distilled Spirits Council (10)	\$10,285
American Mining Congress (12)	\$10,000

Other senators who may qualify as millionaires include Howard H. Baker Jr., R-Tenn.; Henry L. Bellmon, R-Okla.; Bill Bradley, D-N.J.; Howard W. Cannon, D-Nev.; Lawton Chiles, D-Fla.; Thomas F. Eagleton, D-Mo.; Mark O. Hatfield, R-Ore.; Charles McMathias, R-Md.; Sam Nunn, D-Ga.; Ribicoff of Connecticut; and Adlai Stevenson, D-Ill.

Two financially secure, but non-millionaire, senators listed their exact net worths. Daniel Patrick Moynihan, D-N.Y. (\$350,000) and Ernest F. Hollings, D-S.C. (\$437,163).

The richest House member probably is Fred Richmond, D-N.Y., who is the majority stockholder in Walco National Corp., a manufacturer of small machinery and electrical equipment. Richmond owns approximately 748,000 shares of Walco stock, valued at more than \$10 million.

Other probable House millionaires are Glenn M. Anderson, D-Calif.; Jonathan B. Bingham, D-N.Y.; Richard Bolling, D-Mo.; Brooks of Texas; Broshill of North Carolina; Tim Lee Carter, R-Ky.; James C. Cleveland, R-N.H.; James M. Collins, R-Texas; Robert W. Daniel Jr., R-Va.; Millicent Fenwick, R-N.J.; Bill Green, R-N.Y.; Helzel of Hawaii; Robert J. Lagomarsino, R-Calif.; Jim Leach, R-Iowa; Stewart B. McKinney, R-Conn.; Richard L. Ottinger, D-N.Y.; Proyer of North Carolina; James H. (Jimmy) Quillen, R-Tenn.; William H. Royer, R-Calif.; Harold Runnels, D-N.M.; Harold S. Sawyer, R-Mich.; James H. Scheuer, D-N.Y.; and Fortney H. (Peter) Stark, D-Calif.

Other House members who may be millionaires include Hedell of Iowa; William E. Danneneyer, R-Calif.; Robert H. Mollohan, D-W.Va.; Bill Nelson, D-Fla.; Ray Roberts, D-Texas; Gene Snyder, R-Ky.; James Weaver, D-Ore.

#### The Non-Wealthy

In contrast to the millionaires, a handful of members of Congress reported little or no outside income and virtually nothing in the way of financial assets.

Sen. Spark M. Matsunaga, D-Hawaii, for example, said he had no outside business earnings, aside from \$7,000

in honoraria. His only financial asset was 100 shares of Washington, D.C., purchased in 1965 for \$10,000.

Law Abner, D-Wis., said he had no outside business earnings and no financial interests. He did accept \$1,000 in honoraria payments.

Generally, the least wealthy members are young House members in their first or second terms. An example is Jacob F. Hoyer, D-Mich., a Vietnam veteran in his second term, who reported no outside income and no holdings.

#### Spouses

Congressional rules require members to disclose the financial interests of their spouses, unless they do not benefit from or maintain control over their spouses' holdings. Members also were required to reveal the sources, but not the amounts, of their spouses' incomes.

Although most members did disclose information about their spouses, a few refused to do so. Senators, but not House members, were asked to indicate if they withheld information about their spouses.

One senator who refused to disclose the financial assets of his spouse was John Tower, R-Texas. He said, "I have no knowledge whatever" of the estate of his reportedly wealthy wife Lalla Cummings Tower, whom he married in 1977.

Virginia's senator, Warner, said he has no control over the property of his wife, actress Elizabeth Taylor. Warner is a millionaire by virtue of a divorce settlement with his previous wife, heiress Catherine Mellon.

Other senators who did not report the holdings of their spouses were Wendell H. Ford, D-Ky., and Jacob K. Javits, R-N.Y.

The wives of at least five members are congressional staff aides. Four work directly for their husbands.

Elsie J. Hawkins, the wife of Rep. Augustus F. Hawkins, D-Calif., works for her husband in two paying jobs. As a clerk on his personal staff, she earned approximately \$5,624 in 1978, according to clerk of the House records. She earned approximately \$22,200 as a clerk for the House Administration Committee's printing subcommittee, which Hawkins chairs.

Martha A. Ford, the wife of Rep. William D. Ford, D-Mich., is an assistant clerk for the House Administration

## Financial Disclosure in Congress



Committee. She earned \$12,000 in that post in 1978, according to House records. Ford is not a member of the committee.

Yvonne Roussiolo is executive secretary on the staff of her husband, Rep. John H. Roussiolo, R-Calif. According to clerk of the House records, she was paid at the rate of \$22,000 in 1978.

Jeanette S. Williams is a senior staff member on the Senate Labor and Human Resources Committee, chaired

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## Top Honoraria Collectors in Senate and House

### Senate

The 1976 Federal Election Campaign Act limited to \$25,000 annually the amount a senator could earn in honoraria for speeches and articles. But it said a senator could earn over \$25,000 if he used some of his earnings to defray out-of-pocket expenses or donated a portion to charity. In 1978, the top 25 earners of honoraria in the Senate were:

Richard G. Lugar, R-Ind.	\$58,500*
Jake Garn, R-Utah	\$27,814*
Howard H. Baker Jr., R-Tenn.	\$27,750*
Daniel Patrick Moynihan, D-N.Y.	\$27,388*
Robert Dole, R-Kan.	\$27,000*
Jacob K. Javits, R-N.Y.	\$26,085**
Robert C. Byrd, D-W.Va.	\$25,000
Ernest F. Hollings, D-S.C.	\$25,000
Henry M. Jackson, D-Wash.	\$25,000*
Edmund S. Muskie, D-Maine	\$25,000*
William Proxmire, D-Wis.	\$25,000
Harrison A. Williams Jr., D-N.J.	\$25,000
George McGovern, D-S.D.	\$24,905
Frank Church, D-Idaho	\$24,975
Alan Cranston, D-Calif.	\$24,926
John C. Culver, D-Iowa	\$24,924
Orrin G. Hatch, R-Utah	\$24,875
Herman E. Talmadge, D-Ga.	\$24,750
Richard S. Schweiker, R-Pa.	\$24,749
Donald W. Riegle Jr., D-Mich.	\$24,632
J. Bennett Johnston, D-La.	\$24,350
Harry Goldwater, R-Ariz.	\$24,250
Joseph R. Biden Jr., D-Del.	\$24,000
Bob Packwood, R-Ore.	\$24,000
Abraham Ribicoff, D-Conn.	\$23,760**

\* Senator donated all or a portion of his honoraria to charity.  
\*\* Senator used a portion of his honoraria to defray out-of-pocket expenses.

### House

The 1976 Federal Election Campaign Act limited to \$25,000 annually the amount a representative could earn by giving speeches or writing articles. In 1978, the top 25 House earners of honoraria were:

Thomas F. Ashley, D-Ohio	\$25,000
James C. Carnahan, D-Calif.	\$25,000
Ken Holland, D-S.C.	\$25,000
John M. Murphy, D-N.Y.	\$25,000
Dan Rostenkowski, D-Ill.	\$25,000
Al Ullman, D-Ore.	\$25,000
Guy Vander Jagt, R-Mich.	\$25,000
Jack F. Kemp, R-N.Y.	\$24,950
Henry S. Reuss, D-Wis.	\$24,950
Jim Wright, D-Texas	\$24,750
Philip M. Crane, R-Ill.	\$24,450
John J. Rhodes, R-Ariz.	\$24,220
Thomas P. O'Neill Jr., D-Mass.	\$23,500
John D. Dingell, D-Mich.	\$19,190
Stirley Chisholm, D-N.Y.	\$18,983
Morris K. Udall, D-Ariz.	\$18,922
Barry M. Goldwater Jr., R-Calif.	\$16,800
Frank Thompson Jr., D-N.J.	\$16,800
William D. Ford, D-Mich.	\$16,450
Bob Eckhardt, D-Texas	\$16,300
John Conyers Jr., D-Mich.	\$15,566
Thomas S. Foley, D-Wash.	\$15,000
John J. LaFalce, D-N.Y.	\$14,909
Henry J. Hyde, R-Ill.	\$14,828
Jim Santini, D-Nev.	\$14,750

by her husband, Harrison A. Williams Jr., D-N.J. She earned \$31,500 in 1978, according to Senate records.

Patricia B. Young is executive secretary on the staff of her husband, Sen. Milton R. Young, R-N.D. Young reported her 1978 earnings as \$24,677.

Ford and Roussette did not mention their wives on their financial disclosure forms.

The federal anti nepotism law, adopted in 1967, prohibits federal officials, including members of Congress, from appointing, promoting or recommending for appointment or promotion, a relative to serve in the same agency or department. However, the law does not prohibit a member from marrying a staffer and keeping his spouse on his payroll (1967 *Almanac* p. 591).

### Compliance

Although most members generally complied with the letter and spirit of the disclosure rules, a few members in each house filed disclosure forms that were seriously incomplete, inaccurate or misleading.

Ethics committees in both houses attempted to correct the most serious errors, but committee aides admitted they did not have the time or staff to strictly enforce the rules.

The Senate voted in March to discontinue General Accounting Office spot audits of forms filed by senators and their top aides. (*Weekly Report* p. 1746; disclosure that *doesn't* disclose p. 1830).

Some members voluntarily revealed much more than the rules required. Rep. Morris K. Udall, D-Ariz., revealed his entire 1978 federal income tax form. Rep. Paul Simon, D-Ill., continued his long-standing practice of disclosing in detail his finances and those of all his aides.

## Honoraria Payments

Members of Congress were paid almost \$2.3 million in 1978 by businesses, trade associations, educational and ideological groups, publications and other organizations eager to hear the members' insider views on issues facing the federal government.

Of the total honoraria payments, \$1,086,451 went to 75 senators and about \$1,180,000 to 249 representatives, according to financial disclosure forms filed by all 100 senators, all 435 voting representatives, the resident commissioner representing Puerto Rico, and the three non-voting



# Disclose

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House delegates (*1978 Almanac* list p. 1849; Senate honorees list p. 1962).

Twenty-five senators and 130 House members reported receiving no honoraria for speaking engagements or writing fees in 1978.

The total paid senators in 1978 was just slightly less than the record for honoraria payments set in 1977. In that year, 81 senators earned \$1,087,648 in honoraria, while 12 reported receiving none.

Senators have been required to disclose their earnings from honoraria since 1969.

The slight decrease in 1978 probably was due to 21 senators leaving office at the end of that year. Those senators were not required to file details of their 1978 finances with the Senate. But the 20 freshmen who took their seats at the beginning of 1979 were. As candidates during 1978, these individuals couldn't command the high speaking fees normally given incumbent senators.

Because 1978 was the first full year for which House members were required to disclose their honoraria payments, no figures for earlier years are available for comparison purposes.

### Time-Honored Practice

The payment of honoraria is a time-honored way to entice representatives and senators to provide various groups with an "insider view" of Washington through speeches, personal appearances or published articles. In addition to the honoraria, members of Congress often receive expenses paid trips to the sites where the speech are given, as well as lodging and meals.

Most of the honoraria payments are in return for speeches to conventions held by trade associations and other business groups. Others are for briefings or addresses to educational groups, ideological organizations, religious and ethnic groups and think tanks.

Some are for intimate meetings over dinner or lunch with a corporation's board of directors, or a small group of businessmen, lawyers and lobbyists such as the Washington Discussion Group. These small groups say a meal and a chat with a prominent senator or representative is worth the \$1,000 or \$2,000 payment because of the opportunity it provides for an off-the-record discussion of Washington goings-on.

Honoraria are perfectly legal, but most of the groups that provide such payments also are interested in legislation before Congress. The most harsh critics of honoraria payments say the system is little more than legalized

influence buying. Law-based critics contend that the groups making the payments are more interested in gaining the friendship of elected officials and easy access to them in the future than in having the comments of the senators and representatives.

Organizations that give honoraria—and members of Congress who accept them—deny any impropriety.

Many freely admit, however, that inviting a member of Congress to address a corporation's board of directors or a trade association's annual meeting—and paying him for his appearance—can have a variety of benefits. It can give top management a better understanding of the Washington scene, provide an occasion to get to know an important member, or ensure better access to the member in the future. It also can be used to let the member know that he has a supporter on the "outside."

### Groups Target Payments

An examination of the honoraria paid members of Congress in 1978 indicates that interest groups often concentrated their payments on members in a position to help them with their concerns. This is the pattern that has been present in other years, also. For example, the Outdoor Advertising Association gave a total of \$7,000 in honoraria to five members of the Senate Environment and Public Works Committee, which in 1978 rewrote the Highway Beautification Act of 1965, weakening key provisions regulating outdoor advertising. (*1978 Almanac* p. 539)

While the House Ways and Means Health Subcommittee considered hospital cost containment legislation, its chairman, Rep. Dan Rostenkowski, D-Ill., received \$14,000 in honoraria from health groups. (*1978 Almanac* p. 499)

The American Bankers Association funneled five honoraria totaling \$10,000 to five Democratic members of the House Banking Committee in 1978, while five state banking associations provided one senator alone—Jake Garn, R-Utah, ranking Republican on the Senate Banking Committee—with \$8,000 in honoraria for five different speeches.

The banking committees worked on a number of major revisions in federal legislation regulating banking practices during 1978. (*1978 Almanac* p. 390)

### Banking Industry Honoraria

Banking groups gave heavily in 1978. The American Bankers Association gave more honoraria to members of Congress than any other group during that year, paying out a total of \$28,000 to 16 different senators and representatives. At the same time, various state banking associations paid out \$20,100 to 17 different senators and representatives in the same period.

"We hold over 300 meetings a year," commented Edward F. Smith, a spokesman for the American Bankers Association, explaining why his group gives honoraria to members of Congress. "You can't get away with always using only [the trade association's] staff. You need a big name. And you can't ask them to take time off and not give them something."

Smith said the association seeks out members of the congressional banking and tax committees to address its meetings because those members are most familiar with the industry's legislative concerns. He added that the association was proud of its record on honoraria payments.

"We're not opposed to it [paying honoraria]," he said. "We're not like some trade associations who try to hide under a bushel. I'm glad we're on top. I'm only sorry we don't have more money to spend on this."



Sen. Spark M. Matsunaga

Rep. Lev Aspin

*The Unwealthy in Congress*

## Disclosure That Doesn't Disclose

The extensive disclosure requirements imposed on Congress in recent years have given voters more information than ever before about the financial dealings and personal wealth of elected representatives.

But, ironically, the methods of disclosure can distort the true picture of a member's wealth, moreover, the structure of the disclosure forms, in certain cases, presents an open invitation for members to obfuscate or to conceal information.

These problems make an exact calculation of a member's net worth impossible unless the individual voluntarily supplies additional information.

Several members have been doing this for years, most notably Rep. Paul Simon, D-Ill., who released his 24th annual public financial disclosure statement this year. It has been his practice since first taking public office in 1955 as a member of the Illinois state House. Rep. Philip M. Crane, R-Ill., a presidential hopeful, filed a statement over 100 pages in length. Sen. Claiborne Pell, D-R.I., released 67 pages of financial information, the most lengthy statement in the Senate.

### Categories of Value

The financial disclosure rules require a member to reveal the "category of value" owned by him, or his spouse and dependents. Each category represents a "range" of wealth and not an actual amount. Examples are: "between \$15,000-\$50,000" and "between \$100,000-\$250,000" (Box p. 1528).

The misleading nature of the categories can be shown in the disclosure of Sen. Russell B. Long, D-La., who listed all his income and holdings, and voluntarily showed a net worth of \$2,817,731. Using the categories, however, Long's net worth could be anywhere between \$2,127,000 and \$4,790,000.

Walter (Fred) Huddleston, D-Ky., gave the exact amount of his unearned income as \$34,901. Using the categories, his income could be \$17,301 to \$39,000.

For most members, the most serious distortion is in the \$15,000-\$50,000 category.

If a member had three holdings of about \$10,000 each, the actual total would be \$30,000. But under the category system, those would total \$45,000-\$150,000.

Another distortion inherent in the category system is the largest category value. In the House it is over \$200,000, in the Senate it is over \$1 million.

Rep. Fred Richmond, D-N.Y., reported his holdings in Walter National Corp. as "over \$250,000," which is as that is required by law for House members. Richmond held 760,000 shares of stock in Walter National in 1977, and sold 2,000 shares in June 1978, leaving him with 748,000 shares. At current stock market value, his financial interest in Walter National should be about \$10.5 million—\$10.25 million more than he had to disclose.

### Problems With the Forms

The structure of the disclosure forms also permitted errors.

The House forms for 1978 were short on space for anything but the most minuscule of holdings for an individual member. The instructions were short on detail and briefly printed on the reverse side of each member's disclosure cover sheet. House Ethics Committee staffers were deluged with questions on procedures for filling out the forms.

On the other hand, the Senate Ethics Committee published a 43-page manual for senators and employees, and received far fewer procedural questions.

The different forms allowed the accuracy of information to vary, especially the value of financial interests.

The Ethics in Government Act requires members to disclose "the current value" of their real property holdings unless the current value "is not ascertainable without an appraisal." If the latter case is true, members could use different calculation methods to determine the value, providing the method used is explained.

Because of limited space on the House forms and the brevity of instructions, information about real property holdings was more likely to be reported at fair market value than through other methods.

The Senate forms provided a separate column for senators to list the method used to value their property. This appeared to invite senators not to report the current value. Hence, Sen. Long reporting an interest in "133 acres of timberland, Winn Parish, La." at a value of "not more than \$5,000, purchase price in 1935."

The county assessor's office in Winn Parish, La., told a reporter that timberland there is valued between \$500 and \$700 per acre. This suggests that the current value of Long's timberland might be between \$66,500 and \$100,000. If the timber on the land is top quality southern pine, the value could be as high as \$1,500 per acre, which means Long's holding could be worth as much as \$200,000.

Long also reported 1,900 acres of timberland in Fayetteville, La., at a 1977 purchase price of \$30,716. Based on the U.S. Forest Service assessment that virtually all timberland in the United States today is worth less than \$500 per acre, 900 acres would be worth at least \$270,000 and could be worth over \$1 million.

Although this avenue of disclosing as little as possible was open to all members, few took advantage of it. Only six senators based most of their real estate holdings at acquisition cost.

### Filling out the Forms

Some members simply filled out the forms (partly or incompletely).

Several, such as Rep. Harold Rounsley, D-F.M., reported no one from friends had listed assets holdings. Rep. Charles Wilson, D-Texas, reported rental income without listing an interest in real property.

The winner of the "most legible handwriting award" this year goes to freshman Rep. Ron Paul, R-Texas, who filled out his form himself in England. Paul is a doctor.

By Andrea Yank

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**Informing Management**

Two companies that only began in 1978 to pay mem- bers of Congress for speaking engagements told Congres- sional Quarterly they did so to keep their firm's managers informed of important Washington activities.

One firm, **Hernold Inc.**, a Milwaukee, Wis., manufac- turing company, paid out \$1,585 in 1978 to five members of Congress for addressing Washington seminars. The sessions were set up to educate management on "how the process works," according to company spokesman John Bartels. A fifth member of Congress was paid \$1,000 plus travel expenses to address the firm's annual meeting.

Bartels said the company had been holding Washing- ton seminars for at least five years, but before 1978 had brought company officials to the Capitol to meet with members. In 1978, the company decided to invite to dinner the members it wanted to meet. The dinner meetings were intended "to get to know them better," Bartels said. They were paid honoraria because to leave the Capitol in order to attend a dinner was "overtime," he explained.

The Dana Corp., a Toledo, Ohio, automotive parts manufacturing firm, also paid out honoraria to members of Congress for the first time in 1978. The firm paid \$5,500 to eight members for the year. The members were paid to address a Washington seminar for Dana's middle manage- ment, according to the firm's Washington vice president, Howard Hangerud.

"Many people believe government workers are not the swiftest in the world," Hangerud explained. "It's important for our employees to see that, in the upper echelons, at least, this is not the case."

**Honoraria Limitations**

The 1976 Federal Election Campaign Act (P.L. 94-285) limited to \$25,000 annually the amount of money a senator or representative could earn in honoraria in a year. The law also limited each individual honorarium payment to a maximum of \$2,000. (1976 *Almanac* p. 459.)

A stricter limitation on the amount of money a senator may earn on outside income was to have gone into effect in 1979, but the Senate voted in March to delay enforcement of that rule for four years. (Weekly *Report* p. 380.)

A similar House rule was unaffected by the Senate action. The House rule placed a ceiling of 15 percent of a representative's annual salary on all outside earned income, including honoraria, and a ceiling of \$1,000 on each individual honorarium, beginning Jan. 1, 1979.

The House approved the 15 percent cap and a ceiling of \$750 on each honorarium as part of its ethics code, adopted in 1977. However, the \$750 limit was raised to \$1,000 in January 1979 after the House Democratic Caucus recom- mended the increase at the end of the 16th Congress. (1977 *Almanac* p. 286; 1978 *Weekly Report* p. 306.)

At the current annual salary of \$57,500, the limitation means that, as of 1979, a representative can earn no more than \$8,625 a year in outside income, including honoraria. In 1978, 35 representatives and 46 senators earned more than \$8,625 in honoraria alone.

**Lugar Is 1978 Champion**

Sen. Richard G. Lugar, R-Ind., was the honoraria champion in both House and Senate in 1978, earning \$38,500. He donated \$13,500 of his honoraria earnings to charity in order to comply with the \$25,000 limitation.

"We're aware that he was No. 1, but he's still here for every vote," commented Lugar spokesman Len Gerig. He

said Lugar ranked third in attendance in the Senate in 1978, and gave no outside speeches on Senate floor.

The 1976 law permits members to deduct any funds donated to charity or used to pay for out-of-pocket expenses from their total honoraria earnings in order to comply with the \$25,000 limitation.

In 1978, six senators—Lugar, Jake Garn, R-Utah, Howard H. Baker Jr., R-Tenn., Daniel Patrick Moynihan, D-N.H., Robert Dole, R-Kan., and Jacob K. Javits, R-N.Y.—earned more than \$25,000 in honoraria and either donated some of the money to charity or used some of it for expenses related to speech giving in order to comply with the \$25,000 ceiling.

Javits stated in his financial disclosure report that, in order to comply with the \$25,000 ceiling, he had deducted

**Financial Disclosure in Congress**



some money from his total speechmaking earnings to pay members of his staff who, in non-working hours helped him with the speeches and writings that earned the honoraria.

This deduction is not permitted by the 1976 law. Javits, spokesman for both the Senate Select Ethics Committee and the Federal Election Commission, refused to discuss the matter.

Javits' executive assistant, Gregory G. Jones, told a reporter the senator's accountants felt the deduction was proper. He added, "If we are advised that it is improper by either the Ethics Committee or the Federal Election Commission, then we will do anything that is necessary to clean it up."

In all, 43 senators and six representatives donated all or a portion of their honorarium income to charity.

Members donating all their honoraria to charity were Sens. Henry M. Jackson, D-Wash. (\$25,000), Howard M. Metzenbaum, D-Ohio (\$5,000), Claiborne Pell, D-R.I. (\$3,200), Strom Thurmond, R-S.C. (\$5,500) and Reps. Carlos J. Moorhead, R-Calif. (\$1,000), and Mary Rose Oskar, D-Ohio (\$1,140).

**No Limit on Number**

Though members were limited by the 1976 election law to \$2,000 for any one speaking engagement, some members managed to earn more than \$1,000 from one source by making repeat appearances.

Javits, for example, was paid a total of \$8,000 for four speeches to Friche Ross & Co., an accounting firm. Lugar was paid \$4,000 for two speeches to the U. S. League of Savings Associations. Rep. Guy Vander Jagt, R-Mich., was paid \$3,000 by Dow Chemical Co. for three speeches, while Rep. James J. Howard, D-N.J., was paid \$3,000 for three speeches to the American Public Transit Association.

Overall, senators drew larger speaking fees than House members, probably because of greater national fame.





Although the total paid all senators an honoraria was slightly less in 1978 than in 1977, the average amount earned by those senators accepting honoraria increased to about \$14,000 in 1978 from about \$12,000 in 1977. For House members, the average amount earned by those accepting honoraria was \$4,700 in 1978.

**Spouse or Aide Often Invited**

A wife benefit often provided members delivering speeches is an invitation to take along one's spouse or staff aide at no personal expense.

Sen. Paul Laxalt, R-Nev., for example, took his wife with him on trips to Albuquerque, Las Vegas, Las Vegas, Los Angeles (twice), Phoenix and Reno (four times) in 1978, according to his financial disclosure form. In each case, his travel expenses were paid for by the groups he addressed. The Laxalts make their home in Reno.

Howard W. Cannon, D-Nev., reported accepting payment for his wife's travel expenses on four different speech-making trips to Las Vegas in 1978. The Cannons' home is in Las Vegas.

S. J. (Sam) Hayakawa, R-Calif., reported taking along aides on speech-making trips to Providence, Miami, Tuscaloosa, Los Angeles (twice), San Francisco (twice), Albuquerque, Columbus, Kansas City, Tucson, Jacksonville, Fresno and Palm Springs in 1978. Most of the trips were to make campaign speeches for other Republican office-seekers.

Speechmaking trips can lead a member and his spouse, if from home, often to glamorous vacation spots. James McClure, R-Idaho, for example, was able to take his wife along with him on a speech-making trip to Honolulu at the expense of the National Association of Realtors. Bob Packwood, R-Ore., had his wife's way paid to Te' Aviv by the American Jewish Committee in return for a speech by the senator.

**Top Earners in Congress**

This year, for the first time, all members of Congress were required to disclose the sources and general amounts of their outside incomes for the previous year. But because congressional disclosure requirements are so vague, it is impossible to determine exactly which members had the highest incomes.

Members were required to disclose the exact amounts of earned income, such as salaries, but were required to disclose unearned income, such as stock dividends, only in broad categories, such as \$101-\$1,000.

However, Congressional Quarterly compiled the following list of the 15 senators and 15 House members who had the highest minimum incomes for 1978. In compiling the list, CQ added the exact amounts of earned income and honoraria to the total minimum value for each member's unearned income.

At least half of the top 30 members inherited all or more of their wealth and are able to count on \$100,000 or more each year in dividends on stocks and bonds. Two senators are wealthy because of high visibility careers: former astronaut John Glenn and former professional basketball player Bill Bradley. Several members, who were successful lawyers or businessmen before joining Congress, continued to receive large incomes from their previous careers.

**Senate**

The following 15 senators topped the earnings list in the Senate during 1978.

**John Heinz, R-Pa.:** An heir to the H. J. Heinz Co. family fortune, Heinz reported unearned income of \$477,101 to over \$800,000 during 1978. He reported no earned income, and accepted no honoraria. At least \$200,000 of the income was in the form of dividends on Heinz Co. stock; another \$100,000 came from real estate partnerships, and the rest came from various royalties, rents and interest payments.

**Edward M. Kennedy, D-Mass.:** Kennedy reported unearned income of \$288,471 to over \$381,500. The bulk of that — over \$200,000 — came in payments from five trusts established by his father and mother, and a blind trust Kennedy established himself. Kennedy also received \$50,000-\$100,000 as his share of income from the family-owned Merchantile Mart office building in Chicago. He accepted \$1,050 in honoraria, and donated all but \$25 of it to charity.

**John Glenn, D-Ohio:** After his 1962 space flight, the former astronaut went to work for Royal Crown Cola and amassed a sizable personal fortune. His investments produced unearned income in 1978 of \$288,000 to over \$412,000. Among his investments are partnerships which own Holiday Inns and other real estate. Glenn received unearned income of more than \$100,000 each from two partnerships — Interstate Resort Corp. and Friendship Management. Glenn also received \$50,000-\$100,000 from Lyanda Inc., which manages two Holiday Inns owned by Friendship Management. He reported no earned income.

**Chaiborne Pell, D-R.I.:** A member of a wealthy East Coast family, Pell reported unearned income of \$267,401 to over \$524,000. He also earned \$3,200 in honoraria, but donated all of it to charity. Most of Pell's personal fortune is managed by the U.S. Trust Co. and the Chemical Bank, which pay him dividends and interest on numerous stock holdings. Pell earned over \$100,000 in capital gains on sales of securities during 1978. Pell also is a beneficiary of eight family trusts from which he earned at least \$19,500.

**Sam Nunn, D-Ga.:** Nunn reported a gross unearned income of \$247,501 to over \$371,000 for 1978 — nearly all of it from a \$400-acre farm in Perry, Ga. He did not reveal his net income from the farm. Nunn also received small dividends from numerous stocks and profits from real estate investments. He accepted \$4,400 in honoraria.

**Mark O. Hatfield, R-Ore.:** Perhaps more than any other member of Congress, Hatfield has taken advantage of the booming real estate market in Washington, D.C. At the end of 1978, he owned two apartment buildings, a commercial building and four townhouses as investments. His wife, Antonette, is a realtor who reportedly sold more than \$1 million worth of real estate in 1978. Hatfield himself reported unearned income of \$229,001 to over \$387,500. That included more than \$250,000 in capital gains on the sale of real estate. He also accepted \$22,400 in honoraria.

**Charles H. Percy, R-Ill.:** The son of a bank teller, Percy worked his way up to the presidency of Bell & Howell and now enjoys a comfortable income from the fruits of a successful business career. He reported unearned income of \$215,161 to \$663,500 from dividends, interest and capital gains on numerous holdings. He reported no single source of income over \$100,000, but did have a \$50,000-\$100,000 capital gain on the sale of stock in the Sullair

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Corp., which manufactures compressors and drilling equipment. Percy also earned \$7,500 in honoraria.

**John C. Danforth, R-Mo.:** Next to Hauer, Danforth probably is the wealthiest member of the Senate. He inherited much of the Galston Purina Co. family fortune. He incurred no one by 1978 ranged from \$231,800 to over \$395,500. Over \$100,000 of that came from a blind trust and another \$100,000-\$200,000 came from two family trusts. Danforth also received \$15,000-\$50,000 directly from Galston Purina dividends. He accepted \$6,500 in honoraria, but reported no earned income.

**Wendell H. Ford, D-Ky.:** Two family insurance firms paid Ford more than \$299,000 in 1978, making up the bulk of his total \$298,201 to \$219,500 unearned income. Ford also accepted \$12,000 in honoraria.

**Howard H. Baker Jr., R-Tenn.:** Nearly all of Baker's \$187,100 to \$328,000 unearned income came from installment payments and interest charges on the sale of his interest in a real estate and investment partnership. Baker also accepted \$27,750 in honoraria.

**Bill Bradley, D-N.J.:** Bradley continues to receive substantial payments from his days as the star forward of the New York Knicks. In 1978 he received \$144,876 in deferred compensation and other basketball income, and a \$6,667 fee as consultant to Madison Square Garden in New York City. Bradley also received \$5,000 from the Alfred P. Sloan Foundation for serving on a commission studying higher education. He also had interest and dividend income from various investments totaling \$41,901 to \$89,000.

**Lloyd M. Bentsen, D-Texas:** Helped by family money, Bentsen turned investments in real estate, banks and other businesses into a sizable fortune which produces substantial income each year. For 1978, Bentsen's unearned income was \$192,400 to \$441,000. His largest single source was a \$50,000 to \$100,000 dividend from Productive Properties of Edinburg, Texas.

**William L. Armstrong, R-Cola.:** Armstrong owns Armstrong Broadcasting Corp., which owns two radio stations in Colorado and which paid him an unearned income of over \$100,000 in 1978. Armstrong received other interest and dividend income of \$12,683 to \$106,000.

**Howard M. Metzenbaum, D-Ohio:** Metzenbaum built an airport parking lot business into a nationwide chain that he sold to ITT for several million dollars. Dividends from ITT, real estate interests and other investments put his unearned income for 1978 between \$147,000 to over \$255,000.

**Thomas F. Eagleton, D-Mo.:** Eagleton inherited a sizable interest in Missouri Pipe Fittings Co., a family corporation that makes pipe fittings and nipples. He is vice president of the company, but draws no salary. Eagleton's unearned income from the firm, however, totaled more than \$100,000 for 1978. His other unearned dividends and interest income from various businesses and municipal bonds brought \$27,301 to \$90,500. Eagleton also accepted \$13,000 in honoraria payments.

## House

The following 15 House members topped the House earnings list during 1978.

**Cecil Hofel, D-Hawaii:** a wealthy broadcasting executive, topped the House income list by a wide margin. He reported earned income of \$878,967 from radio and television stations he owns, and unearned income of \$189,800 to

## Chamber of Commerce Honoraria

In an attempt to write a new agenda for human progress in three days in the spring of 1978, the U.S. Chamber of Commerce was able to call on 174 members of Congress to give it a hand.

The members' attendance at the Chamber's annual meeting in Washington April 30-May 2 cost the group \$7,000 in honoraria, according to financial disclosure forms filed by the members who attended.

The Chamber paid honoraria to more members of Congress than any other group for a single meeting that year, the disclosure records revealed.

Here is what a Chamber publication, the *Washington Report*, said the members did at the meeting and what they were paid for their appearances:

**Baker.** Sen. Howard H. Baker Jr., R-Tenn., delivered the opening address of the 1978 meeting. He warned an audience of more than 2,500 of "the possibility that the U.S., like her ally Great Britain, might slip into state socialism," the *Washington Report* said. Baker was paid an honorarium of \$2,000 for the speech.

**Heckler and Allen.** Rep. Margaret M. Heckler, R-Mass., and Sen. James B. Allen, D-Ala. (1969-78), spoke during a program entitled "America's Religious Principles." Heckler was paid \$500. Allen, now deceased, did not file a financial disclosure form.

**Goldwater.** Rep. Barry M. Goldwater Jr., R-Calif., provided "an update on the status of privacy legislation" in Congress, according to the *Report*. He was paid an honorarium of \$1,000.

**Muskie.** Sen. Edmund S. Muskie, D-Maine, told a meeting that congressional spending estimates for new federal programs ran as high as \$416 billion over the next five years while estimates of new funds amounted to only about \$90 billion. Muskie did not report an honorarium for his participation.

**Shuster.** Rep. Bud Shuster, R-Pa., was a panelist in a discussion of "Congress, business and elections '78." The *Washington Report* did not report Shuster's remarks. He was paid a \$500 honorarium.

**McCormack.** Rep. Mike McCormack, D-Wash., told an energy panel that the administration was partially to blame for the nation's energy problems because of its weak leadership, "based on opinion polls rather than scientific facts and the realities of life." McCormack received no honorarium for his participation, according to his financial disclosure form.

**Hatch and Williams.** Sens. Orrin G. Hatch, R-Utah, and Harrison A. Williams Jr., D-N.J., participated in a panel discussion on labor reform legislation. Hatch argued that the "reform" bill would harm small businesses while Williams said the legislation would not. Each was paid \$1,000.

**McClure.** Sen. James A. McClure, R-Idaho, in a speech on "organization leadership," called on business to "realize that a permanent solution to its problems requires the election of a congressional majority that believes in the workings of the free enterprise system." He added that business can affect the way even "entrenched liberals" vote on many issues by "supporting a strong conservative opponent" against them. He was paid \$1,000 for his speech.

\$40,000. Much of his 1978 unearned income came from the sale of stock in various broadcasting and other enterprises. One major source was the congressman's interest in the Fick Corp. from which he received between \$1,000 and \$1,500 in dividends, interest and a capital gain. Helzel sold an Idaho television station to KJR several years ago.

**Frank J. Guarini, D-N.J.**, reported gross income of \$6,1129 in 1978 from his private law practice in Jersey City. N.J. Guarini did not report his net income from the firm. He also reported \$15,000-\$50,000 unearned income from assorted investments.

**Harold S. Sawyer, R-Mich.**, reported unearned income of \$525,149 and earned income of \$29,167. Most of the unearned income came from a \$605,071 capital gain from the sale of West Michigan Telecasters, Inc., which owns a radio station. Sawyer's dividend income came to more than \$18,000, including \$15,000 from Citation Companies, Inc., for which he was a director until his July 1978 resignation. Sawyer also received a \$3,583 salary from Citation, \$20,778 in past legal fees from the Grand Rapids, Mich., law firm of Warner, Norcross and Judd and a \$5,200 salary from Kisor Industrial Corp., for which he was a director until July 1978.

**S. William Green, R-N.Y.**, heir to the Grand Union Co. grocery chain fortune, took in at least \$453,900 in unearned income for the year, none directly related to Grand Union. The income included several capital gains and a number of dividends. The most lucrative investments were in oil and real estate. Green reported earned income of \$16,317, including \$6,900 as a director of Grand Union.

**James M. Collins, R-Texas**, realized at least \$304,000 for 1978, much of it in dividends from stock in companies that manufacture consumer products. R. F. Goodrich, Dennison, Woolworth, Simplicity Pattern, Souger. Other sources of wealth included income from a farm he owns and from silver futures. Before coming to Congress, Collins derived much of his wealth from insurance and other ventures. Collins reported no earned income.

**Fred Richmond, D-N.Y.**, a wealthy businessman long before his 1974 election to the House, Richmond derived more than \$100,000 in dividends from his own company, Walco National Corp., which produces machinery, some plastic products and burial supplies. Richmond earned \$175,000 as board chairman of Walco in 1978, but resigned at the end of the year in order to comply with the new House earned income limit.

**Bill Nelson, D-Fla.**, another member of a wealthy family, received \$194,000 to \$126,000 in unearned income, nearly all from real estate investments. Nelson owned several mortgage notes, which produced more than \$150,000 of his total unearned income. Nelson also earned \$10,233 in 1978 as a Florida state representative.

**Jack Brooks, D-Texas**, realized at least \$107,100 in unearned income last year. The main source was a capital gain from the sale of stock in the Guaranty National Bank. Brooks also received dividends from that and another bank, a holding corporation and the W. F. Brooks estate. Brooks also had \$56,685 in earned income, primarily as director of two Texas banks of which he is a major stockholder.

**Gene Snyder, R-Ky.**, earned \$127,491 from three Louisville, Ky., enterprises in 1978: \$120,250 from his River City Coal Sales; \$55,163 from his real estate business, and \$2,069 from a part-time law practice. He also had \$15,898 in unearned dividends and interest from various business investments and municipal bonds.

### Congressional Chrysler Investors

Members of Congress will have to decide soon whether to back the financially troubled Chrysler Corp. with taxpayer money.

But the nation's lawmakers have already voted with their own money—against the number three automaker.

According to their financial disclosure statements, only three of the 537 voting and non-voting members had personal investments in Chrysler as of the beginning of 1979. Twenty-five members had invested in General Motors and five had put money into the General Motors Acceptance Corp.

All three Chrysler investors are Republicans. Rep. Robert F. McEwen, of New York (who owns \$1,000-\$5,000) and freshmen senators Nancy J. Kassebaum of Kansas (under \$5,000) and Gordon J. Humphrey of New Hampshire (\$50,000-\$100,000 in the Chrysler Financing Co.). Both Kassebaum and Humphrey also own General Motors stock.

The Ford Motor Co. isn't much more popular than Chrysler among members of Congress—only eight members have invested in Ford.

**Claude Pepper, D-Fla.**, no longer actively practices law, but the Miami Beach law firm he started paid him \$18,700 in 1978 for advice and the use of his name on the front door. Pepper also earned \$1,200 as director of Washington Federal Savings and Loan Assn., and \$7,944 in other earnings, including \$6,084 from Social Security. In addition, Pepper reported \$10,700 to \$54,500 in unearned income from banks, business investments and rent.

**Sam B. Hall, D-Texas**, earned \$129,785 from various businesses during 1978. Most of that—\$107,433—was payment by Dorchester Gas Co. on a note. Hall also earned a \$12,017 commission on the sale of cattle. His unearned income was in the \$15,000 to \$48,000 range.

**Stewart B. McKinney, R-Conn.**, reported receiving \$140,343.00 in unearned income for the past year. Most of the sum—\$104,080—was income from a trust fund set up by the family of McKinney's wife, Lucie Cunningham. The congressman also derived \$6,000 from rentals and \$15,000 from another trust fund. He reported \$3,000 in bonuses.

**Fortney H. (Pete) Stark, D-Calif.**, a successful real estate investor, earned \$134,808 during 1978. The major sources were \$74,000 from his own Stark Investment Co., which owns real estate and gas wells and \$40,000 from a partnership which owns a Columbus, Ohio, shopping center. Stark reported unearned income of only \$300 to \$3,100.

**James T. Broyles, R-N.C.**, made at least \$133,200 in unearned income last year. Broyles' major sources were furniture interests that bear his family name and related enterprises. For instance, he reported a capital gain of between \$5,000 and \$15,000 from timber sales during 1978, and dividends of between \$1,000 and \$2,500 from the Southern Furniture Exposition Building.

**Robert J. Lagomarsino, R-Calif.**, took home a combined income of more than \$120,000 from citrus and real estate holdings. Lagomarsino reported earned income of \$57,865 from Lagomarsino's Citrus and L. & L. Citrus. Profits from those firms and real estate investments produced another \$70,400 to \$109,000 in unearned income. ■

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# Most Members Have Income Beyond Salaries

Members of Congress each year are paid \$97,500 from the U.S. Treasury -- and all but a handful have outside sources of income to help them meet expenses.

Congressional Quarterly compiled the following lists of the outside incomes members reported for 1978. Only two senators and 16 House members reported no income from outside businesses, speakingmaking or investments. Another 19 House members reported outside incomes of less than \$1,000.

The lists include freshmen members who were not serving in Congress in 1978.

Generally, the lists show:

- House members were more likely than senators to have earned income from outside jobs;
- Senators, many of whom are nationally known, take home substantially more money in honoraria from speakingmaking than House members, and
- Virtually all members of Congress have at least a few thousand dollars in unearned income from stocks, savings or other investments.

The following charts show earned income from outside positions, honoraria and unearned income during 1978 for all House and Senate members. The list does not include House and Senate salaries of \$57,500 each or income for spouses and dependents of members, except in those cases where spouse or dependent income could not be separated from that of the member.

Earned income includes salaries, wages, and other income received as the result of performing a service outside the House or Senate, for example, salaries from a family farm. Honoraria are payments received from outside groups, such as lobbies, in return for making a speech or appearance, or writing an article.

Unearned income includes rent, interest, dividends, profits, capital gains, and partnership distributions. In some cases, the unearned income was one-time income during 1978; for example, a capital gain from the sale of a house.

Members of Congress were required to report the exact amounts of honoraria and earned income, but were required to show unearned income only in broad categories such as "\$101-\$1,000." The top unearned income category is "over \$100,000." Exact amounts for unearned income are shown when available.

An asterisk (\*) next to honoraria income indicates that the member donated all or part of that income to charity.

Member	Earned Income	Honora- ria	Unearned Income
G. Anderson	\$ 27,080	None	\$101,000
J. Anderson	None	12,680	15,100-51,000
Andrews	1,000	None	None
M. Andrews	1,201	3,750	1,100-3,500
Armstrong	None	3,250	18,100-51,000
Anthony	75,700	1,000	2,600-6,000
Applegate	None	None	400-4,000
Archer	None	None	27,300-80,000
Ashton	to 100-53,500	400-4,000	5,500-21,000
Ashley	1,781	25,000	25,900-61,000
Ajilon	None	3,050	None
Atkinson	39,200	None	4,100-13,500
Aucutt	None	11,000	959-2,750
Budman	None	1,500	100-1,000
Bullock	None	1,000	41,400-130,950
Burley	2,000	None	1,000-2,500
Bulder	None	300	300-3,000
Bennard	None	4,300	100-1,000
Barnes	17,500	None	None
Bauman	None	3,800	None
L. Beard	None	None	200-2,000
R. Beard	None	12,725	200-2,000
Bezell	74,541	None	\$4,800-113,000
Belmont	4,991	350	1,700-27,000
Beppman	1,504	None	1,000-5,500
Bennett	None	None	7,703
Beneish	15,490	None	200-2,000
Bethune	26,458	None	5,100-16,000
Bevil	None	None	None
Bigg	None	None	72,000-165,000
Bingham	None	1,000	21,700-79,500
Bloch	None	None	117
Blyden	30,639	100	68,500-155,000
Boling	3,751	None	2,600-6,000
Bolling	200	250	111,900-over 281,000
Boner	10,251	300	None
Borah	None	None	None
Bosker	None	985	100-1,000
Bostrom	None	1,850	2,500-20,000
Bower	None	4,200	300-2,000
Brademas	None	7,500	200-2,000
Bricker	1,000	5,300	None
Brinkley	None	850	6,300
Brydson	None	1,750	2,500-5,000
Brooks	55,685	1,000	167,100-over 281,000
Bronckhoff	None	None	4,900-20,500
C. Brown	22,314	6,580	10,900-34,000
G. Brown	None	700	None
Bryant	None	None	103,200-over 204,500
Buchanan	None	2,050	100-1,000
Burgener	12,000	None	10,100-31,000
Burton	None	None	4,600-8,500
J. Burton	None	500	100-1,000
P. Burton	None	None	None
Butler	250	2,100	2,000-5,000
Byron	None	None	100,000-200,000
Campbell	7,000	None	21,000-62,500
Caney	27,249	None	None
Carr	None	1,475	5,000-15,000
Carter	None	4,250	29,200-94,500
Cavanaugh	None	None	None
Chappell	None	None	200-2,000
Cheney	17,625	700	1,100-3,500
Chisholm	None	18,983	None
Cluven	None	1,500	200-2,000

The tables in this report were prepared by John Felton, Immi Crosby, Brigitte Roussin and Bob Livernash.

## House Income

Member	Earned Income	Honora- ria	Unearned Income
Abdnor	\$ 1,173	None	\$1,200-34,500
Addabbo	5,978	None	12,700-47,000
Akaka	None	None	100-1,000
Albano	None	None	60,000-110,000
Alexander	None	850	None
Ambro	None	1,400	2,600-6,000



## Some Members Avoid Income Limit Rule

With a little imagination, a few House members are finding that they needn't make any financial sacrifice in order to comply with a new limit on their outside earnings that went into effect in January.

Many others, however, have taken substantial pay cuts in order to comply with the limit.

But an examination of financial disclosure reports for 1978 shows that even with the cuts in outside pay, a number of representatives in 1979 may be capitalizing on loopholes in the new House rule in order to comply with the letter but not the spirit of the new limitations. The rule was intended to limit members' outside business activities and potential conflicts of interest.

"I'm sure before it's all over we're going to be seeing some very imaginative situations," commented a staff aide to the House Committee on Standards of Official Conduct.

The Standards Committee is charged with enforcing the House rule.

A better idea of whether members are complying with the rule will not be possible until May 1980, when members file their disclosure reports covering 1979 financial activities. Even then, the Standards Committee will be hampered in its enforcement efforts because members are not required to provide the committee with copies of their tax returns. Moreover, members do not routinely provide the Standards Committee with copies of their returns voluntarily. In many cases, only an examination of a tax return could show whether a member was complying with the rule or not.

A Standards Committee aide said that panel had provided advice on how to comply with the rule to House members who requested it. But he declined to identify members who had sought advice, the details of the members' requests, or the advice actually given.

### Origins of Rule

At the heart of the new House rule is a ceiling on outside earned income. The limit went into effect on Jan. 1, 1979, and thus did not affect the earnings reported in financial disclosure statements for 1978. The ceiling was approved as part of the House's new code of ethics in 1977. (1977 *Almanac* p. 766)

The ceiling was placed at 15 percent of a representative's annual salary. At the current annual salary of \$57,500, this means that, as of 1979, a representative can earn no more than \$8,625 a year in outside income, including honoraria.

In 1978, 167 representatives reported earning more than \$8,625 in outside earned income. Of those, 45 representatives reported earning more than \$8,625 in honoraria alone.

A similar ceiling for senators also was to have gone into effect in 1979. However, the Senate voted in March to delay enforcement of that limitation for four years. (*Weekly Report* p. 583)

This means that, in contrast to House members, sena-

tors can earn as much as they want in outside income other than honoraria. The 1976 Federal Election Campaign Act (P.L. 94-285) limits honoraria earnings of members of Congress to no more than \$25,000 annually. (1976 *Almanac* p. 459)

### Full-Time Attention to Congress

When it was adopted by the House in March 1977, the ceiling on outside earned income was the new ethics code's most controversial provision.

To its supporters, the income limit had two purposes:

- To ensure that members devote their full-time attention to their congressional duties rather than to any outside business activities.
- To minimize the potential for conflicts between a member's financial interests and legislative activities.

Acceptance of the limit also was seen as a trade-off for an increase in congressional pay, which in early 1977 went from \$44,600 to \$57,500.

Those opposing the ceiling noted that it would not affect unearned income such as dividends, interest, rent and capital gains.

In debate, these members argued that curbing earned income while leaving unearned income alone favored wealthy members and harmed those who depended more on

*The new House limit on outside earned income has forced big pay cuts for some members. But with a little imagination, others are finding that they needn't make any financial sacrifice.*

such activities as speechmaking and the practice of law for their income.

"People who sit on boards of directors have their interests protected," commented Rep. Shirley Chisholm, D-N.Y., at the time.

### Converting Earned Income

When the income limit rule was drafted, its supporters called it "clear cut." But the official interpretation of the rule, published by the House Select Committee on Ethics in October 1978, left some room for members to make adjustments in their finances that apparently will enable them to continue to make substantial sums of outside income and to remain active in their outside businesses.

The Select Ethics Committee disbarred at the end of the 95th Congress, leaving further interpretation of the rule to the Standards Committee.

One way to evade the income limitation may be the ability to convert what a member formerly considered "earned income" into a return on investment.

—By Irwin B. Arieff

Income	Number
100	227,540
2,001-5,000	7,061
5,001-10,000	283,801
10,001-147,500	44,801
147,501-18,500	6,101
18,501-5,000	1,001
5,001-7,000	3,901
7,001-2,000	2,701
2,001-190,500	127,401
190,501-159,500	41,701
159,501-219,500	208,201
219,501-1,000	101
1,001-412,000	288,001
412,001-133,000	67,801
133,001-65,000	20,101
65,001-2,000	201
2,001-120,000	51,501
120,001-387,500	229,001
387,501-108,500	31,601
108,501-79,500	24,201
79,501-806,000	437,101
806,001-6,477	57,401
6,478-169,900	17,401
169,901-7,000	2,701
7,001-34,000	21,901
34,001-1,000	101
1,001-94,500	31,201
94,501-2,000	2,201
2,001-66,000	28,101
66,001-89,500	28,201
89,501-381,500	288,401
381,501-107,000	32,701
107,001-3,500	1,101
3,501-19,500	6,201
19,501-108,696	8,296
108,697-72,500	23,001
72,501-73,500	23,001
73,501-4,000	4,901
4,001-2,801	2,801
2,802-900	101,301
901-105,500	2,501
105,501-255,000	147,001
255,001-29,596	29,596
29,597-63,541	63,541
63,542-3,001	3,001
3,002-7,792	7,792
7,793-371,000	274,301
371,001-481	481
482-524,000	267,401
524,001-663,500	235,101
663,501-None	None
None-8,301	8,301
8,302-25,500	2,301
25,501-8,000	2,301
8,001-19,500	6,201
19,501-100,000	over 100,000
100,001-20,846	20,846
20,847-3,901	3,901
3,902-11,500	11,500
11,501-None	None
None-101	101
102-1,000	1,301
1,001-5,500	15,401
5,501-34,000	7,601
34,001-26,000	7,601
26,001-5,601	5,601
5,602-21,000	65,401
21,001-149,000	54,001
149,001-112,500	121,401
112,501-173,500	101
173,501-3,000	125,001
3,001-180,000	71,401
180,001-219,000	12,001
219,001-25,000	None
25,001-15,001	15,001
15,002-50,000	68,600
50,001-213,500	99,800
213,501-128,000	19,601
128,001-63,500	6,401
63,501-16,000	13,601
16,001-38,500	2,301
38,501-8,500	8,500

Outside Income 7

The Select Ethics Committee's interpretation stipulated that "income may not be recharacterized in order to circumvent the rule. Income should be considered earned if it represented compensation for personal services actually rendered."

If, however, the income were "essentially a return on equity, then it would generally not be considered to be earned income." The interpretation added that if a member were not active in a business, yet had invested in that business, the member also could engage "in the general oversight and management or protection of his investment" without recording his earnings from that business as "earned income."

A handful of members seem to have seized on the qualifications in the interpretation in order to "recharacterize" their income and avoid the limitation on it. Others are in a position to do so, but may or may not actually do so.

# Financial Disclosure in Congress



**Hefner.** Rep. W. G. (Bill) Hefner, D-N.C., for example, has in past years been taking the money from the two North Carolina radio stations he owns in the form of "salary" (in 1977) or "salary/compensation" (in 1978), according to the financial disclosure forms he filed with the House for those years. Hefner is president and owner of Hefner Radio Inc., which owns WRKB-AM and WRKB-FM in Kannapolis, N.C.

For 1979, however, "he'll now take it as dividends," explained press secretary James Lewis. Hefner later clarified this statement to explain that he would be awarding himself a dividend only "if there are any profits" from his radio firm in 1979.

Hefner said he decided to stop taking a salary from the firm because he was no longer actively involved in the company. In 1978, he explained, he "felt free" to participate in station affairs, while in 1979, "I'm not doing any work. I think I've only been to the station once this year."

However, C. W. Biggerstaff Jr., general manager of the two stations, said in a telephone interview in June that he has "detected no change in Hefner's management responsibilities in 1979. The congressman continues to "oversee" the stations' operations in the same manner as he did in earlier years, Biggerstaff said.

**Mattox.** In 1977, Rep. Jim Mattox, D-Texas, reported income from his law partnership of \$37,542.72. In 1978, however, he reported \$30,314.82 in "law firm return on equity and salary."

In an interview, Mattox said he did not know how much he was going to make in 1979. He added he did not expect to be as active in the firm in 1979 as he was in 1978, but that any money he was paid beyond \$8,625 would not be in earned income.

"I don't know how much my return on equity will be this year," he commented. "But I will not earn more than \$8,625 in earned income." He recognized a return on his equity had always been a part of his income from the firm. He put his equity in the firm at "around \$800,000."

**Shuster.** Rep. Paul Shuster, R-Pa., reported income of \$47,406 for the fourth quarter of 1977 and \$29,570 for 1978 from BTT Investments Inc., the toy store and real estate business he founded. Shuster, however, maintained through spokesman Julian Barber that the money represented a return on the investment he had made in the firm before joining Congress. Barber added that the Standards Committee agreed with this interpretation. Shuster "has no active role in the management of BTT" except to oversee his investment, Barber said.

**Gradison.** Bill Gradison, R-Ohio, was paid a "salary" of \$20,000 in 1977 and 1978 by Gradison & Co., a stock brokerage, according to his financial reports. He also reported 1977 and 1978 dividend income from the brokerage, of which he is vice president and a director.

In a January 1979 letter to the House Standards Committee, however, Gradison said the \$20,000 payments were "in no way a payment for personal services on my part. I do not solicit clients, give opinions, make contacts or sell service that would generate income for Gradison & Co. The \$20,000 was agreed upon as fair compensation for the substantial equity that I have with the company. That equity interest in Gradison and Company approaches \$300,000. I do from time to time attend board of director meetings for the sole purpose of protecting my equity."

The Standards Committee informed Gradison in February that the payments were "not subject to the earned income limitation."

**Quillen.** Rep. James H. Quillen, R-Tenn., was paid \$48,570 in "salary" in 1978 by five companies, according to his 1978 financial disclosure report. The report also noted that, of the five companies, he is board chairman of two and president of three.

"Since these companies were begun by the congressman," explained Rebecca C. Masters, Quillen's press secretary, "he has the ability to reduce the salaries to the level necessary to meet the earned income limitation." However, there is no limitation on unearned income, Masters noted. "You don't know what the earnings will be, so you can't say what the dividends will be." Quillen's positions with the companies are "honorary ones," Masters said. She added that the congressman is not active in their management at the present time.

**Bedell.** According to his 1978 financial report, Rep. Berkley Bedell, D-Iowa, received a salary of \$70,389 from the fishing tackle and marine products firm of which he is chairman and majority stockholder. But much of this income actually was a "bonus," Bedell press secretary Stephen K. Cook told a reporter. Bedell also reported receiving a dividend from the firm in 1978.

In any case, Bedell will comply with the limit by cutting his salary, Cook said. Since he entered Congress in 1974, Bedell has had an "inactive" role in the firm, which he plans to continue, Cook said.

### Active Company Role

A number of House members control or own their own companies. In order to comply with the earned income limit, they said they would reduce their salaries while maintaining the same level of activity with the firm.

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... members control or own their own ...  
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 would reduce their salaries while ...  
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Such total control gives a member increased authority in hiring employees, determining the company's dividend payments, and setting the salaries paid other company employees. This gives a member more opportunity to take income in the form of dividends instead of salaries, or to hire a spouse or dependent.

**Brooks.** Rep. Jack Brooks, D. Texas, was paid "salary and director fees" totaling \$56,367 in 1978 by two Texas banks he owns, according to his disclosure report. Within the past two years, however, his wife was appointed to the banks' boards of directors, according to the *Dallas Times Herald*. In 1978, the banks began paying his wife salary and director fees, according to Brooks' report. The exact amount she was paid, however, cannot be determined because House rules require only that the source and not the exact amount of the spouse's income be reported.

The *Times Herald* also noted that Brooks reported more than \$22,000 in credit insurance commissions for the last quarter of 1977. In 1978, however, Brooks reported none. For the first time, though, his wife was reported as receiving a salary from the insurance company — of which Brooks is listed as a director — which sells the credit insurance for Brooks' banks.

Brooks and his staff aides declined to return numerous telephone inquiries concerning his plans for complying with the earned income limit and his wife's financial activities. One aide commented only that "his standard response has been that he will comply with the rule." The aide added that it was not the congressman himself but the boards of the two Brooks-owned banks which had appointed Brooks' wife a director and decided to pay her a salary and fees.

**Guarini.** One of the major losers in the House because of the income limit could be Rep. Frank J. Guarini, D. N. J., who reported \$624,129 in "gross fees" in 1978 from the law firm of Guarini & Guarini. The congressman is the sole partner in the firm founded by his father, but has a staff of 11 attorneys working under him.

In order to comply with the earned income limit, he will take only up to \$8,625 in salary in 1979, according to Daniel P. Deane, an aide. He will not change his workload, however. Anything Guarini earns over the income limit, Deane said, he will donate to charity.

**Richmond.** Another major loser in the House will be Fred Richmond, D. N. Y., who will do without an annual salary of \$175,000 from the Wako National Corp. in order to comply with the earned income limit. In addition to dropping his salary, Richmond resigned as chairman of the company at the end of 1978. He will continue to receive dividends and will remain active in the firm, however. "If you own 33 percent of the company, they can call you the auditor, but what's the difference," he commented in an interview. "I'm on the phone weekends and nights, spending the necessary time whether I get paid or not."

**Heftel.** Rep. Cecil Heftel, D. Hawaii, earned \$78,250 from Heftel Broadcasting Corp. in 1978. In 1979, he will maintain the same level of activity in the firm but will donate any earnings over the limit to a scholarship fund he has established in Hawaii.

**Brown.** Clarence J. Brown, R. Ohio, was paid \$27,314.50 in 1978 as chairman of the Brown Publishing Co. He said he would retain the same duties for the firm but cut his salary in order to comply with the income limit. The result: "I will not be paid for some of the things I do," he said in an interview.



Rep. Fred Richmond



Rep. Cecil Heftel

Face Big Salary Cuts

**Edwards.** "I'll just reduce the salary," Rep. Don Edwards, D. Calif., said of the \$41,960 he paid himself in 1978 as founder and principal owner of Valley Title Co. He said he would retain the same duties with the firm in 1979 as he had in 1978.

**Runnels.** Rep. Harold Runnels, D. N. M., lowered his salary from the RunCo Acidizing and Fracturing Co. in 1978 to \$8,400 in order to comply with the 1979 limit, "a little bit early," Runnels said in an interview. He said he could not predict what he would pay himself in dividends in 1979 until the year was over. Runnels, who has had a series of cancer operations in the past year, said he would be reducing his activities with the firm in 1979.

**Mollohan.** Rep. Robert H. Mollohan, D. W. Va., reported a "salary plus bonus" of \$72,801 in 1978 from Interstate Fabricators & Constructors, Inc., of which he is chairman and a stockholder. He declined to explain how he planned to comply with the earned income limit.

The only statement he wants to make is that he is aware of the rule and he is making arrangements and he will be in compliance with it," explained spokesman Timothy E. McDonough.

Businesses and Law Practices Sold

A number of House members said they would sell their law practices or suspend the practice of law in order to comply with the income limit.

Among those who did so (followed in parentheses by the earnings they reported from their law practice in 1978) were Reps. Ed Bethune, R. Ark. (\$36,438.00); Mario Biaggi, D. N. Y. (between \$50,000 and \$100,000); Mark L. Marks, R. Pa. (\$87,000); Morgan F. Murphy, D. Ill. (\$71,441, including some real estate fees); George M. C. Brown, R. Ill. (between \$15,000 and \$50,000); Ian Skelton, D. Mo. (\$55,617); Gene Snyder, R. Ky. (\$7,000); and John W. Woytler, R. N. Y. (\$40,175).

Handling fewer cases in his law practice will be Rep. William F. Dannenbauer, R. Calif., who reported earning \$9,443 in 1978. "He will take no new cases," an aide reported. "He just doesn't have time."

Reps. Richard T. Schulze, R. Pa., and William Lehman, D. Fla., passed on family businesses to other family members in order to comply with the income limit. Schulze is selling a home appliance business to his brother, while Lehman has passed ownership of a Buick dealership to his son.



## One in Three Members Have Other Jobs

Although the House and Senate have widely differing regulations governing outside employment of their members, the proportion of members in each house actually holding positions outside Congress is remarkably similar.

Income disclosure reports for 1978 showed that 33 percent of the House's members held positions outside of Congress, 37 percent of the Senate's members held outside positions. In numbers this amounted to 143 representatives and 37 senators who were engaged in employment activities in addition to their duties as public officials. (These figures cover all outside employment reported by members except for law practices. *Members practicing law, p. 1528.*)

Some of these positions are actually paying jobs; others are nonpaying relationships such as company directorships.

The average member engaging in outside employment held only one position. Sen. Harman Talmadge, D-Ga., held eight outside positions, the most among senators.

In the House, Rep. Jim Courter, R-N.J., held 12 positions, the largest number among House members.

Although no one activity dominated, the most prevalent appeared to be in real estate and agricultural ventures. In the House, bank directorships were numerous.

Differences between House and Senate outside employment activities may stem partly from demands inherent in the jobs of senators and representatives. But a more important reason probably is the different employment restrictions in the two houses.

Members of the House are bound by relatively few limitations on their outside private employment. Although there is no statutory provision or House rule to specifically prohibit a member from engaging in outside activity which could cause a possible conflict of interest, ethical standards serve to restrict members in certain aspects of outside employment.

House rules limit the amount of income a member can earn outside his official salary to 15 percent of the salary (\$8,625 at the current annual salary level of \$57,500). (*Story on outside income limits, p. 1841.*)

In addition, there are these restrictions on outside employment for members of the House:

- The official position of a representative may not be used as a means for making personal gain.
- A member of the House may not receive compensation for services rendered before federal agencies or departments.
- Direct or indirect contracting with the federal government is prohibited.
- There is a prohibition against "self-dealing" with private foundations without incurring specific tax penalties.
- A House member may not receive emoluments or compensation of any kind from a foreign government.

Outside of these basic guidelines, members of the House have been generally free to decide whether or not they might be involved in conflicts of interest.

*This report was prepared by Andrea York with assistance from Imani Crosby and Bob Luverdash.*

Senate rules, on the other hand, specifically prohibit senators from engaging in outside employment for compensation if the work creates a conflict with their official duties.

A 1977 Senate Ethics Committee report on the Senate's ethics code said the rules "should be read to prohibit any outside activities which could represent a conflict of interest or the appearance of a conflict of interest." These rules apply to all employees of the Senate. The Senate ethics code also bans members of the Senate from practicing professions for more than 90 days in a calendar year. Professional services included under this rule are "engineering, real estate, insurance, legal, medical, architectural, consulting and other services."

Members of the Senate also are restricted in serving as officers or members of the board of any publicly held or publicly regulated corporation, financial institution or business entity. (*1977 Almanac, p. 778.*)

### Senate

Following is a list of senators who reported partnerships, directorships, or salary income from businesses other than law firms during 1978. Salary income had to be reported only by category — explanation, p. 1528 — but some members reported exact amounts.

Freshmen senators in 1979 are designated by an asterisk (\*).

## Financial Disclosure in Congress



\*William I. Armstrong, R-Colo.: president and director, Armstrong Broadcasting Corporation, Aurora, Colo.; salary \$34,000, dividends over \$100,000.

Howard H. Baker Jr., R-Tenn.: president, Three Courthouse Square Corp., Huntsville, Tenn.; partner, North Gatlinburg Property, Sevierville, Tenn.; loss \$1,001 (\$2,588).

Birch Bayh, D-Ind.: income from family farm, Shirkoville, Ind.; \$27,420.

Lloyd Bentsen, D-Texas: farm income, \$15,000; \$50,000.

\*Rudy Boschwitz, R-Minn.: chairman, director, Plywood Minnesota, Inc., Minneapolis, Minn.; income over \$100,000.

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## The Political Ambitions of Local Legislators: A Comparative Perspective\*

William H. Dutton

University of California, Irvine

*Professor Dutton compares San Francisco area data with data of his own on Buffalo area local legislators' political ambitions, on the assumption that desire to remain in elective politics constitutes a significant element in securing accountability (response) to the voting public. Statistical analysis of interview responses reveals that most councilmen do, in fact, want to continue in office, and Dutton spells out a number of distinctions among legislators that may be expected to affect their hopes for reelection or advancement.*

*William H. Dutton has his Ph.D. from the State University of New York at Buffalo. He is assistant research political scientist with the Public Policy Research Organization of the University of California, Irvine.*

Electoral accountability theories<sup>1</sup> view elections as a method for controlling elected officials. Public officials respond to the demands and interests of the public, interest groups, and parties because they want their support in the next election. This linkage mechanism between the public and actions of public officials assumes that these elected officials: (1) want to remain in office or advance to a higher office; (2) believe that acting according to the preferences of constituents, interest groups, and parties

\* This study draws on data from my dissertation research. I would like to thank the members of my dissertation committee; Lester Milbrath, Roberta Sigel, and James Stimson, for their assistance. I am also grateful to the State University of New York for providing computer time and to the individuals I interviewed for their cooperation. An earlier version of this paper was delivered at the 1973 Annual meeting of the Midwest Political Science Association, Chicago.

1. For example, Robert A. Dahl, *Who Governs?* (New Haven: Yale University Press, 1961); and Lewis A. Froman, *Congressmen and Their Constituencies* (Chicago: Rand McNally, 1963).

will advance their office goals; and <sup>2</sup> (3) act rationally in the sense that they do those things which they believe will help achieve their office goals.<sup>3</sup> This paper focuses on the first assumption. Is it empirically correct to assume that elected public officials have political ambitions? If elected officials do not wish to remain in office, what of the electorate's capacity to restrain its officials?

This assumption is tested by comparing findings from two studies of the political ambitions of local legislators.<sup>4</sup> The political ambitions of non-salaried nonpartisan legislators of the San Francisco Bay area are compared with those of the salaried partisan legislators of the Buffalo area. Three hypotheses are evaluated as explanations for the differences in political ambitions discovered between the two areas. These alternative explanations provide a set of conditions which relate to the empirical validity of the assumption that public officials want to be reelected and advanced.

2. The exact mechanism of linkage varies with different works. Norman R. Luttbeg, "Political Linkage in a Large Society," in Luttbeg, *Public Opinion and Public Policy* (Homewood, Illinois: The Dorsey Press, 1968), pp. 1-9, has described several models of the linkage process evident in the literature on representation, such as the "rational activist," "pressure groups," and "political parties" models. Each model is based upon somewhat different beliefs regarding who can advance the public official's office goals.

3. These do not exhaust the assumptions of linkage models. A test of other conditions of a specific linkage model is presented in John L. Sullivan and Robert E. O'Connor, "Electoral Choice and Popular Control of Public Policy," *American Political Science Review* (December, 1972), pp. 1256-68.

4. Published results of interviews with city councilmen of the San Francisco Bay area are compared with interview data collected by the author with the town and city councilmen of metropolitan Buffalo, New York.

The San Francisco area data were collected from January 1966 to June 1967 in over 400 cities ranging in population from 310 to 385,700 other than San Francisco. The study was conducted as the City Council Research Project, Institute of Political Studies, Stanford University. The principal published works utilized are: Kenneth Prewitt, *The Recruitment of Political Leaders* (Indianapolis: The Bobbs-Merrill Company, Inc. 1970); Prewitt, "Political Ambitions, Volunteerism, and Electoral Accountability," *American Political Science Review* (March, 1970), pp. 5-17; Gordon S. Black, "A Theory of Political Ambition," *American Political Science Review* (March, 1972), pp. 144-159, and Heinz Eulau and Kenneth Prewitt, *Labyrinths of Democracy* (Indianapolis: The Bobbs-Merrill Company, 1973).

The Buffalo area data were gathered from July to December of 1972 in the twelve cities and towns of Erie County, New York over 10,000 in population and over fifteen percent urban according to the 1970 census. This sample is basically Buffalo and its surrounding suburbs. Five councilmen were not interviewed, which resulted in a total sample of 64 councilmen.

### I. The Distribution of Political Ambitions

Numerous theoretical formulations of electoral accountability assumed without empirical verification that elected officials desire reelection and/or advancement. It was considered a safe, realistic assumption. However, recent interviews with San Francisco Bay area city councilmen reported by Kenneth Prewitt<sup>5</sup> have thrown the generality of this assumption into question. Among the more than four hundred councilmen interviewed in eighty-two cities, Prewitt found: (1) a number of interview responses suggesting a lack of concern by councilmen over their reelection, (2) a high frequency of appointment to and voluntary retirement from elected office,<sup>6</sup> and (3) a sizeable proportion of councilmen (18 percent) who intended to retire from office.<sup>7</sup>

Prewitt summarized the consequences of his findings,

If periodic elections make democracy a workable form of government by holding the officeholder accountable to the public, then it is indeed very important to determine how many officeholders plan on standing for reelection. The burden of the chapter thus far is that the city councilman in the San Francisco area who expects or hopes for long political tenure is in the minority. A clear one-fifth already are serving their last term; among the majority who will run again for the council but do not have ambitions for a higher post are many who anticipate voluntary retirement from office within a term or so. If political ambition or the desire for reelection is the key element serving as a restraint upon public officials, then the voters in our municipalities frequently are being denied the means of democratic control.<sup>8</sup>

Operationally, volunteerism refers to a high frequency of appointments to and voluntary retirements from public office. While many qualifications are made, the thrust of Prewitt's analysis is clear: "volunteerism" is prevalent because many councilmen have no political ambitions and, hence, the public lacks one theoretical means for controlling the behavior of its local officials.

Prewitt cited no comparable data on other local legislators. However, he suggested that probably "the rate of indifference to reelection (in the neighborhood of 50 percent) is higher in the communities studied here

5. Prewitt, "Political Ambitions, Volunteerism."

6. *Ibid.*, pp. 8-10.

7. Prewitt, *Recruitment of Political Leaders*, p. 176.

8. *Ibid.*, p. 200.

than in other parts of the United States and other levels of government."<sup>9</sup> He suggested that officials of partisan municipalities and higher levels of government would demonstrate less indifference over their public careers.

*The Political Ambitions of Buffalo Area Councilmen:* Interviews with town and city councilmen of the partisan municipalities of the Buffalo area tend to confirm this prediction.<sup>10</sup> Table I compares the ambitions of San Francisco area councilmen with those of the Buffalo area. In the Buffalo context those who wish to retire are few and the assumption of electoral accountability theories appears realistic. Buffalo area legislators desire reelection or advancement. In terms of Joseph Schlesinger's typology of political ambitions, "static," wanting reelection; and "progressive" ambitions, wanting to advance; are far more prevalent than "discrete" ambitions, wanting to retire.<sup>11</sup>

**Table I.** Proportion of Buffalo and San Francisco Bay Area Councilmen Having Different Political Ambitions.<sup>a</sup>

POLITICAL AMBITIONS <sup>b</sup>	SAN FRANCISCO AREA <sup>c</sup>	BUFFALO AREA
Want to retire	18%	6%
Want to be reelected	53	33
Want to advance	29	61
	100%	100%
	(N=433)	(N=64)

<sup>a</sup> The .12 difference of proportions in those who wish to retire is significant at the .01 level. Chi square for the table equals 26.3, which is significant at the .001 level.

<sup>b</sup> San Francisco Bay Area councilmen were asked, "Do you expect to continue to run for the city council?" and "Are there any other political or governmental positions—local, state or federal which you would like to seek?" Buffalo area councilmen were asked a slightly different version of the first question, "Would you like to continue to run for the council?" For both surveys, councilmen answering "no" to both questions were classified as "wanting to retire." Those not answering "no" to the first but answering "no" to the second were classified as "wanting to be reelected." Those answering "yes" or "perhaps" to the second question were classified as "wanting to advance."

<sup>c</sup> These figures were obtained from Prewitt, *The Recruitment of Political Leaders*, Table 8-1, p. 176.

9. *Ibid.*, p. 201.

10. See note 4.

11. Joseph Schlesinger, *Ambition and Politics* (Chicago: Rand McNally, 1966), p. 10.

A look at the careers of the four Buffalo councilmen who say they would not like to run for reelection or seek another office does *not* show people who "treat council service as a 'citizen duty' in much the same manner as they treat service in the Chamber of Commerce, the PTA, the Library Board, and other such community service organizations."<sup>12</sup> One retiring councilman had served as a county legislator, a building code commissioner, district councilman, city council president, and congressman, beginning his career in 1941. The other councilmen will retire after 19, 18, and 8 years of service in the council. The careers of these men testify to the generalization that Buffalo area councilmen desire reelection or advancement.

*Frequency of Appointments:* Prewitt utilized frequency of appointment to the councils as an indicator of volunteerism. An appointment indicates that there has been a retirement for reasons other than electoral defeat and that a man has been placed in office without facing the electorate. Both factors detract from electoral accountability. In this respect also, Buffalo area councils appear less volunteeristic. While twenty-four percent of the San Francisco area councilmen were initially appointed to their office<sup>13</sup> only twelve percent of the Buffalo area councilmen were initially appointed.

Looking more closely at the appointed councilmen indicates that appointment rates may be a poor indicator of volunteerism in the Buffalo area. Six of the eight appointed councilmen filled a vacancy which arose from the incumbent advancing to a higher office. The remaining two vacancies were due to death or retirement after long tenure in office. Appointment rates supply little evidence of volunteerism in the Buffalo area councils. Nor does appointment circumvent the election process. One appointee in the Buffalo area faced a primary prior to appointment, and all faced general elections the first November following their appointment.

A generally known story was related by an incumbent councilwoman who had earlier been refused an appointment to a town board:

My husband was a councilman. He died in an automobile accident two years through his four-year term. At his wake I could hear people talking about how they were going to try to take his place on the Board. I told a good friend of mine then that I'd be councilman. . . . I asked to be appointed to his seat and even promised to resign before the elections. But the Board was two Republicans and two Democrats then and they refused my request. Then I asked my

12. Prewitt, *Recruitment of Political Leaders*, p. 10.

13. Prewitt, "Political Ambitions, Volunteerism," p. 8.

own party for the endorsement and said that if I didn't get it I'd run in the primary. They refused—so I ran in the primary against two men and won. I managed to get the Conservative party endorsement also and won the general election . . . I love it!

In general, appointments are difficult to receive, requiring a record of service to the party and/or public career experience. Only one appointed councilman in the Buffalo area did not serve as a committeeman. However, he was previously a village mayor and earlier a trustee. Only three of the eight appointees did not hold a public position prior to appointment.<sup>14</sup>

*Frequency of Voluntary Departure:* In the Buffalo area, as in the San Francisco area, voluntary departure from office is more common than defeat in the general election. Table II indicates that in only ten percent of all elections in the Buffalo area for city and town councilman since 1951 was the incumbent defeated in the general election. This is equivalent to defeat of the incumbent in 15 percent of the elections in which he ran. This rate is five percent lower than in the San Francisco area councils, but five percent higher than in Congress.<sup>15</sup> Election defeat in the San Francisco Bay area is *relatively* frequent although in absolute terms defeat is clearly the exception.<sup>16</sup>

The reasons for an incumbent not running in the general election are so varied, however, that this rate of voluntary departure carries no clear implications regarding the extent of volunteerism. Included in these figures are primary defeats, decisions to retire fearing defeat, running for other offices, retirement due to age or poor health, as well as more volunteeristic reasons, such as "having done one's duty." For example, *at least* twenty-seven percent of the nonincumbent races in the city of Buffalo

14. This evidence suggests that frequency of appointments would not be a valid indicator of volunteerism in the Buffalo area. However, the relationships discovered between "volunteerism" and dependent variables related to accountability theory provide some checks of construct validity in the San Francisco study. Construct validity suggests that "volunteerism" is adequately measured in that setting. See *Ibid.*, Table 5, p. 11.

15. See Prewitt, "Political Ambitions and Volunteerism," p. 9. Time periods are different for each estimate. San Francisco data cover ten years, Buffalo data are since 1951 and the congressional data are from 1924-1956 taken from David Leuthold, *Electioneering In a Democracy* (New York: John Wiley and Sons, 1968), p. 127.

16. Better comparative data to that offered by Prewitt are not presented because it was not clear exactly how Prewitt's estimates were obtained. "Political Ambitions, Volunteerism," p. 10.

**Table II. Percentage of Various Election Outcomes in Buffalo Area Local Legislative Races Since 1951.\***

GENERAL ELECTION OUTCOME	PERCENTAGE OF ELECTIONS
Incumbent did not run—his party won	24%
Incumbent did not run—his party lost	11
Incumbent won	55
Incumbent lost	10
	100%
	(N=387)

\* Calculated for all elections since 1951 to the twelve town and city councils from which members were interviewed.

resulted from the incumbent running for a higher office.<sup>17</sup> Also, in about one-third of all the nonincumbent races, the incumbent's party was defeated. This suggests that anticipation of defeat may account for a large number of decisions not to seek reelection.

In the Buffalo setting, the basic assumption of accountability theory appears realistic. Councilmen want to be reelected or advanced to a higher office. The "norm of volunteerism" is clearly less prevalent in the Buffalo area councils. However, an important fact remains. More than eighty percent of the San Francisco area councilmen planned to seek another term or a higher office. In any statistical sense, therefore, the Bay area councilmen also tend to desire reelection and advancement.

## II. Explaining the Different Political Ambitions of Buffalo and San Francisco Area Councilmen

What accounts for the different political ambitions of councilmen in the two systems? Here, some of the major explanations are examined. On the basis of this analysis, speculations are made about the conditions associated with different political ambitions. Because political ambitions are central to accountability theory and most easily measured at the individual

17. The count is based on councilmen I knew had advanced. A complete check of all primary and general election data was not deemed necessary.

level, the analysis focuses on ambitions as the dependent variable.<sup>18</sup> Two measures of political ambitions are utilized. (See Appendix.) A static ambition scale taps the degree councilmen desire reelection. A progressive ambition scale measures the degree councilmen desire advancement to another office.

The most salient differences are those between the nonpartisan, non-salaried, San Francisco area councilmen and the partisan, salaried councilmen in the Buffalo area. Also, in the Buffalo area, councilmen were not sampled from towns below 10,000 population, while the San Francisco sample includes cities with populations approaching 300.

*Opportunity Structure Hypothesis:* The "opportunity structure" refers to the chances for achieving different offices. Determination of opportunity structures is a question of defining the social and political career patterns of an office. According to Schlesinger, those individuals who enjoy relative political advantages, who have relatively greater chances of achieving a particular office, are also more likely to desire it.

My basic inference, then should be clear: the ambitions of any politician flow from the expectations which are reasonable for a man in his position.<sup>19</sup>

In this respect, Prewitt found that about two-thirds of the city councilmen in cities with county seats (and relatively more political opportunities) "have political ambitions while only one-fourth of the councilmen in other cities think in terms of moving to a higher level office."<sup>20</sup> There are no comparable within-system differences in the Buffalo area.<sup>21</sup>

A more salient factor relating to the opportunity structure is the non-partisan nature of the San Francisco area councils. Partisan councils exist

18. An alternative would be the use of "volunteerism" indicators such as frequency of appointment to and voluntary retirement from each council. These indicators are based on the council as the unit of analysis.

19. *Ambition and Politics*, p. 9.

20. *Recruitment of Political Leaders*, p. 186.

21. Here, "within-system relationships" refer to relationships among the various properties of councilmen within each of the two metropolitan areas. The relationship between age and desire for reelection among Buffalo councilmen is a relationship within the Buffalo system utilizing individuals as the unit of analysis.

When this study utilizes the Buffalo area as a unit of analysis in comparison to the San Francisco area, we refer to "between-system relationships." Here we have only two objects, corresponding to each area or "system." For example, Buffalo area councilmen tend to be younger than Bay area councilmen.

These terms are more generally discussed by Adam Przeworski and Henry Teune, *The Logic of Comparative Social Inquiry* (New York: John Wiley and Sons, 1970).

in a context of horizontal and vertical links to other political units and politicians. According to Prewitt:

From the viewpoint of the councillor, the structural picture is one in which the council is the natural terminus for his career. In this regard a councilman is unlike elected officials in partisan positions. . . . The organized political world in which ward committeemen or state legislators live clearly points them to the next level of officialdom. Generally, councilmen have no such clear lines to the next higher office; they are not on a career ladder for which the next rung is identified by an organizational chart.<sup>22</sup>

While the nonpartisan councils of San Francisco are a natural terminal point, the Buffalo area partisan councils are closely nested within reasonably clear career lines. As one partisan town councilman noted:

Politics is being in the right place at the right time and you never really know what's ahead. I wouldn't be afraid to run for any office. If you study their careers you'll find that a number of congressmen served as local councilmen or in the State legislature prior to moving to Congress. There are many examples locally of that. . . .

Although objective opportunities for advancement from a local council are not excellent,<sup>23</sup> they are probably better than opportunities in a nonpartisan council. Therefore, while not always the case, one would expect the partisan office to be intrinsically more desirable to the politically ambitious and contribute to a higher probability of developing "progressive" ambitions (desiring advancement) than a nonpartisan

22. *Recruitment of Political leaders*, p. 187.

23. I have done an analysis of the structure of opportunities in New York State quite similar to Schlesinger's study at the national level, *Ambition and Politics*. If one simply looks at the percentage of various office-holders whose immediately prior office was local elective (councilman, supervisor, mayor, trustee) some indication of objective opportunities can be found. Following the careers of United States congressmen from 1968-1972 in all of New York State and from 1948-1972 in Erie County, New York; 14 percent of them had a local elective office immediately prior to their election to Congress. 22 percent of those serving in the New York State Senate or Assembly from 1968-1971 served in a local elective office immediately prior to the state position. A bleaker picture is gained from other careers. Only 2 percent of those officials serving in either state executive positions (governor, lt. governor, comptroller, or attorney general) 1948-1972 or judicial positions (Court of Appeals or Claims judges) 1970, or as state administrative department or commission heads 1970, served as local elective officials prior to their higher office. The sources for this information were volumes of the *New York State Red Book*, and *Congressional Directory*.

office. The opportunity structure hypothesis thus provides one plausible explanation for the San Francisco-Buffalo differences. The partisan councils of the Buffalo area provide relatively greater opportunities for advancement to other offices; hence, relatively more ambitious councilmen are found in the Buffalo area councils.

The opportunity structure hypothesis also leads to the expectation that a politician's age will relate to his ambitions.<sup>24</sup> As noted above, three of the four Buffalo councilmen with discrete ambitions had served long careers in public office. Each had reached that stage of his life cycle in which future opportunities were diminished and each had made plans for retirement. Prewitt discovered a negative relationship between age and political ambitions in the San Francisco area.<sup>25</sup> Table III presents the relationships between various life-cycle indicators and the two types of political ambitions in the Buffalo area.<sup>26</sup> Within-system findings for Buffalo match those for San Francisco. Age has a depressing effect on ambitions. Older and more tenured councilmen are less likely to desire reelection or advancement. Age seems to be the determining factor; the partial correlation between tenure in office and progressive ambitions when controlling for age is positive. Relatively young councilmen with longer tenures in the council want to move up.

Table IV compares age distributions for the two systems. The San Fran-

**Table III.** Pearson Product Moment Correlations Between Static and Progressive Ambitions and Life-Cycle Variables for Buffalo Area Councilmen<sup>a</sup>

LIFE-CYCLE VARIABLE	STATIC AMBITION SCALE	PROGRESSIVE AMBITION SCALE
Age of Councilman in Years	<u>-.24</u>	<u>-.47</u>
Tenure in Office Scale <sup>b</sup>	<u>-.26</u>	<u>-.17</u>
Tenure Scale Controlling Age	-.15	.14

<sup>a</sup> Correlations underlined are significant at or below the .05 level, one-tailed test. See the Appendix for a description of the ambition variables.

<sup>b</sup> The "Tenure Scale" was developed by summing the standard scores (mean of zero, standard deviation of 1) of two variables (number of years as councilman and number of terms in office) and then restandardizing this sum.

24. Schlesinger, *Ambition and Politics*, chapter 9, pp. 172-193.

25. *Recruitment of Political Leaders*, p. 188.

26. See the Appendix for a description of these measures.

**Table IV.** A Comparison of the Ages of Buffalo and San Francisco Area Councilmen.<sup>a</sup>

Age Group	PERCENTAGE OF COUNCILMEN	
	San Francisco Sample <sup>b</sup>	Buffalo Sample
Under 36	6%	11%
36-45	30	43
46-55	37	32
over 55	27	14
	<u>100%</u>	<u>100%</u>
	(N=360)	(N=64)

<sup>a</sup> As one basis for evaluating the differences between samples, the Chi square equals 8.06, which is significant at the .05 level, degrees of freedom equal to 3.

<sup>b</sup> Constructed from Prewitt, *Recruitment of Political Leaders*, Table 8-6, p. 188.

cisco area councilmen are significantly older as a group than Buffalo area councilmen. This age difference between the two samples could be an important explanation of the different distribution of political ambitions. Both factors, age and partisanship, suggested by the opportunity hypothesis fit theoretical expectations. The younger partisan councilmen have relatively more career opportunities and are more likely to desire reelection or advancement.

*Cost Hypothesis:* Gordon Black has used two surrogate measures of the risk sustained in seeking office (size of city and competition for office) to reflect the relative investment costs of San Francisco area councilmen. Black reasoned that the larger the city and greater the competition for the office the more the individual must invest in achieving the office. Hence only those people with real commitment to a political career would take the risks involved. Therefore, in the more competitive seats, in larger municipalities, the incumbents have probably made (and were willing to make) greater investments to reach their office and are thus less likely to give it up willingly. Black found these relationships to hold in the San Francisco area councils,<sup>27</sup> the incumbents in more competitive seats in larger cities being more likely to desire reelection or advancement.

To evaluate these relationships within the Buffalo setting, Table v pre-

27. Black, "A Theory of Political Ambition," pp. 867-68.

**Table V.** Pearson Product Moment Correlations and First Order Partial Correlations for Buffalo Area Between Cost and Ambition Variables with Controls for Age<sup>a</sup>

COST VARIABLE	STATIC AMBITION SCALE		PROGRESSIVE AMBITION SCALE	
	<i>r</i>	Age controlled	<i>r</i>	Age controlled
<i>Size</i>				
Town or City Size <sup>b</sup>	.13	.12	<u>.37</u>	<u>.41</u>
Percentage Urban <sup>c</sup>	.01	.02	<u>.19</u>	<u>.25</u>
Size of Council District <sup>d</sup>	-.03	.03	.17	<u>.35</u>
<i>Competition</i>				
Registration Advantage <sup>e</sup>	-.06	.00	-.06	.08
Cyclical Competition <sup>f</sup>	.09	.03	.09	-.03
Percent Vote Last Election <sup>g</sup>	.23	.22	.07	.04
Absolute Win Margin <sup>h</sup>	-.04	.02	.15	.31

<sup>a</sup> Zero-order and first-order partial correlations underlined are significant at the .05 level with a one-tailed test. Several relatively high coefficients are not significant because they are in the wrong direction. Ambition variables are described in the Appendix.

<sup>b</sup> Total population of city or town as reported in First Count 1970 Census Data.

<sup>c</sup> Percentage of persons in city or town living in urban areas according to 1970 First Count Census.

<sup>d</sup> Total number of registered voters in councilman's electoral district in 1972.

<sup>e</sup> Number of people in council district registered in the incumbent's party over number of major party registrants (Democratic plus Republican) in 1972.

<sup>f</sup> Percentage of all elections in district over past 20 years in which either the incumbent's party lost, or the incumbent lost.

<sup>g</sup> Incumbent's absolute vote in last election over his vote plus highest loser's vote.

<sup>h</sup> Incumbent's absolute vote in last election minus highest loser's vote.

sents the relationships between several measures of competition, constituency size, town or city size, and the dependent ambition variables. The zero-order relationships between the size-competition variables and the ambition scales are low, and several relationships between competition and ambitions are in the wrong direction. For example, the higher the incumbent's percentage of the vote the more (not less) likely he was to desire reelection. However, controlling for age, the partial correlations suggest that councilmen in larger, more urbanized towns and cities, with more voters in their district are more likely to desire advancement to a

higher office. This total pattern of relationships suggests that the cost hypothesis does *not* hold up. The more competitive districts do not spawn more officials with static and progressive ambitions. In contrast, the opportunity hypothesis is possibly more applicable. The councilmen in the larger more urban areas may have more opportunities. They are generally located in the seats of power within county party organizations. They are also likely to become better known, get more news coverage, and thus have a public image. This adds up to a somewhat better opportunity for advancement and greater likelihood of progressive ambitions.<sup>28</sup> While expectations based on the cost hypothesis do not appear, the observed pattern of relationships is reasonable in terms of the opportunity hypothesis.

**Benefits Hypothesis:** John Soule speculated that the greater willingness of Michigan state legislators to return to the legislature as opposed to Connecticut legislators (82 percent to 65 percent) was related to the relatively higher salaries, expense accounts, larger offices, greater secretarial help, and the full-time position of Michigan legislators.<sup>29</sup> Possibly, the difference between the Buffalo and Bay area samples is a function of greater benefits being provided Buffalo area councilmen. The nonpartisan councils of the San Francisco area are nonsalaried while all town and city councilmen of Buffalo are salaried, varying from \$2,000 to \$23,000 per year. The benefits hypothesis would predict some covariation between salary and ambitions within this range of salaries. Table VI presents the observed relationships. Surprisingly, there is no positive relationship between salary and desire for reelection. Controls for age and city size do not alter that finding. There is a positive relationship between salary and desire for advancement. But the benefits hypothesis does not lead to such a prediction. This finding reflects the higher salaries of councilmen in the larger cities and towns whom we have just discussed as having somewhat greater opportunities—hence, greater desire for advancement. Keep in mind that his relationship, as well as that for city size, has been examined within a limited range. Beyond this range the relationship may change.

28. While city size is positively related to political ambitions, the differences in political ambitions between the two samples can not be explained away on this basis. Comparing councilmen in both samples from cities and towns over 30,000 indicates that San Francisco area councilmen are still less ambitious. Fifteen percent more Bay area than Buffalo area councilmen in large cities answered "no" to the question: "Are there any other governmental positions—local, state, or federal which you would like to seek?" The responses of Bay area councilmen from large cities can be found in Black, "Ambition Theory," Table 7, p. 157.

29. John W. Soule, "Future Political Ambitions and the Behavior of Incumbent State Legislators," *Midwest Journal of Political Science* (August, 1969), pp. 439-54. Soule was comparing his findings with those of James David Barber, *The Lawmakers* (New Haven, Connecticut: Yale University Press, 1965).

**Table VI.** Pearson Product Moment Correlations and Partial Correlations Between Salary and Political Ambitions in the Buffalo Area.<sup>a</sup>

	STATIC AMBITION SCALE	PROGRESSIVE AMBITION SCALE
Salary <sup>b</sup>	-.00	<u>.29</u>
Salary controlling Age	.01	<u>.37</u>
Salary controlling City Size	-.24	<u>-.07</u>
Salary controlling Age and City Size	-.20	.03

<sup>a</sup> Underlined coefficients are significant at the .05 level by a one-tailed test.

<sup>b</sup> The range of salaries is from \$2,000 to \$23,000 per year depending on council and formal position. The average salary is around \$8,200.

Table VII summarizes the predicted and observed relationships between independent variables discussed above and political ambitions. Only a few of the most plausible explanations of the between-system differences in political ambitions have been examined. Other explanations such as systematic differences in the authority and prestige of council office between the two systems could be entertained. However, the Buffalo data used in conjunction with published materials rising out of the San Francisco area study do not readily address other hypotheses.

Table VII indicates that the best explanation of the different distributions of political ambitions is the opportunity hypothesis. All observations tend to correspond to expectations derived from this hypothesis. Also, inconsistencies in testing the cost hypothesis can be explained by relating city size to opportunities for advancement. Thus added support is given opportunity theory, advanced by Schlesinger who attempted to speculate indirectly on ambitions by examining the structure of political opportunities.<sup>30</sup>

### III. Conclusions.

Do elected public officials want to remain in office or advance to a higher office? On the basis of data presented here on local legislators in two different metropolitan areas, the answer is yes. Most councilmen in both systems desire to remain in office. Beyond this, there are conditions under

30. *Ambition and Politics*.

**Table VII. Predicted and Observed Between and Within-System Relationships Between Political Ambitions and Selected Independent Variables.<sup>a</sup>**

INDEPENDENT VARIABLE	PREDICTED RELATION		OBSERVED RELATIONSHIPS						
			Between Systems Relation		San Francisco		Buffalo		
	STATIC	PROGRESSIVE	STATIC	PROGRESSIVE	STATIC	PROGRESSIVE	STATIC	PROGRESSIVE	
<i>Opportunity</i>									
Partisanship	+	+	+	+	b	b	b	b	b
Age	-	-	-	-	c	-	-	-	-
Cost									
Size of City or District	+	+	+	+	+	+	+	+	+
Competitiveness	+	+	c	c	+	+	0	0	0
<i>Benefits</i>									
Salary	+	0	+	+	b	b	0	0	+

<sup>a</sup> Relationships are represented by the symbols "+", "-" indicating a positive relationship, "-" indicating a negative relation, and "0" indicating no relationship.

<sup>b</sup> No covariation; the variable did not take on different values within this group of councilmen or between the two areas or systems.

<sup>c</sup> Relationship is unknown due to the reliance on published materials.

which this assumption of accountability theory is more likely to hold. Public officials are more likely to desire reelection or advancement if they have better career opportunities. The younger legislator in a heavily populated area of a partisan system is more likely to have political ambitions than his older counterpart in a less populated nonpartisan municipality. Data did not support hypotheses that councilmen investing more to achieve office or receiving greater benefits from office would be more likely to have political ambitions.

From the data presented here, "the norm of volunteerism" would possibly lead explanations of the linkage process between citizens and public officials in the wrong direction. If linkage fails, the reason is not likely to be that public officials do not work to gain their positions or wish to retain them. While voluntary retirement is the "norm" or most frequent method of retirement in Congress, as well as in the San Francisco and Buffalo area councils, accountability theory can not be rejected on that basis. "A desire to remain in public office" tends to be the norm in every public arena in which the ambitions of incumbents have been tapped.<sup>31</sup> There will be variations. These differences in the distribution of political ambitions have here been used to provide some guidelines for speculation as to when the desire for reelection or advancement will be more prevalent.

31. This desire is not a burning passion that consumes the thoughts and lives of politicians. Rather, most councilmen simply like their position, would be disappointed if defeated and would like to have a higher office if the opportunity arose.

**Table VII. Predicted and Observed Between and Within-System Relationships Between Political Ambitions and Selected Independent Variables.<sup>a</sup>**

INDEPENDENT VARIABLE	PREDICTED RELATION		OBSERVED RELATIONSHIPS						
	Between Systems Relation		San Francisco			Buffalo			
	STATIC	PROGRESSIVE	STATIC	PROGRESSIVE	STATIC	PROGRESSIVE	STATIC	PROGRESSIVE	
<i>Opportunity</i>									
Partisanship	+	+	+	+	b	b	b	b	b
Age	-	-	-	-	c	-	-	-	-
<i>Cost</i>									
Size of City or District	+	+	+	+	+	+	+	+	+
Competitiveness	+	+	c	c	+	+	0	0	0
<i>Benefits</i>									
Salary	+	0	+	+	b	b	0	0	+

<sup>a</sup> Relationships are represented by the symbols "+", "-" indicating a positive relationship, "-" indicating a negative relation, and "0" indicating no relationship.

<sup>b</sup> No covariation; the variable did not take on different values within this group of councilmen or between the two areas or systems.

<sup>c</sup> Relationship is unknown due to the reliance on published materials.

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31. This desire is not a burning passion that consumes the thoughts and lives of politicians. Rather, most councilmen simply like their position, would be disappointed if defeated and would like to have a higher office if the opportunity arose.

## Appendix

*Description of Political Ambition Measures*

Here, the construction and characteristics of the various measures of political ambitions are described. Below are listed the items, in the order appearing on the interview, which were used to develop the ambition scales. Only percentage distributions of the 64 respondents are cited.

ITEM	VALUES	PERCENTAGE DISTRIBUTION
(1) Would you like to continue to run for the council?	No	9
	Perhaps	20
	Yes	70
(2) About how many more terms would you be willing to serve as a councilman?	None	9
	One	31
	Other	59
(3) Are there any other political or governmental positions—local, state, or federal—which you would like to seek?	No	39
	Perhaps	25
	Yes	36
(4) Which ones? (Highest level mentioned)	None	39
	Other local or	
	County	23
	State	27
	National	11
(5) If you had the opportunity, what is the highest political or governmental office you would like to achieve in your political career?	Council	14
	Other Local	33
	State	27
	National	27

*Instructions:* (For items 6 to 20): On this form are listed various types of offices. Please rate each office according to how desirable it would be to achieve that office.

ITEM	PERCENTAGE INDICATING			
	Not Desirable	Somewhat Desirable	Desirable	Very Desirable
(6) Reelection to my present office	5	9	28	58
(7) County Legislator	48	28	17	6
(8) State Assemblyman	52	19	19	11
(9) State Senator	47	17	9	27
(10) U. S. Congressman	59	3	14	23
(11) Mayor or Town Supervisor	34	23	22	19
(12) County Executive	78	11	5	6
(13) City Judge	94	3	2	2
(14) Town Justice	94	2	5	0
(15) County Judicial Position	95	0	3	2
(17) State Judicial Position	95	0	2	3
(17) Town or District Party Chairman	88	9	3	0
(18) County Party Official	72	19	6	3
(19) City or Town Appointive Office	56	23	16	5
(20) County or State Appointive	53	19	23	5
ITEM	VALUES	PERCENTAGE DISTRIBUTION		
(21) He wants to be reelected	False description of me		6	
	Somewhat False ?		2	
	?		5	
	Somewhat True		19	
	True description of me		66	
(22) He's willing to serve another term	False description of me		6	
	Somewhat False ?		0	
	?		5	
	Somewhat True		19	
	True description of me		67	

The above items were precombined to form the following variables and variables were combined to form the following scales by summing stan-

standardized scores, then restandardizing to a mean of 50 and standard deviation of 10.

ITEMS PRECOMBINED	VARIABLE	SCALES
1	Like to Continue	Static Ambition Scale
2	Willing to Continue	
6,21,22	Reelection Desirable	
3	Like to Advance	Progressive Ambition Scale
4	Level Like to Seek	
5	Level like to Achieve	
Average Desirability Rating of items (7 thru 20)	Desirability of Advancement	

It was determined that static ambitions, desiring to remain in office, and progressive ambitions, desiring to move to another office, were independent of each other and properly formed separate scales. Correlational analysis shows that the static and progressive variables clearly form identifiable clusters of interrelated variables. Factor analysis also supports the finding of two statistically independent types of political ambitions. Cronbach's alpha for the Static Ambition Scale equals .86, and for the Progressive Ambition Scale equals .93. The correlation between the two scales is .21.

## Review-Articles

### Can Deterrence be Left to the Deterrent?

*Arthur D. Larson, National Security Affairs: A Guide to Information Sources (Detroit: Gale Research Company, 1973), 411 pp.*

*James E. Dougherty, How to Think About Arms Control and Disarmament (New York: Crane Russak and Company, 1973), 202 pp.*

*Robert M. Lawrence, Arms Control and Disarmament: Practice and Promise (Minneapolis: Burgess Publishing Company, 1973), 72 pp.*

*Ralph Sanders, The Politics of Defense Analysis (New York: Dunellen, 1973), 361 pp.*

*Alton H. Quanbeck and Barry M. Blechman, Strategic Forces: Issues for the Mid-Seventies (Washington: The Brookings Institution, 1973), 94 pp.*

*Wynfred Joshua, Nuclear Weapons and the Atlantic Alliance (New York: National Strategy Information Center, 1973), 60 pp.*

*Morton A. Kaplan, ed., Strategic Thinking and its Moral Implications (Chicago: The University of Chicago Center for Policy Study, 1973), 155 pp.*

George H. Quester, *Cornell University*

"War is too important to be left to the Generals." This much-quoted aphorism of Clemenceau obviously will require some alteration for the "era of peace" we now allegedly are entering, or the era of mutual deterrence or mutual assured destruction (MAD). If the threat of World War III is to be less and less obvious, can deterrence simply be left to the deterrent?

There is definite evidence that the academic, like the man on the street, is devoting less attention to strategic questions now than in the late 1950's and early 1960's. The number of journal articles about such topics is