

ALASKA LEGISLATURE SPECIAL COMMITTEE / SUBJECT FILE 8672
1379 SCOMM 51: BLUE RIBBON COMN. ON STATE PERSONNEL ACT 1978-1983

Department of Administration
Division of Personnel

Page 20

Classification Study
Communication Plan

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

Department of Administration
Division of Personnel

Classification Study
Communication Plan

Page 21

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				

Department of Administration
Division of Personnel

Classification Study
Communication Plan

Page 22

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

Department of Administration
Division of Personnel

Page 23

Classification Study
Communication Plan

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 Per- sonnel and De- partment Person- nel 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 Depart- ment's Person- nel Officer	March 1984
. Collect, revise, dis- play ratings.	Jan 2 - May 15, 1985	Class & Pay staff; consultant				
. Recommend & display series and levels.	Jan 2 - May 15, 1985	Class & Pay staff; consultant				

Department of Administration
Division of Personnel

Classification Study
Communication Plan

Page 24

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 Officers	Cover memo with specifications and recommendations	Project Manager	Jan - May 1985
. Union review of specifications & recommendations.	Feb 1 - May 31, 1985	Class & Pay staff	Unions	Meetings to deliver material	Director of Personnel Project Manager	Feb - May 1985

Department of Administration
Division of Personnel

Classification Study
Communication Plan

Page 25

Task	Dates	People & Roles	Communication			
			Who	Mechanism	Signed or Presented by	Date
10. MARKET SURVEYING: To collect information from the relevant markets and consider what integration is necessary on the pay table.						
. Determine survey design.	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				

Department of Administration
Division of Personnel

Classification Study
Communication Plan

Page 26

Task	Dates	People & Roles	Communication			
			Who	Mechanism	Signed or Presented by	Date
11. PREPARE PAY TABLE, EVALUATE COSTS & IMPLEMENTATION OPTIONS . Prepare Pay Tables. Develop pay line based on current rates. Develop new unified salary schedule. Develop point to grade conversion tables.	May 1 - July 31, 1985	Consultant develops, analyzes and prepares a report; Class & Pay staff review and comment				
. Determine State rules & contract provisions governing step placement.	May 1985	Consultant				
. Convert employees' current rates to new rates, considering different forms of implementation in those classes whose salary grades are proposed to change.	June-July 1985	Consultant				

Department of Administration
Division of Personnel

Classification Study
Communication Plan

Page 27

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

Department of Administration
Division of Personnel

Page 28

Classification Study
Communication Plan

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				

Department of Administration
Division of Personnel

Classification Study
Communication Plan

Page 29

Task	Dates	People & Roles	Communication			
			Who	Mechanism	Signed or Presented by	Date
13. FINAL REPORT: Combine information from consultant & Personnel staff for comprehensive package. • Integrate necessary survey information into pay plan.	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

Classification Study
Communication Plan

Page 30

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

DEPARTMENT OF ADMINISTRATION

DIVISION OF PERSONNEL

BILL SHEFFIELD, GOVERNOR

POUCH C (MS 0201)
JUNEAU, ALASKA 99811

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

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



Woodcut print. "Communicating" by Polly Lee of Hverberg.

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

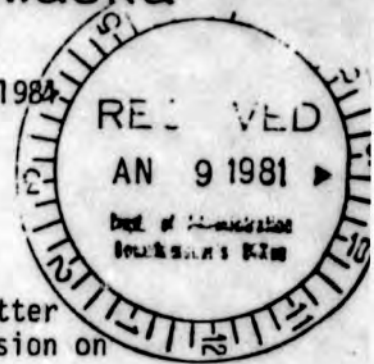
TO: William R. Hudson, Commissioner
Department of Administration
THRU: Lois Cook, Director *LC*
Division of Administrative Services
Department of Commerce &
Economic Development
FROM: James C. Lawson, Personnel Officer *JCL*
Division of Administrative Services
Department of Commerce &
Economic Development

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.

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/mhl/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,

Lee 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

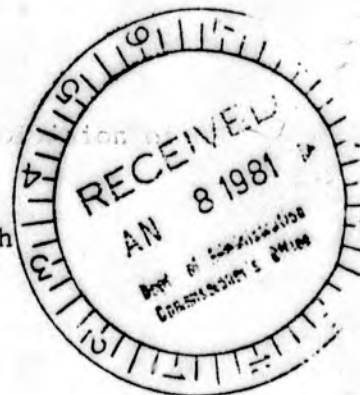
SUBJECT: Letter, U.S. Commission
on Civil Rights

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 Building
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														
	MALES						FEMALES						Total Employees		
	White		Minorities		% (+ -)	White		Minorities		% (+ -)					
	FY 78	FY 80	FY 78	FY 80		FY 78	FY 80	FY 78	FY 80		FY 78	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%		

December 26, 1980

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.

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.

December 30, 1980

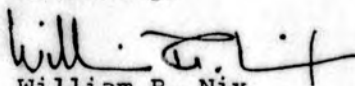
This program in essence establishes a position in a village who is trained in law enforcement, fire prevention and emergency medical assistance and given the material to be effective. VPSO personnel are not members of this department. Through contractual arrangements, the personnel are selected and supported 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															
TOTAL	762	278	67	447	8	1	9	11	8	248	9	3	5	7	6

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															
TOTAL															

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

DEPARTMENT OF TRANSPORTATION AND PUBLIC FACILITIES



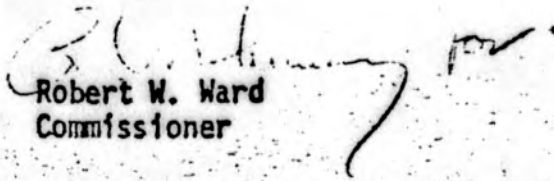
December 17, 1980
000H

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,


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.

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.

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.

Response

Same as response for recommendation #3.

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 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.

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.

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.

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.

Recommendation 2

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

Response

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

Recommendation 3

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

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.