

RESEARCH AND DEVELOPMENT FOR AN AFFIRMATIVE ACTION PLAN:
KANSAS DEPARTMENT OF ECONOMIC DEVELOPMENT

by

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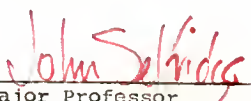
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INTRODUCTION

Through the years, there have been persons discriminated against in employment. Recognition of this situation gave rise to employment policies indicating that discrimination would not be allowed. However, since non-discrimination policies have not been effective in combating discrimination, a new policy, called "affirmative action", has come into existence. The National Civil Service League has defined affirmative action in the following manner:

Affirmative action is a comprehensive effort by an employer to:

- (1) identify all barriers in the personnel management system which limit the ability of applicants and employees to reach their full employment potential, without regard to race, sex, religion, national origin or other extraneous factors.
- (2) eliminate all such barriers in a timely, coordinated manner.
- (3) undertake whatever special programs are needed to accelerate the process.¹

Affirmative action plans are required for all institutions with federal contracts totaling \$50,000 or more and public institutions which in the past have been exempt, are now included

as of October 4, 1972.² In addition, affirmative action is concerned with community responsibility to minorities, and requires taking positive steps toward the elimination of inequality and discrimination.

Since affirmative action attempts to combat discrimination, one must understand how discrimination works in order to understand affirmative action works. Before affirmative action was required, the federal government required institutions to follow a policy of non-discrimination. The courts in the past have described three stages of discrimination.

- (1) Evil Intent - this stage was characterized by signs such as "No Irish Need Apply", or the evil intent in the state of mind of the person accused of discrimination.
- (2) Unequal Treatment - this stage focused on the actions of the person accused of discrimination.
- (3) Unequal Effect - this stage requires a complete reevaluation of all employment practices in a particular institution.³

This project will review in depth the process involved in the writing of the Kansas Department of Economic Development's affirmative action plan. A vital part of this process will be to

determine if the Kansas Department of Economic Development is discriminatory in its employment practices. Specifically, this project will attempt to determine how the variables of sex, race and educational level of employees are related to the problems of hiring, promotion and salary.

Data for the verification of the abovementioned variables in discriminatory practices will be collected from within the agency. Census information will be utilized from Kansas 1970 General Social and Economic Characteristics by the U. S. Bureau of the Census.

In this report, I will refer to the term "minorities" to mean racial and cultural minorities as well as women. Racial and cultural minorities include Blacks, Orientals, American Indians and Spanish surnamed Americans.

Across the country, affirmative action is receiving strong emphasis. The Federal Government realizes that employment problems involving discrimination demand not just a statement of "non-discrimination", but an affirmative effort to correct present effects of past discriminations---a commitment to undertake a strong "affirmative action plan".⁴

Chapter 1

REVIEW OF FEDERAL LEGISLATION ON AFFIRMATIVE ACTION

Since 1941 the Federal Government has been interested in the area of discriminatory employment practices. This recognized concern resulted in the issuing of a non-discrimination policy. However, Executive Order 10925 (1959-1963), initiated by President Kennedy called for "affirmative action" instead of "non-discrimination". It was under Executive Order 10925 that the area of affirmative action gained considerable emphasis. This order called for action towards the elimination of discrimination. A contractor under Executive Order 10925 now had direct responsibility to recruit minorities for employment. In 1965 President Johnson issued Executive Order 11246, calling for the insertion of affirmative action clauses in the contracts of all those conducting business with the government.⁵ State and local government units, insofar as they may be contractors with the federal government, are covered by Executive Order 11246, which forbids discrimination on the part of federal contractors.⁶ Executive Order 11246 served to consolidate prior federal orders (dating back to 1941) to secure equal employment opportunity on federal and federally assisted contracts.

Pointing out the differences between Executive Order 10925 and Executive Order 11246, Sherain made the following observations: Executive Order 11246 does not set aside the classification of race and color, but rather builds its requirements upon those classifications.

In Executive Order 11246, for the first time, we are talking about numerical goals of a certain percentage of minority group employees in the contractor's workforce. For the first time in this long string of executive orders, we are not talking about "equality of treatment", but "equality of result".⁷ Concluding that in a sense, the requirements of Executive Order 10925 require the contractor to be "actively color-blind." "Color-blindness", equality of "treatment" - this is the approach of Harland in Plessy v. Ferguson, Congress in Title VII, and Kennedy in 10925.⁸

Executive Order 11375 was issued October 13, 1967.⁹ This order, issued two years after Executive Order 11246, extends its provisions to include sexual discrimination in employment.¹⁰

With the passage of the Equal Employment Opportunity Act of 1972, state and local governments have become subject to the provisions against employment discrimination in the Equal Pay Act of 1963, and the Civil Rights Act of 1964. Consequently, state and local government employees became fully covered by both the Equal Pay Act of 1963 and Title VII of the Civil Rights Act of 1964.¹¹ The social and political purpose of the Equal Pay Act has been described by the Third Circuit Court in a case involving Shultz v. Wheaton Glass Co., 1970 as follows:

The Act was intended as a broad character of women's rights in the economic field. It sought to overcome the age-old belief in women's inferiority and to eliminate the depressing effects on living standards of reduced wages for female workers and the economic and social consequences which flow from it.

421 F.2d at 265¹²

Title VII of the 1964 Civil Rights Act states that a person shall not be discriminated in employment because of race, sex, or ethnic origin. In the passage of this legislation, employment shall be on the basis of merit alone or the ability to perform the job. The new March 24, 1972 amendments to Title VII give the Equal Employment Opportunity Commission the power to enforce this legislation by court action if necessary.¹³ The Equal Opportunity Act of 1972 gives the federal government new enforcement responsibilities for eliminating discriminatory employment practices among state and local governments, including the authority to seek court enforcement for equal employment decisions and the authority to bring civil actions against state or local governments. It has been suggested that the legal base of affirmative action is the "due process clause of the fifth amendment, the fifth article of the fourteenth amendment, and the commerce clause."¹⁴

Reinforcing merit employment concepts should be the task of affirmative action plans. This reinforcement can be done by assuring that all segments of our society have an opportunity to enter public service on the basis of open competition and advance according to their ability. To accomplish this one must alleviate barriers such as tests which lack validity, inadequate publicity about job openings, unrealistic job requirements, and insufficient opportunity for upward mobility. Affirmative action programs must be comprehensive, and cover all elements of personnel policy and practice.¹⁵

State governments have a requirement for the public sector to avoid discrimination. This has been given to them by direct application of constitutional law to government action. In *Wieman v. Updegraff*, the Supreme Court has ruled that "public employees are entitled to constitutional protection against unreasonable action by the government."¹⁶ In this decision the Supreme Court declares, "we need not pause to consider whether an abstract right to public employment exists, it is sufficient to say that constitutional protection does extend to the public servant...."¹⁷

Chapter 2

METHODS AND MATERIALS

As part of the process of constructing an affirmative action plan, data is needed both on the specific institution, in this case the Kansas Department of Economic Development, for which the plan is being prepared and on the State of Kansas.

Data concerning present employees of the agency (which is required by the Department of Housing and Urban Development as indicated in Appendix III) was obtained from an agency administrative officer who is also charged with agency personnel duties. An up-to-date list of employees was obtained from agency files along with specific information on the sex and race of all employees. Since all employees in the Agency are under Civil Service, positions of all employees were identified within their respective Kansas Civil Service salary ranges. These positions are described in Appendix VII.

Data on positions of employees is needed to determine if minorities are equally distributed in the range of professional and non-professional positions. Agency data was compiled from agency files on salaries of employees to determine if minorities

are receiving a "fair share" of monies from federal, state and local funding sources and also to determine if minorities are receiving lower salaries for relatively equal positions. Length of employment is another variable needed in the collection of agency data to aid in determining promotion trends within the agency. The education level of employees was also obtained from agency files and from the employees themselves. This information is needed to determine if there are any discrepancies in the level of education as compared to agency job positions as described in Appendix VI.

Data on the State of Kansas is needed to determine the agency's prospective employment pool. Population statistics were obtained from 1970 General, Social and Economic Characteristics of the State of Kansas. This information was provided by the U. S. Bureau of the Census. Information was obtained on the number of minorities in the employment pool in the State of Kansas. This data includes total numbers and percentages of minority group members. Also data on education was also obtained from this publication. This data was needed to provide an estimate of employment skills available in the State of Kansas. Since the Kansas Department of Economic Development is under Kansas Civil Service, data on agency minorities and non-minorities in Kansas Civil Service was also gathered.

From the above data, it will be determined if the Kansas Department of Economic Development is discriminatory, and if so, to what extent does this discrimination involve the problem areas of hiring, promotion and salary in the employment of minorities. Methods used to determine this will be primarily measures of central tendency involving the mean of variables and the use of frequency distribution. The above methods will be used in compiling information on the agency and the State of Kansas.

Chapter 3

ANALYSIS OF DATA

An overall view of how the Kansas Department of Economic Development functions within the State of Kansas is portrayed in an organizational chart which has been included in Appendix VIII. This agency is located on a line position rather than on a staff position on the chart. This means that the agency is operative rather than administrative in function.

To locate possible areas of discrimination, an analysis is needed of the employment data which is located in Appendix IV-Section VI. The variables of sex, race, position, salary, length of agency employment and education will be examined in-depth and compared with census data on the State of Kansas to analyze the effects on hiring, promotion, and salary of agency employees.

To compare TABLE 1 with the State of Kansas (data on state in Appendix I), out of a total of 1,101,176 males in Kansas, there are 592,251 males in the labor force age 16 and over. In contrast, there are a total of 1,145,402 women in the State of Kansas and 330,277 of them are in the labor force age 16 years and over.

Men represent 64% of the total state labor force, while women represent 36% of the total work force. Thus, it can be concluded that the agency has 12% more women employed than women represented in the total state labor force.

TABLE 1 classifies the agency employees by race. As indicated, the labor force of the agency has 28 whites and 1 non-white. Thus, whites make up 97% of the total agency work force, while non-whites represent 3% of the total agency labor force.

TABLE 1

KDED EMPLOYEES AS OF JANUARY 1, 1974 BY SEX AND RACE

	Whites	%	Non-Whites	%	Total	%
Males	15	52	0	0	15	52
Females	13	41	1	7	14	48
TOTALS	28	93%	1	7%	29	100%

SOURCE: Appendix IV-Section VI

To compare the agency employees by sex and race, TABLE 1 indicates that for agency men, there are a total of 15 whites and no non-white men employed at the agency. For the women employees, TABLE 1 indicates that there are a total of 13 whites and 1 non-white woman employed at the agency. This non-white is a Black woman.

In analyzing state data on whites and non-whites in relation to TABLE 1 by sex and race, state data indicates that there are 565,822 white males in the state labor force, 23,175 blacks, and 11,453 persons of Spanish language in the Kansas labor force. Of the total state labor force, whites represent 95% and non-whites 5% of the total state labor force. The agency has only one racial minority and census information shows that there is a sufficient employment pool of racial minorities within the State of Kansas upon which to draw from. Thus, the agency is discriminating in the area of employing racial minorities.

TABLE 2

KDED EMPLOYEE POSITIONS AS OF JANUARY 1, 1974 BY SEX

Civil Service Grade	Male		Female		Total Employees
	No.	% of Men	No.	% of Women	
1 - 5	0	0	0	0	0
6 - 10	1	7	3	57	9
11 - 15	0	0	1	7	1
16 - 20	0	0	1	7	1
21 - 25	9	60	4	13	13
26 - 30	5	33	0	0	5
TOTALS	15	100%	14	100%	29

SOURCE: Appendix IV-Section VI

TABLE 2 is a comparison of positions for males and females by Civil Service grade numbers. Employee positions along with these grade numbers are located in Appendix IV-Section VI, and positions are described in Appendix VII.

To contrast the positions of men with women employees examine TABLE 2 to discover that in grade positions 6 - 10, men represent 7% of total male employees, while women represent 57% of total female employees. This pattern reverses itself as one moves up the grade ladder such that 33% of the total male work force is employed in grade 26 - 30 positions, while women are not represented in these positions at all. It can be noted that the one female racial minority employed is in grade group 6 - 10.

To compare TABLE 2 with census data from the State of Kansas, occupations for employed persons in the state under the categories of professional, technical and kindred workers; managers and administrative; and clerical workers were examined for minorities in comparison to non-minorities. These categories were examined since they relate to the range of positions in the agency. State results indicate that women make up 44% of professional, technical and kindred workers, while racial minorities make up 3%. In the area of managers and administrators, women represent 17% of this area, while racial minorities represent 2%. In the area of

clerical and kindred workers, women hold 75% of these positions, while racial minorities hold 4% of these positions in the State of Kansas. Thus, men in contrast to women hold 56% of professional, technical and kindred worker positions; 63% of manager and administrator positions; and only 25% of all clerical and kindred worker positions. To compare whites with non-whites for the state, whites make up 97% of the professional, technical and kindred positions, while non-whites represent 3%. Whites hold 98% of manager and administrator positions, while non-whites hold 2% of these positions. Whites hold 96% of state positions for clerical and kindred workers, while non-whites hold 4% of these positions. The "non-whites" in this census data are Blacks and persons of Spanish language.

The tabulations from KDED in TABLE 2 clearly indicate that women occupy the lower positions with the agency. In addition, there are no males in the middle grades 11 - 20, yet 14% of the female work force are employed here. There are no women in grade positions 26 - 30 which are management level positions. From the above statistics, it can be concluded that the agency is discriminatory in its hiring for women in that most are hired in lower grade positions. Also, the agency is discriminatory in the area of promotion for women, since there are no women in the

management and administrative levels. This in contrast with state data that indicates that 17% of the total Kansas female labor force classified in this area. And this is not to defend the 17% figure as a natural division of talent or as an employment goal. As noted, there is one racial minority employee and this minority is employed in grade position 6 - 10. This indicates the trend of hiring minorities in lower grades.

TABLE 3

KDED EMPLOYEE AVERAGE SALARY BY SEX AS OF JANUARY 1, 1974

	Male		Female		Department Average
	\$	% of Total Salaries	\$	% of Total Salaries	
Average Salary	1139	63%	673	37%	750

SOURCE: Appendix IV-Section VI

Salaries are shown for each employee in the list of employees located in Appendix IV-Section VI. These salaries were tabulated for the separate categories of male/female and a mean was found for each category. The results are shown in TABLE 3. On the average, men receive \$466 more per month than women employees. Men with only one more than half the total employment, receive almost two-thirds of available employee salaries. Thus,

men are on an average receiving 51% above the agency average of \$750 per month and women 10% below the agency average salary. This agency data indicates that minorities discriminated against in salaries. Thus, minorities are not receiving their "fair share" of agency funding sources. Yet Census data illustrates that there are sufficient numbers of minorities within the state to equally distribute into all salary grades.

TABLE 4

KDED EMPLOYEES AVERAGE LENGTH OF EMPLOYMENT BY SEX
AS OF JANUARY 1, 1974 IN YEARS BY SEX

	<u>Male</u>	<u>Female</u>
Average Length Of Employment In Years	4.6	6.5

SOURCE: Appendix IV-Section VI

TABLE 4 indicates the average length of employment for both sexes at the agency. A mean for the number of years employed was determined from the data on time employed at the agency (also located in Appendix IV-Section VI). Women, on the average, have been employed nearly two years longer than men at the agency.

This information is yet another indication of discrimination in the agency's employment pattern. Although women are on the

average employed longer than men in the agency, the men occupy about 90% of the professional positions at the agency, this a clear indication of discrimination in promotion opportunities.

TABLE 5

KDED EMPLOYEES EDUCATION LEVEL BY SEX AS OF JANUARY 1, 1974

Education Level	Males		Females		Total Male & Female
	No.	%	No.	%	
High School	2	13	9	64	11
BA/BS	9	60	3	21	12
MA/MS	4	27	2	15	6
TOTALS	15	100%	14	100%	29

SOURCE: Appendix IV-Section VI

TABLE 5 indicates the education level of agency employees by sex. These results were tabulated from the employee list in Appendix IV-Section VI. The census data in Appendix I on the State of Kansas can be used to evaluate TABLE 5. Statewide data indicates that 40% of males aged 20 - 49 have a high school education, and 37% have one or more years of college. For the women in the state aged 15 - 44 years old, 42% have completed high school, and 26% have one or more years of college.

In comparing the census data of whites with blacks and persons of Spanish language that have a high school education,

41% of the whites, 36% of the blacks and 34% of persons of Spanish language have a high school education. Whites that have completed more than one year of college represent 31% of total males aged 20 - 49, and total females aged 15 - 44 within the state. In contrast, 17% of the total blacks in the state and 20% of persons of Spanish language have completed one or more years of college.

The agency's employment of 64% of its female staff with high school degrees is not representative of state female education attainments. In addition, since women on the average have been employed longer at the agency than men, women could be represented in professional and especially management level positions were it not for discrimination. As mentioned above, the one racial minority employed at the agency is in a low grade position while state data indicates that minorities are acquiring increased education after high school. Therefore, the present trend of hiring minorities and not promoting them to higher positions should not continue.

Chapter 4

DEVELOPMENT OF KANSAS DEPARTMENT OF ECONOMIC DEVELOPMENT'S AFFIRMATIVE ACTION PLAN

After gathering the needed data and identifying the major employment problem areas of the Kansas Department of Economic Development, the next step is the construction of an affirmative action plan itself. Appendix II contains the first draft of the affirmative action plan submitted to HUD. This draft contains the planning director's comments and my response to his comments. In Appendix III are HUD's comments and recommendations for compiling the affirmative action plan.

The National Civil Service League's Models for Affirmative Action lists topic areas necessary for affirmative action plans. These topics and comments regarding the Kansas Department of Economic Development's responses are as follows:

1. Commitment from the chief executive officer--the chief executive and each agency head should enunciate and periodically reaffirm an explicit equal opportunity policy in order to promote

acceptance and support. Kansas Department of Economic Development's affirmative action plan has this chief executive support in that HUD requires that the affirmative action plan be approved by the board of commissioners. The agency's director is the secretary of the commission and thus must personally endorse the affirmative action plan and see that its goals are carried out.

2. Designation of an affirmative action coordinator and assignment of specific responsibilities. The agency's affirmative action officer is designated and their duties are outlined in Section III of the affirmative action plan in Appendix IV. It is recommended that this person be a high ranking minority employee to effectively implement this affirmative action plan.
3. Outreach recruitment--this should be led and coordinated by the personnel agency. The personnel agency should initiate and maintain communications with minority community leaders to develop mutual understanding of needs. There should be emphasis

in recruitment contacts that non-discrimination is a basic element of personnel administration. The agency plan contains outreach recruitment in that recruitment efforts must be documented for each agency position. This documentation form is found in Appendix IV, Attachment 1.

4. Job analysis, and where needed, job restructuring. This area is also included in Section IV-G under Job Classification. The plan calls for an annual review of job structures, duties and responsibilities for each agency position.
5. Validation and revision of examinations, educational requirements and all other screening criteria. The area that covers this item is the Recruitment Section which includes the statement that efforts shall be made to find legal ways to go beyond the frozen Civil Service list in hiring.
6. Upgrading and training programs--this item is covered in Section IV-H for the purpose of increasing hiring and promotion of minorities.
7. Internal complaint procedure--internal complaint procedure is outlined for the agency step-by-step in

Section IV-J, and this section also outlines final recourse actions employees can take.

8. Supervisory training--this is also covered in Section IV-H.
9. Employment census and progress report system-- employment census information is included in Section IV and a yearly progress reporting system is provided with Attachment 2 of the agency plan. There is also a recruitment reporting system included in Attachment 1 of the agency plan which is designed to document agency recruitment efforts.
10. Manpower planning--Section VII of the agency's plan includes a proposed employment plan for the following year which provides this required manpower planning.

These ten elements were the base for the first draft submitted to HUD.

HUD's reply included six areas. First they required a second part to the affirmative action plan which covers contracting. Second, HUD required that the affirmative action officer be named within the plan itself. Third, specific goals should be stated for each of the policy areas. Fourth, HUD required that the

agency state how they plan to recruit minorities in agency employment and fifth, in contracting. Lastly, HUD required a racial breakdown of the agency's present staff along with a proposed next year's staffing plan (the above items are in Appendix III - February 1, 1974 letter).

The scope then, of affirmative action programs must be comprehensive covering all elements of personnel policy and practice. Focusing on one or two areas, such as recruitment and selection, to the exclusion of other areas will not assure the desired results. HUD guidelines for the writing of local public agency affirmative action plans are located in Appendix V from Executive Order 11246 starting on page 28. If the items covered in the February 27, 1974 meeting with HUD along with their February 1, 1974 letter in Appendix III are met in the submission of the agency affirmative action plan, then HUD officials stated that the plan is in compliance with their guidelines.

Section V of the agency affirmative action plan contains the time table for implementing the affirmative action plan. Mere good-faith intentions are not enough to properly implement an affirmative action plan, but rather that time tables are needed to show the seriousness of the agency involved in accomplishing affirmative action goals and objectives. In the February 27, 1974

meeting in Kansas City, Kansas with HUD officials, they stated that the length of the time table for accomplishing affirmative action goals should not exceed one (1) year in duration.

Chapter 5

ISSUES IN IMPLEMENTATION

After the completion of an affirmative action plan, the next concern is that of implementation. Passive prohibition of discriminatory acts is not enough to insure success in implementation of an affirmative action plan. Some areas of concern in affirmative action plans that are vital to the promotion of equal opportunity are goals, recruitment, hiring standards, written tests, the rule of five selection and promotion systems.

In the area of implementation, goals are mistaken for quotas in affirmative action plans. The difference between the two is that the aim of the former is "inclusion" and the aim of the latter is "exclusion". Quantitative or numerical goals must not be construed as mandatory employment quotas. This type of goal must be kept flexible and based upon the supply of minority members available within the surrounding employment pool. If stated goals are not met, management should access the reasons for not accomplishing these goals.

Recruitment is also an implementation issue in affirmative action plans. In considering the legal aspects of recruitment in the eyes of the courts, they have recognized that recruitment systems are often discriminatory. Some recruiting systems have a tendency to produce an all white or all male work force. The idea of recruitment in affirmative action plans is to produce an integrated list of perspective employees.¹⁸

While writing an affirmative action plan it is necessary to remember that some hiring standards actually result in the exclusion of minorities. For example, a height requirement may exclude more women and Chicano's and likewise a standard of no criminal record for a particular job tends to exclude more blacks. Thus, hiring standards are an important issue in affirmative action implementation.¹⁹

Civil Service written tests can also hinder the enforcement of a strong affirmative action plan. This is an issue of affirmative action implementation in that in taking written tests it has been proven that racial minorities produce a higher failure rate in test results. Tests are based on one's culture and socialization which for racial minorities are patterned differently than for white society. This explains in part the high failure rate for racial minorities. Therefore an agency should prove that

a test can actually predict performance of an actual position, and if this cannot be proven, the test should be eliminated since it will only serve to hinder affirmative action enforcement.²⁰

The rule of five selection process in Kansas Civil Service positions limits recruitment and thus the hiring of minorities. Personnel officials must select the top five available applicants for a certain position. This can be an issue in affirmative action implementation in that many times minorities are qualified but do not appear on the final selection lists. This system can be operated to purposely exclude minorities. The courts will in the future be looking into this situation because these applicants are prospective employees and qualified even though they are not on the list of five.²¹

Promotion systems can also be a block to affirmative action implementation. This might be a major problem for the agency affirmative action plan at Kansas Department of Economic Development because of rigid Civil Service systems of classifications. Some of these Civil Service systems freeze employees into certain job lines, and this has the effect of discrimination since the employee must overcome several barriers in moving from one job line to another. These limitations on transferring from one job line to another weakens the goals and policies of the affirmative action plan and thus the implementation of the plan itself.²²

Appendix VI contains HUD guidelines on affirmative action complaint procedures. However, before conditions get to complaint filings the U. S. Civil Service Commission gives hints on how to remedy certain discriminatory employment situations.²³

First, where an individual person has been found to be the victim of an unlawful employment practice, he or she should be given priority consideration for the next expected vacancy, regardless of his or her relative 'ability ranking' at the time the new hire is made--because were it not for the act of discrimination, he or she would in fact be on the job.

Second, affirmative action plans need to be utilized to fill additional available vacancies and the key to such plans is often an imaginative program of advertising and recruitment in order to open up sources of eligible applicants which had simply never been sought out before.

When solutions to these issues of implementation involving affirmative action plans fail, complaints can be filed against an agency or institution in the following manner:²⁴

1. A charge is filed with the Equal Employment Opportunity Commission.
2. Investigation of facts.
3. Deferral in a situation where there is a state agency administering an enforceable fair employment practice law, investigation is delayed for at least 60 days to permit deferral of the case to a state or

local anti-discrimination agency administering legislation comparable in scope to Title VII.

4. Finding and conciliation--if discrimination is found, persons will be notified of the fact and provided with an opportunity to eliminate the discrimination through informal methods of conciliation.
5. Enforcement--if conciliation fails, the Equal Employment Opportunity Commission can refer the case to the U. S. Attorney General who may bring a suit in Federal District Court, or if the U. S. Attorney General does not bring a suit, the individual who filed the charge may bring a suit on his or her own.

Therefore, there are many issues involved in the implementation of affirmative action plans. The mere existence of an affirmative action plan does not ensure the elimination of discrimination. Likewise goals and time tables do not remedy the situation because there are other more hidden discrimination problems. For those problems where no solution or conciliation can be reached, complaints may be filed by using procedures outlined above or as detailed HUD guidelines in Appendix VI.

Chapter 6

CONCLUSION

The purpose of this non-thesis project has been to write an Affirmative Action for the Kansas Department of Economic Development. Also, it has been determined how the variables of sex, race and educational level of employees are related to the problems of hiring, promotion and salary. This project has reviewed the process of writing an affirmative action plan for the Kansas Department of Economic Development. It is hoped that these procedures might aid others charged with the task of writing affirmative action plans. All affirmative action plans are designed to work towards the elimination of discrimination and are backed by federal legislation.

From the data collected on the agency for the writing of the affirmative action plan, it can be concluded that the Kansas Department of Economic Development is discriminatory in its employment practices. The agency is discriminatory in the area of employing racial minorities. Racial minorities are not well represented and women are under-employed. Minorities receive on the average almost half that of men. State data also indicates

that the agency is hiring minorities into low-salary positions. Present women employees are also on the average employed longer than the men employees at the agency. However, the data indicates that women tend to remain in the same positions. Although state data indicates that there are large numbers of minorities with some college, it appears that the agency has an over balance of women with high school education. Women have occupied the lower civil service employment grades and at present over 50% of the women employees are still employed in civil service salary grades 10 and under. In contrast 90% of the men employees are employed in civil service salary grades of 18 and above. The agency is discriminatory in that sufficient drawing pools are available in the State of Kansas to eliminate such problem areas. Also, these problems could be eliminated if the agency provided equal opportunity in hiring, promotion and salary for minorities.

However, the writing of an affirmative action plan does not guarantee non-discrimination. It is the way in which the plan is implemented that aids in alleviating discrimination. Implementation of an affirmative action plan is the most complicated part of affirmative action plans, and if implementation fails, the affirmative action plan fails also. Any plan, unless properly implemented is unsuccessful. Implementation issues in

affirmative action plans are those of goals, recruitment, hiring standards, written tests, rule of five selection and promotion systems. These are areas unless properly monitored will promote discrimination.

APPENDIX I

CENSUS DATA

FROM 1970 KANSAS GENERAL SOCIAL AND ECONOMIC CHARACTERISTICS
U. S. BUREAU OF CENSUS

Table 52. Education, Fertility, and Family Composition by Race, for Urban and Rural Residence: 1970

(Data based on sample, see text. For minimum base for selected figures (percent, mean, etc.) and meaning of symbols, see text.)

The State	The State				Urban			
	Total			Percent of Spanish language	Total			Persons of Spanish language
	White	Negro	Total		White	Negro		
YEARS OF SCHOOL COMPLETED FOR SELECTED AGE GROUPS								
Male, 20 to 49 years old	405 188	313 676	18 511	9 727	282 819	263 644	17 095	8 434
No high school	40 430	37 675	2 633	2 294	24 708	21 722	2 343	1 828
High school, 1 to 3 years	54 547	43 509	5 092	1 730	37 917	32 916	4 657	1 515
High school, 4 years	161 049	151 605	7 271	2 910	103 475	96 019	6 457	2 914
College, 1 year or more	148 977	144 237	3 451	1 413	116 779	112 377	3 273	1 273
Female, 15 to 44 years old	418 201	423 708	20 639	10 344	312 254	289 720	19 855	9 055
No high school	37 748	27 874	2 427	2 151	21 818	19 133	2 310	1 829
High school, 1 to 3 years	114 975	106 129	8 077	3 085	76 971	68 478	7 705	2 707
High school, 4 years	186 072	177 527	6 972	2 545	123 798	118 019	6 456	3 125
College, 1 year or more	114 365	109 938	2 278	1 203	88 041	83 990	6 054	1 281
FERTILITY								
Women, 15 to 24 years old	107 771	176 742	9 389	4 812	141 714	131 320	9 021	4 149
Ever married	77 731	74 031	3 238	2 158	57 813	54 357	3 119	1 823
Percent ever married	29 3	39 6	34 5	44 7	40 8	39 4	34 6	43 9
Number of own children under 5 years	56 076	52 475	3 240	1 945	40 017	36 623	3 114	1 615
Per 1,000 women	704	291	346	493	297	279	345	387
For 1,000 women ever married	722	707	1 002	692	674	692	858	858
Number of children ever born	70 961	65 004	4 622	2 811	50 957	46 042	4 521	2 128
Per 1,000 women	359	332	495	441	300	351	331	331
Per 1,000 women ever married	913	889	1 443	1 210	891	847	1 450	1 173
Women, 25 to 34 years old	129 221	121 001	6 213	3 114	10 387	83 487	5 901	2 752
Ever married	121 316	114 761	5 576	2 908	84 283	78 074	5 308	2 544
Percent ever married	92 9	92 7	89 2	93 3	93 5	92 4	89 6	92 4
Number of own children under 5 years	86 396	81 724	3 905	2 534	59 464	55 270	3 812	2 168
Per 1,000 women	669	671	637	813	609	604	616	587
For 1,000 women ever married	712	712	710	810	708	708	710	850
Number of children ever born	293 706	274 665	16 802	8 060	195 477	177 702	16 153	6 971
Per 1,000 women	2 273	2 233	2 734	2 813	2 165	2 128	2 406	2 515
Per 1,000 women ever married	2 420	2 393	3 013	2 772	2 322	2 275	3 009	2 721
Women, 35 to 44 years old	123 351	116 975	5 591	2 522	87 136	76 260	4 991	2 231
Ever married	118 495	112 468	4 974	2 363	78 593	73 047	4 688	2 091
Percent ever married	96 1	96 1	94 0	93 7	90 7	93 9	93 7	93 9
Number of own children under 5 years	27 966	21 310	1 320	936	14 434	12 861	1 204	774
Per 1,000 women	186	182	269	371	176	169	252	325
For 1,000 women ever married	194	189	265	184	176	176	270	246
Number of children ever born	377 285	352 767	20 191	9 818	242 280	220 611	19 951	8 402
Per 1,000 women	3 047	3 024	3 164	3 091	2 168	2 128	3 475	3 148
Replacement index	1 68	1 46	1 86	1 88	1 43	1 40	1 69	1 81
For 1,000 women ever married	3 185	3 145	4 059	4 155	3 084	3 020	4 072	4 018
FAMILY COMPOSITION								
Families	531 849	556 249	22 786	9 771	278 519	354 859	21 757	8 304
With own children under 3 years	95 408	80 578	4 781	4 272	59 500	54 913	4 184	2 153
With own children under 6 years	144 225	134 577	3 948	1 437	98 378	90 405	7 286	3 322
With own children under 12 years	237 567	224 780	11 445	5 986	159 951	147 967	10 955	5 176
With own children under 18 years	311 001	295 454	13 869	6 969	207 543	192 978	13 260	6 052
With sons/daughters 18 to 25 years	331 821	320 023	14 621	3 203	229 547	209 293	14 400	6 170
With sons/daughters 15 to 19 years	159 478	152 049	6 647	2 928	110 526	94 708	6 336	2 632
With sons/daughters 18 to 24 years	65 400	61 927	3 164	1 506	42 649	40 354	3 026	1 300
Subfamilies	7 676	6 702	903	319	5 473	4 512	870	389
Number of own children under 18 years	8 643	7 289	1 248	394	6 003	4 743	1 202	348
Husband-wife subfamilies	3 235	2 985	187	158	2 217	1 993	184	141
Number of own children under 18 years	2 199	1 944	180	117	1 429	1 221	174	169
Subfamilies with female head	3 949	3 117	650	185	2 954	2 323	426	142
Number of own children under 18 years	5 723	4 709	968	265	4 171	3 174	958	207
Married couples	523 478	505 000	18 027	8 861	356 185	319 184	15 217	7 471
With own child under 6 years	0 6	0 6	1 2	1 8	0 7	0 6	1 2	3 563
With own child under 18 years	139 228	126 812	5 019	3 919	89 775	84 347	8 472	5 308
With husband under 18 years	252 187	247 489	8 351	6 078	174 178	165 134	7 977	5 287
Persons, total	748 391	899 819	44 748	21 270	490 709	445 921	42 210	17 973
Living with both parents	647 037	618 789	24 794	16 445	414 255	387 998	23 582	15 613
Percent of total	86 5	86 4	86 9	86 4	84 4	87 1	55 9	5 808
Living with one parent	78 727	67 305	15 735	1 941	60 334	44 779	15 137	1 664
Living with neither parent	22 627	18 715	4 629	634	16 120	12 444	3 491	676
Persons, 14 to 54 years old ever married	828 277	785 024	34 779	16 837	564 718	527 993	32 281	16 180
Never widowed or divorced	644 681	644 955	22 411	16 274	423 319	423 918	21 697	13 467
Known to have been	28 865	26 291	2 449	5 44	19 786	17 560	2 333	435
Widowed	127 610	112 709	9 357	2 907	98 706	87 033	8 790	2 296
Divorced	2 879	2 421	438	38	2 295	1 837	438	38
TYPE OF GROUP QUARTERS								
Persons in group quarters	85 958	77 760	8 482	1 728	83 443	58 988	5 158	1 329
Inmate of mental hospital	1 214	3 813	352	78	2 000	2 921	315	315
Inmate of home for the aged	8 206	17 817	368	54	11 086	10 790	284	47
Inmate of other institution	8 473	6 840	1 514	354	4 990	4 045	916	145
In rooming house	2 388	2 161	182	91	2 072	1 858	184	14
In military barracks	18 040	14 525	3 177	911	16 799	13 562	2 959	835
In college dormitory	28 003	26 366	547	269	21 129	19 474	438	168
Other	6 599	6 238	312	71	4 737	4 522	180	54
DISABILITY OF PERSONS 16 TO 64 YEARS¹								
Total	1 118 914	1 062 858	47 491	25 225	748 747	898 395	44 852	21 027
Disabled or handicapped	119 461	111 438	7 166	2 235	79 525	72 065	6 737	1 947
In labor force	63 697	60 230	2 898	1 318	42 573	39 342	2 789	1 100
Not in labor force	55 779	51 188	4 268	917	36 952	32 723	3 648	647
Cannot work	38 378	35 033	2 863	968	26 820	24 897	2 463	520
Disabled 6 months or more	26 330	33 141	3 045	518	24 300	21 443	2 764	510

¹Excludes inmates of institutions and persons attending school

Table 53. Employment Status by Race, Sex, and Urban and Rural Residence: 1970

(Data based on sample, see text. For minimum base for derived figures (percent, median etc.) and meaning of symbols, see text)

The State	The State				Urban			
	Total	White	Negro	Persons of Spanish language	Total	White	Negro	Persons of Spanish language
EMPLOYMENT STATUS								
Male, 16 years old and over								
Labor force	752 214	726 357	31 737	14 122	478 815	464 804	30 229	17 210
Percent of total	59.2	56.9	23.1	11.4	36.8	36.7	22.0	10.0
Armed forces	27.5	27.9	70.8	60.5	7.8	7.9	1.0	0.1
Civilian labor force	524 639	508 385	4 495	1 611	31 740	24 148	1 168	1 535
Employed	533 022	518 372	17 187	9 401	347 245	328 769	18 479	8 121
Unemployed	18 817	17 125	1 412	4.1	14 041	12 403	1 437	355
Percent of civilian labor force	3.4	3.2	8.0	2.5	3.9	3.6	4.2	2.3
Not in labor force	171 573	160 475	9 522	2 729	105 769	96 337	8 172	4 021
Inmate of institution	14 378	12 496	1 364	1 376	7 988	6 935	999	149
Enrolled in school	51 467	48 227	2 864	802	35 281	32 297	2 146	966
Other	33 952	31 050	2 592	691	21 689	18 854	2 389	661
Under 65 years	54.2	54.4	5.0	37.4	53.4	53.5	56.8	29.6
Percent disabled	71.8	68.4	2 895	638	41 031	38 211	2 633	517
65 years and over								
Male 14 and 15 years old	47 063	44 332	2 516	1 068	29 614	27 091	2 378	913
Percent of total	8.3	8 010	26.2	11.3	5 092	4 795	2 82	102
Employed	7 595	7 237	119	10.4	17.2	17.7	11.9	11.2
Unemployed	711	653	48	31	535	487	15	31
Percent of civilian labor force	8.6	8.2	16.4	27.4	10.5	10.2	4.3	20.4
Not in labor force	38 737	36 322	2 224	975	24 526	22 296	2 096	811
Female, 16 years old and over	820 099	781 251	33 622	13 229	548 516	512 269	32 143	13 491
Percent of total	330 277	312 863	15 380	5 701	238 181	221 664	14 809	5 029
Armed forces	40.3	51.1	33	43.1	50.8	47.1	86.1	44.7
Civilian labor force	329 248	312 352	15 347	5 697	227 678	221 193	14 776	5 065
Employed	314 721	298 218	14 113	5 276	223 638	210 394	13 582	4 669
Unemployed	15 508	14 134	1 234	451	12 085	10 599	1 184	256
Percent of civilian labor force	4.7	4.5	8.0	7.9	5.1	4.9	8.1	7.9
Not in labor force	489 228	468 288	18 793	7 528	310 335	290 605	17 333	6 422
Inmate of institution	14 740	14 382	332	302	8 922	8 172	258	29
Enrolled in school	54 246	51 077	2 477	1 183	36 911	33 983	2 339	1 003
Other	295 589	282 375	11 164	5 553	187 277	175 061	10 661	4 745
Under 65 years	12.9	12.4	24.4	9.9	13.7	13.0	21.6	10.8
Percent disabled	125 249	120 554	4 312	735	76 897	72 589	4 075	645
65 years and over								
Female, 14 and 15 years old	45 276	42 620	2 435	1 071	28 231	26 351	2 312	920
Percent of total	4 366	4 257	10.5	6.2	2 495	2 356	10.5	4.4
Employed	4 3	10.0	4.3	5.8	9.4	9.9	4.5	4.8
Unemployed	3 992	3 370	101	265	2 450	2 345	101	44
Percent of civilian labor force	374	3.0	4	4	24.5	24.1	4	—
Not in labor force	8.6	8.7	38	—	9.1	9.3	38	—
Total	40 910	38 363	2 330	1 009	26 036	23 665	2 207	876
MARITAL STATUS AND PRESENCE OF OWN CHILDREN								
Total women, 16 years old and over								
With own children under 6 years	820 099	781 251	33 622	13 229	548 516	512 269	32 143	13 491
In labor force	144 672	135 604	7 842	2 827	99 267	92 436	7 524	3 669
Percent of total	35 213	41 394	3 568	1 403	33 203	29 436	3 161	1 203
With own children 6 to 17 years only	163 626	156 476	4 55	310	33 33	32 3	461	243
In labor force	82 544	78 435	2 071	1 413	104 520	99 983	5 792	3 517
Percent in labor force	56.4	50.1	59.4	49.9	52.6	52.2	59.9	50.7
No own children under 18 years	511 201	489 171	12 249	6 121	342 292	321 167	18 826	5 925
In labor force	202 410	193 034	8 207	2 880	148 874	139 889	7 997	2 554
Percent in labor force	39.5	41.6	47.0	43.5	43.6	41.9	48.0	44.9
Married women, 16 years old and over, husband present	518 955	500 333	15 592	6 424	333 868	316 855	14 766	7 064
In labor force	131 625	125 330	4 799	3 925	89 154	83 264	4 249	3 254
Percent in labor force	38 365	35 814	2 264	1 234	27 469	25 042	2 163	1 093
With own children 6 to 17 years only	140 122	141 179	4 054	2 517	92 768	88 122	3 222	3 213
In labor force	66 955	67 173	1 256	1 256	46 205	43 025	2 823	1 118
Percent in labor force	54.9	47.6	59.4	49.9	49.7	49.3	59.3	50.6
No own children under 18 years	241 108	233 424	6 739	2 382	151 064	144 747	6 335	3 255
In labor force	95 827	92 275	3 172	1 057	63 601	60 999	2 999	920
Percent in labor force	39.7	39.5	47.1	44.5	44.1	43.9	47.1	44.9
Other women, 16 years old and over	301 144	280 818	18 070	4 395	214 530	195 414	17 374	3 437
In labor force	12 037	9 874	3 043	332	10 467	7 446	2 955	265
Percent in labor force	6 938	5 500	1 218	51.7	5 734	4 394	1 308	147
With own children 6 to 17 years only	53.4	56.5	52.4	52.4	54.8	50.0	54.8	50.0
In labor force	17 504	15 297	2 017	314	13 635	11 548	1 188	555
Percent in labor force	12 509	11 562	1 195	157	9 679	8 614	1 168	157
No own children under 18 years	54.1	52.5	59.2	60.7	72.5	74.6	59.6	63.5
In labor force	270 603	255 747	13 010	3 749	190 428	176 400	12 461	5 121
Percent in labor force	106 363	100 759	5 035	1 873	81 974	76 368	4 808	1 624
Percent in labor force	39.4	36.4	38.7	48.6	43.0	43.3	39.3	41.9
PERCENT IN LABOR FORCE								
Male								
16 and 17 years	41.1	42.6	29.3	30.5	44.7	46.0	30.3	32.1
18 and 19 years	62.8	63.0	63.4	62.9	63.4	63.7	63.9	64.4
20 and 21 years	77.8	77.9	81.3	89.4	77.5	77.4	82.1	89.6
22 to 24 years	87.7	87.9	86.1	91.1	86.8	86.3	92.1	95.1
25 to 34 years	93.9	94.5	83.5	93.1	94.1	94.0	91.8	92.9
35 to 44 years	95.9	95.9	85.7	89.9	96.2	96.6	89.7	92.8
45 to 64 years	87.9	89.5	79.9	80.0	90.0	90.4	82.6	84.4
65 years and over	30.2	30.4	25.4	24.4	27.2	27.3	26.3	28.7
Female								
16 and 17 years	27.7	28.2	17.7	17.3	29.9	31.0	18.1	25.4
18 and 19 years	48.7	49.0	51.7	51.7	50.5	50.9	43.8	55.3
20 and 21 years	54.8	55.0	54.2	57.3	56.5	56.4	56.5	56.5
22 to 24 years	58.1	58.9	59.1	48.6	57.1	57.0	55.9	51.0
25 to 34 years	64.2	64.6	56.9	42.6	64.2	64.6	55.9	61.2
35 to 44 years	43.2	43.9	55.7	49.3	52.1	52.6	57.4	42.7
45 to 64 years	49.6	49.3	38.5	43.5	52.1	51.9	51.9	51.2
65 years and over	48.0	47.8	44.2	43.0	52.1	52.4	54.7	44.5
Total	11.5	11.4	13.7	10.5	12.5	12.1	12.3	10.0

Table 54. Occupation of Employed Persons by Race, for Urban and Rural Residence: 1970

(Data based on sample survey. For meaning of symbols, see text.)

The State	The State				Urban			
	Total	White	Negro	Persons of Spanish Language	Total	White	Negro	Persons of Spanish Language
EMPLOYED PERSONS 16 YEARS OLD AND OVER								
Total	852 213	614 597	13 236	14 642	573 833	539 163	30 034	12 800
Professional, technical, and kindred workers	121 265	118 110	2 905	1 643	124 211	120 787	3 424	1 428
Engineers	9 812	9 710	74	159	9 647	9 626	2 772	1 478
Physicians, dentists, and related practitioners	6 571	6 571	0	0	6 536	6 536	439	149
Health workers, except practitioners	13 742	13 173	74	198	13 302	12 839	469	178
Teachers, elementary and secondary schools	31 022	30 123	408	267	30 905	29 874	525	167
Technicians, except health	8 754	8 631	408	151	8 576	8 453	759	242
Other professional workers	51 624	50 098	1 724	699	52 679	51 045	1 267	319
Managers and administrators, except farm	80 181	79 209	279	643	80 508	79 202	2 687	644
Salaried	8 467	8 431	34	75	8 520	8 516	34	27
Manufacturing	15 265	15 126	91	134	15 812	15 720	74	59
Other industries	38 395	37 838	457	272	38 837	38 354	432	258
Self-employed	9 718	9 776	58	114	9 591	9 489	105	64
Retail trade	8 074	8 021	45	65	8 276	8 239	39	56
Other industries	63 873	62 817	862	533	64 561	63 627	687	284
Retail trade	13 566	13 435	160	47	13 723	13 592	831	483
Other industries	26 812	26 378	434	367	27 637	27 206	605	118
Clerical and kindred workers	13 445	13 286	159	119	13 447	13 199	247	119
Bookkeepers	141 783	136 898	4 806	1 647	149 508	144 668	4 837	1 857
Secretaries, stenographers, and typists	37 568	36 629	939	300	37 300	36 195	1 104	319
Craftsmen, foremen, and kindred workers	84 784	81 648	3 314	1 291	85 719	82 904	2 814	384
Automotive mechanics, including body repairmen	31 945	30 370	1 575	2 948	32 636	32 621	3 169	1 162
Mechanics and repairmen, except auto	10 257	10 250	7	143	10 258	10 250	2 978	1 162
Mechanists	17 021	16 531	490	402	17 425	16 819	241	129
Metal craftsmen, except mechanics and machinists	3 394	3 300	94	88	3 394	3 267	378	377
Construction laborers, except carpenters	9 566	9 434	132	135	9 580	9 515	290	148
Other craftsmen	19 823	19 210	613	328	19 887	19 328	114	79
Operatives, except transport	45 053	43 512	1 322	757	45 615	43 262	2 357	676
Durable goods manufacturing	82 421	77 276	5 145	2 453	85 812	80 778	4 572	2 193
Nondurable goods manufacturing	28 344	28 458	1 742	820	29 673	28 074	1 659	752
Nonmanufacturing industries	23 332	20 388	1 617	783	23 560	21 649	1 911	819
Transport equipment operatives	31 945	30 370	1 575	840	30 559	29 034	1 348	719
Truck drivers	30 950	29 306	1 624	840	30 559	29 034	1 348	719
Other transport equipment operatives	15 895	15 285	538	502	15 928	15 411	594	421
Laborers, except farm	14 165	13 821	344	274	14 319	13 920	391	167
Construction laborers	12 609	12 422	187	149	12 717	12 441	265	145
Freight stock and material handlers	7 750	7 712	38	454	7 750	7 712	2 721	1 271
Farm laborers, except farm	13 813	13 921	827	389	13 887	14 000	548	235
Farmers and farm managers	14 336	12 802	1 430	705	13 360	12 896	1 393	616
Farm laborers and farm foremen	54 526	54 345	149	288	54 608	54 520	71	28
Service workers, except private household	15 324	15 137	188	293	15 743	15 625	118	71
Cleaning service workers	101 940	92 021	8 893	2 913	101 446	91 473	2 625	840
Food service workers	21 329	17 845	3 264	780	15 370	11 693	3 640	2 628
Health service workers	34 943	32 887	2 056	1 011	34 943	34 943	1 287	519
Personal service workers	18 201	16 269	1 762	937	23 415	21 186	1 840	834
Protective service workers	12 955	12 249	611	372	12 442	10 368	1 717	310
Private household workers	7 544	7 337	293	131	7 586	7 508	604	376
Total	11 317	9 378	1 864	785	11 317	9 378	2 282	1 218
Total	11 317	9 378	1 864	785	11 317	9 378	2 282	1 218
Female	314 221	298 218	14 113	5 246	323 588	310 394	13 582	4 889
Professional, technical, and kindred workers	53 076	51 053	1 749	964	53 456	51 394	1 667	599
Nurses	8 968	8 919	49	101	9 011	8 911	100	85
Health workers, except practitioners	3 925	3 693	186	186	3 925	3 693	291	85
Teachers, elementary and secondary schools	21 845	21 147	632	212	21 845	21 147	1 861	611
Technicians, except health	1 000	968	32	184	1 476	1 429	2 793	1 401
Other professional workers	17 340	16 606	618	22	17 340	16 606	604	225
Managers and administrators, except farm	13 976	13 733	203	88	14 049	13 338	604	212
Sales workers	25 778	25 281	444	263	25 919	19 012	433	221
Retail trade	22 049	21 821	375	255	16 425	16 004	375	221
Clerical and kindred workers	3 729	3 660	69	17	3 066	3 008	58	12
Bookkeepers	106 387	103 079	2 889	1 284	107 822	78 764	2 793	1 146
Secretaries, stenographers, and typists	36 421	35 249	1 45	409	36 421	35 249	1 146	409
Other clerical workers	53 542	51 277	1 995	813	53 542	51 277	1 915	747
Craftsmen, foremen, and kindred workers	6 290	5 916	291	83	4 462	4 090	340	140
Operatives, except transport	23 792	22 108	1 442	691	16 856	15 295	1 297	745
Durable goods manufacturing	22 049	20 469	1 468	145	4 333	3 890	395	259
Nondurable goods manufacturing	9 661	9 159	2 642	601	6 803	6 343	311	150
Nonmanufacturing industries	7 979	7 257	625	278	6 803	6 343	311	260
Transport equipment operatives	1 891	1 822	61	404	1 891	1 822	61	404
Laborers, except farm	3 161	2 911	218	114	3 161	2 911	218	114
Farm laborers and farm foremen	1 784	1 650	214	114	2 050	1 852	215	101
Service workers, except private household	1 377	1 263	114	152	1 377	1 263	114	152
Cleaning service workers	65 434	59 607	5 039	1 857	43 334	37 966	4 864	1 681
Health service workers	27 703	26 103	1 349	314	17 398	15 912	1 076	274
Personal service workers	16 830	15 112	1 562	534	11 299	9 512	1 284	600
Protective service workers	8 826	8 276	409	270	9 215	8 276	1 510	471
Private household workers	342	347	14	16	6 801	6 342	296	254
Total	10 972	9 111	1 731	248	10 972	9 111	1 649	204
Male	7 395	7 337	244	82	4 541	4 292	238	71
Professional, technical, and kindred workers	3 629	3 540	41	6	1 265	1 201	33	21
Health workers, except practitioners	2 140	2 063	67	4	2 085	2 012	6	6
Teachers, elementary and secondary schools	1 507	1 476	31	1	1 259	1 182	77	34
Technicians, except health	1 995	1 678	91	31	2 411	2 110	301	31
Managers and administrators, except farm	3 992	3 887	101	85	4 541	4 292	238	71
Sales workers	815	779	36	11	2 450	2 345	101	44
Retail trade	215	211	4	0	1 296	1 224	36	11
Clerical and kindred workers	117	117	0	0	1 06	93	12	4
Bookkeepers	1 834	1 781	49	32	1 276	964	49	20
Secretaries, stenographers, and typists	1 011	999	12	19	741	729	12	13

Includes allocated cases not shown separately

Table 59. General Characteristics by Size of Place: 1970

[Data based on sample, see text] For minimum data for derived figures (percent, median, etc.) and meaning of symbols, see text

The State	Urban										Rural									
	Total	Total	Unincorporated			Other places of -		Total	Nonfarm	Farm										
			Total	Central cities	Urban fringe	10,000 or more	5,000 to 10,000													
AGE																				
Total, all ages	2 246 578	1 484 234	785 565	401 627	383 938	474 811	223 858	762 344	509 815	252 529	762 344	509 815	252 529	762 344	509 815	252 529	762 344	509 815	252 529	762 344
Under 5 years	126 724	75 266	48 262	24 628	23 574	36 911	15 203	53 975	39 466	14 509	53 975	39 466	14 509	53 975	39 466	14 509	53 975	39 466	14 509	53 975
5 to 9 years	121 837	71 415	40 284	20 767	19 516	27 671	10 213	47 455	33 755	13 700	47 455	33 755	13 700	47 455	33 755	13 700	47 455	33 755	13 700	47 455
10 to 14 years	122 874	74 529	41 579	20 254	19 320	28 613	11 813	47 705	34 897	12 808	47 705	34 897	12 808	47 705	34 897	12 808	47 705	34 897	12 808	47 705
15 to 19 years	117 665	72 056	38 563	19 517	19 046	25 318	10 537	42 519	30 573	11 946	42 519	30 573	11 946	42 519	30 573	11 946	42 519	30 573	11 946	42 519
20 to 24 years	186 476	113 511	62 833	31 047	31 786	40 656	17 624	62 132	47 507	14 625	62 132	47 507	14 625	62 132	47 507	14 625	62 132	47 507	14 625	62 132
25 to 29 years	118 175	70 909	35 656	18 318	17 338	22 588	9 658	43 045	31 386	11 659	43 045	31 386	11 659	43 045	31 386	11 659	43 045	31 386	11 659	43 045
30 to 34 years	118 739	71 716	38 154	19 242	18 910	24 758	11 154	43 603	32 449	11 154	43 603	32 449	11 154	43 603	32 449	11 154	43 603	32 449	11 154	43 603
35 to 39 years	117 565	74 558	38 157	19 162	18 996	24 162	11 412	42 750	31 338	11 412	42 750	31 338	11 412	42 750	31 338	11 412	42 750	31 338	11 412	42 750
40 to 44 years	125 476	81 073	40 050	20 300	19 700	23 153	11 870	47 023	35 153	11 870	47 023	35 153	11 870	47 023	35 153	11 870	47 023	35 153	11 870	47 023
45 to 49 years	127 732	81 203	47 877	23 552	24 326	22 656	11 700	44 424	32 726	11 700	44 424	32 726	11 700	44 424	32 726	11 700	44 424	32 726	11 700	44 424
50 to 54 years	118 870	75 562	42 462	21 875	21 587	21 840	11 212	45 434	34 220	11 212	45 434	34 220	11 212	45 434	34 220	11 212	45 434	34 220	11 212	45 434
55 to 59 years	111 256	67 202	35 659	19 645	16 014	20 553	11 278	43 020	31 748	11 278	43 020	31 748	11 278	43 020	31 748	11 278	43 020	31 748	11 278	43 020
60 to 64 years	100 886	61 202	29 457	16 201	13 258	19 871	11 317	39 619	28 302	11 317	39 619	28 302	11 317	39 619	28 302	11 317	39 619	28 302	11 317	39 619
65 to 69 years	84 474	49 444	23 121	13 072	10 059	16 408	10 115	34 300	24 186	10 115	34 300	24 186	10 115	34 300	24 186	10 115	34 300	24 186	10 115	34 300
70 to 74 years	70 685	47 005	17 679	10 023	8 659	14 552	9 214	30 016	20 806	9 214	30 016	20 806	9 214	30 016	20 806	9 214	30 016	20 806	9 214	30 016
75 years and over	111 168	65 661	26 317	15 538	10 811	16 648	11 272	45 487	34 211	11 272	45 487	34 211	11 272	45 487	34 211	11 272	45 487	34 211	11 272	45 487
Under 18 years	746 391	460 709	227 034	125 264	121 770	144 641	69 034	257 632	171 297	86 335	257 632	171 297	86 335	257 632	171 297	86 335	257 632	171 297	86 335	257 632
18 years and over	1 311 458	893 853	404 545	204 876	192 669	285 718	142 500	507 712	337 518	142 500	507 712	337 518	142 500	507 712	337 518	142 500	507 712	337 518	142 500	507 712
5 years and over	268 391	157 292	87 450	44 746	42 706	54 244	25 677	101 017	70 347	25 677	101 017	70 347	25 677	101 017	70 347	25 677	101 017	70 347	25 677	101 017
Median age	26.7	27.3	27.2	27.4	27.0	25.6	26.7	26.5	26.7	26.7	26.5	26.7	26.5	26.7	26.5	26.7	26.5	26.7	26.5	26.7
Sex																				
Total, all ages	1 101 174	720 808	379 374	191 927	187 467	231 889	109 545	380 318	270 777	109 545	380 318	270 777	109 545	380 318	270 777	109 545	380 318	270 777	109 545	380 318
Under 5 years	89 040	51 540	27 917	13 664	13 253	18 756	7 837	27 917	19 926	7 837	27 917	19 926	7 837	27 917	19 926	7 837	27 917	19 926	7 837	27 917
5 to 9 years	108 522	61 655	49 676	24 938	24 737	31 075	12 075	39 874	28 800	12 075	39 874	28 800	12 075	39 874	28 800	12 075	39 874	28 800	12 075	39 874
10 to 14 years	116 457	72 963	41 715	20 638	21 077	28 192	11 192	41 022	29 834	11 192	41 022	29 834	11 192	41 022	29 834	11 192	41 022	29 834	11 192	41 022
15 to 19 years	110 546	73 472	35 202	17 762	17 440	26 239	11 031	37 074	26 041	11 031	37 074	26 041	11 031	37 074	26 041	11 031	37 074	26 041	11 031	37 074
20 to 24 years	95 831	74 820	30 624	17 392	13 015	16 223	6 323	32 474	24 151	6 323	32 474	24 151	6 323	32 474	24 151	6 323	32 474	24 151	6 323	32 474
25 to 29 years	99 318	59 454	27 529	14 393	13 015	17 610	8 913	31 665	23 752	8 913	31 665	23 752	8 913	31 665	23 752	8 913	31 665	23 752	8 913	31 665
30 to 34 years	99 315	60 384	22 493	10 257	11 015	10 223	5 728	19 324	14 591	5 728	19 324	14 591	5 728	19 324	14 591	5 728	19 324	14 591	5 728	19 324
35 to 39 years	98 118	58 155	21 656	11 312	11 015	11 093	5 907	21 259	13 450	5 907	21 259	13 450	5 907	21 259	13 450	5 907	21 259	13 450	5 907	21 259
40 to 44 years	67 519	40 220	13 770	7 312	7 460	8 962	5 054	12 669	8 619	5 054	12 669	8 619	5 054	12 669	8 619	5 054	12 669	8 619	5 054	12 669
45 to 49 years	63 022	40 220	13 770	7 312	7 460	8 962	5 054	12 669	8 619	5 054	12 669	8 619	5 054	12 669	8 619	5 054	12 669	8 619	5 054	12 669
50 to 54 years	57 736	36 438	10 631	5 911	5 728	5 324	2 128	11 258	7 128	2 128	11 258	7 128	2 128	11 258	7 128	2 128	11 258	7 128	2 128	11 258
55 to 59 years	53 209	31 290	16 747	8 494	8 253	9 246	3 503	10 913	7 415	3 503	10 913	7 415	3 503	10 913	7 415	3 503	10 913	7 415	3 503	10 913
60 to 64 years	47 458	27 771	12 755	6 335	6 429	8 962	5 054	10 465	6 415	5 054	10 465	6 415	5 054	10 465	6 415	5 054	10 465	6 415	5 054	10 465
65 to 69 years	37 405	20 790	9 909	5 410	5 493	6 678	4 173	7 565	5 392	4 173	7 565	5 392	4 173	7 565	5 392	4 173	7 565	5 392	4 173	7 565
70 to 74 years	30 416	16 742	7 170	3 951	3 127	5 816	3 756	5 168	3 887	3 756	5 168	3 887	3 756	5 168	3 887	3 756	5 168	3 887	3 756	5 168
75 years and over	43 764	23 149	9 255	5 199	4 127	6 026	5 797	10 515	8 622	5 797	10 515	8 622	5 797	10 515	8 622	5 797	10 515	8 622	5 797	10 515
Under 18 years	301 476	249 375	140 827	68 555	67 555	73 392	35 157	132 102	87 651	35 157	132 102	87 651	35 157	132 102	87 651	35 157	132 102	87 651	35 157	132 102
18 years and over	655 419	423 323	220 538	113 818	110 915	145 686	67 101	251 222	183 126	67 101	251 222	183 126	67 101	251 222	183 126	67 101	251 222	183 126	67 101	251 222
5 years and over	110 979	60 551	26 403	14 830	14 285	20 520	10 726	30 328	20 603	10 726	30 328	20 603	10 726	30 328	20 603	10 726	30 328	20 603	10 726	30 328
Median age	27.2	28.5	28.1	28.2	28.0	26.3	27.2	28.2	28.4	28.2	28.2	28.4	28.2	28.2	28.4	28.2	28.2	28.4	28.2	28.2
Sex																				
Total, all ages	1 145 402	743 426	406 171	209 650	196 521	242 942	114 113	381 976	270 064	114 113	381 976	270 064	114 113	381 976	270 064	114 113	381 976	270 064	114 113	381 976
Under 5 years	85 718	50 216	23 465	11 714	11 741	18 195	7 556	26 455	19 450	7 556	26 455	19 450	7 556	26 455	19 450	7 556	26 455	19 450	7 556	26 455
5 to 9 years	105 205	60 720	28 538	14 071	13 527	20 623	9 459	35 815	26 355	9 459	35 815	26 355	9 459	35 815	26 355	9 459	35 815	26 355	9 459	35 815
10 to 14 years	111 417	71 256	40 198	19 716	20 932	20 317	10 241	41												

APPENDIX II

FIRST DRAFT OF KANSAS DEPARTMENT OF ECONOMIC DEVELOPMENT
AFFIRMATIVE ACTION PLAN - AGENCY COMMENTS
AND WRITER'S COMMENTS

DRAFT

It is the goal of Kansas Department of Economic Development to assure equal opportunity to qualified applicants regardless of sex, race, religion, or national origin. Key points of the following Affirmative Action Program are these:

General Policy

1. To establish a policy of increasing minorities and women in all employment aspects of the Agency.
2. To establish a policy of promoting and/or hiring minorities and women into professional positions.
3. To establish a policy of actively rectifying existing salary related to sex, race, or national origin and to establish a means to avoid creating such discrepancies in the future.
4. To establish a policy of equality in recruiting, hiring, promotion and all employment aspects of the Agency.

II.

Legal Base

order with which we need to comply? If not, but only the important ^{some} need to be listed

This Affirmative Action Program complies with but is not restricted to:

Revised Order No. 4 (Federal Register, Vol. 36, No. 234, December 4, 1971)

Title 41--Part 50-2--Affirmative Action Programs, Subpart B--Required Contents of Affirmative Action Programs, 50-2.10

Purpose of affirmative action program:

An affirmative action program is a set of specific and result-oriented procedures to which a contractor commits himself to apply every good faith effort. The objective of these procedures plus such efforts is equal employment opportunity. Procedures without effort to make them work are meaningless; and effort, undirected by specific and meaningful procedures, is inadequate. An acceptable affirmative action program must include an analysis of areas within which the contractor is deficient in the utilization of minority groups and women, and further, goals and timetables to which the contractor's good faith efforts must be directed to correct the deficiencies and, thus to increase materially the utilization of minorities and women, at all levels and in all segments of his work force where deficiencies exist. (Federal Register, Vol. 36, No. 234, December 4, 1971)

Executive Order 11246, Office of the President. This order prohibits

employment discrimination by employers with Federal contracts and federally assisted construction contractors. These contractors and subcontractors are required to practice non-discrimination in all aspects of their employment activity. They are required to take affirmative action wherever necessary to remedy the effects of past discrimination and to counteract discriminatory barriers to Equal Employment opportunity

Executive Order 11375, Part II, 202:

- (1) The contractor will not discriminate against any employee or applicant for employment because of race, color, religion, sex, or national origin. The contractor will take affirmative action to ensure that applicants are employed, and that employees are treated during employment without regard to their race, color, religion, sex, or national origin. Such action shall include, but not be limited to the following: employment, upgrading, demotion, or transfer; recruitment or recruitment advertising; layoff or termination; rates of pay or other forms of compensation; and selection for training, including apprenticeship. The contractor agrees to post in conspicuous places, available to employees and applicants for employment, notices to be provided by the contracting officer setting forth the provisions of this non-discrimination clause.

(2) The contractor will, in all solicitations or advertisements for employees placed by or on behalf of the contractor, state that all qualified applicants will receive consideration for employment without regard to race, color, religion, sex, or national origin.
(Effective, October 13, 1968)

is to ensure that there is an equal opportunity in every sufficient

Kansas Act Against Discrimination (KSA 44-1001, et seq). The State of Kansas

declares its policy to assure equal opportunities to every citizen regardless of race, religion, color, national origin or ancestry in securing employment in any field of work or labor for which he is properly qualified. To protect those rights, it is further declared to be the purpose of this act to establish and to provide a State Commission having power to eliminate discrimination in employment either by employers or labor organizations.

direct quote from act 4
to be used in
state above

Am. Code

The Kansas Code of Fair Practices declares the State's policy of elimination and prevention of discrimination by requiring affirmative non-discriminatory action in the appointment, assignment and promotion of State personnel and in all other State services and facilities.

III. Implementation Responsibility

An employee of Kansas Department of Economic Development shall be designated as Affirmative Action Officer. It is ^{intended} urged that this person be an assistant to the Director of KDED and of a senior position. The person designated shall be, ^{in a position of "judicial" nature} ^{of the 1122 to a. from possible} a

woman or minority of responsible character to effectively implement this Affirmative Action Program. ^{is should be possible} ^{write in order to comply with HUD guidelines} ^{have to be lived and not all in low ranking positions - this is not meant just to aid of the Affirmative Action Officer.}

This position should carry other duties and assignments in addition to Affirmative Action Officer. Primary duties of implementing the Affirmative Action Program

shall be: ^{"it is strongly urged that the person be a woman & minority -"}

- (1) To implement this program
- (2) To gather information required by federal regulations
- (3) To act as Grievance Officer in assisting employees in the resolution of cases of alleged discrimination
- (4) To distribute information in the field of equal opportunity

Every department head of each Division of Kansas Department of Economic Development will act as an Affirmative Action contact person for his Division.

These Division heads shall be responsible for seeing that federal regulations are circulated and followed in their Divisions.

An Affirmative Action Committee or Grievance Committee shall be formed to settle alleged discrimination disputes. This committee shall be made up of professional and para-professional employees of KDED, male and female from all Divisions. It is suggested that appointments and retirements to this committee be made yearly

and the committee shall consist of 7-10 members, with the Chairman of the Committee being the Director of KDED.

The person designated responsible for personnel in KDED shall follow federal *Yes 5 can be a sufficient number* regulations governing Affirmative Action Programs and strive to carry out the goals of this Program. These persons responsible for personnel shall report in detail and with specific information to the Affirmative Action Officer when requested ~~and on all known breaches of these regulations at any time they may occur.~~ Since the person or persons responsible for personnel are primarily responsible for hiring in KDED, an increased effort is required on their part for success in implementing this Program.

It appears from the above that the Affirmative Action Officer and the person designated for personnel in KDED should not be the same.

Yes they should be 2 diff people as, the personnel person can not be a check on himself

IV. Policy

A. Dissemination of Policy

Policies of the Kansas Department of Economic Development's Affirmative Action Program will be disseminated by the Affirmative Action Officer with the aid of the person or persons responsible for personnel. These policies should be posted on office bulletin boards, in Agency reports and memoranda, and reported at staff meetings as necessary through the year.

B. Recruitment

It is hoped that persons responsible for hiring at KDED will increase their efforts at locating and encouraging applicants of qualified women and minorities.

No division shall deny employment to any individual on the basis of race, sex, color, religion, or national origin, except as any of these can be proved to be necessary qualifications for the job itself. It is hoped that recruitment efforts on the part of the State Department of Personnel and the person or persons responsible for personnel will include efforts to contact minority and women through women's caucuses, committees, and professional associations, contacts with schools in the state of Kansas, professional and para-professional, with significant numbers of minority and women enrollments, and personal contacts with women and minority group persons.

Where two candidates are equal and one is a woman or minority member, the woman or minority member is to be preferred. In divisions where women and/or members of minorities are presently totally absent, special efforts to find and place qualified women and members of minorities shall be instituted at once.

Hiring standards will not be lowered to accomplish this.

An Affirmative Action Recruitment Report (attachment 1) documenting good faith efforts to recruit women and minority members will be sent to the Affirmative Action office. A copy of Attachment 1 (attached) must be submitted by Division heads and the Agency personnel staff responsible for hiring, must be submitted to the Affirmative Action Officer for each vacant position at such time as the vacancy is filled or otherwise disposed of. The flow of applicants and the employees recommended will be monitored to gauge the success of efforts to locate and employ qualified minority and women employees. The Affirmative Action Officer will be responsible for monitoring this program.

Efforts shall be made to find legal ways to go beyond the present frozen list system in hiring classified personnel.

Marital status or number of children will not be considered in the selection of prospective employees, as well as assumptions about a prospective employee's willingness or ability to locate because of his or her race or sex will not influence consideration for employment.

C. Appointments

To insure good-faith efforts in the accomplishment of the Agency's Affirmative Action Program, efforts shall be made to appoint minorities and/or women on the Agencies commissions and boards. Preference on appointments shall be made which will help meet KDED's Affirmative Action goals.

Other attempts to involve women and minorities through visiting appointments, lecture series, special seminars, etc., shall be special efforts of Division heads. *They should be sent to speak at meetings, etc.* These special efforts should be reported to the Affirmative Action Officer.

Where this is not accomplished, the Affirmative Action Officer shall take necessary steps to see that this goal is achieved.

D. Hiring

Hiring of classified employees from the Civil Service register is done 48
by selection from a list of five persons who are certified. Persons making
selections must interview all candidates interested in the position. The
Agency should request additional names until it has received names of at least
persons interested in the position. Then the selection must be made without
regard for race, color, religion, age, sex, or national origin.

Hiring of other persons not requiring Civil Service examination must be
done by recruiting and hiring the best qualified applicant available. Normally,
at least five persons should be interviewed before a selection is made and these
prospective employees should include women and/or minority group members.

An Applicant Interview form (attachment 4) shall be required for each ap-
plicant interviewed in order to document good-faith efforts to recruit and
employ minority and women applicants. All such completed forms will be
attached to the completed Civil Service appointment forms. This form will
be maintained for two years after the position is filled and will show appli-
cant rejections, appointment and promotions. These forms will be kept by the
Agency personnel staff and be available for review by the
Affirmative Action Officer.

Marital status or the prospect of marriage shall not be a condition of
employment for any hiring at this Agency.

As women and minorities are hired, their salaries and level of employment must compare with other newly hired employees with the same qualifications. When lower salaries received by women and minorities exist, Agency personnel staff and/or Division heads will be required to justify lower salaries received by minorities and women. If justification cannot be made, salaries will be equalized. Salary and wages shall not be related to or based on the race, sex, color, religion, or national origin of any employee. ~~Salaries for CIVIL Service classifications are estimated by the State Finance Council.~~ These regulations require that equal pay is required for work ^{that is} substantially equal.

This is true this means that an agency cannot lower women's pay on specific jobs + classifications ^{job} ~~that~~ ^{lower} by civil service.

F. Fringe Benefits

Any employment benefits appropriate to particular groups of employees, in addition to wages and salaries, will be applicable to all personnel regardless of sex, race, color, religion, or national origin.

1. Maternity leaves shall be made available with no career penalties attached.
2. Reasonable time off without penalty shall be granted equally to men and women for necessary emergency family care.
3. All benefits shall be examined and where unwarranted differences based on sex exist efforts shall be instituted to rectify such discrepancies.

What is reasonable time off? This should probably be determined by the supervisor and the director of KOED or as provided by state personnel regulations.

This needs to be checked out so that we can be more specific here.

Rules for fringe benefits should be broad because personnel ^{set reasonable} ~~does not~~ ^{time off} rules that each agency should be aware of. This simply applies to heads of divisions who supersede these rules ~~if~~ ^{if} don't give required time ~~as~~ stated by civil service.

G. Job Classification

A job description is available for each job through this ^{State's} Agency's Civil Service classifications. Any time duties are changed substantially a new job description should be submitted to reflect the new duties.

Division heads must review annually the duties and responsibilities of their employees to assure that the duties and classifications held by minorities and women are equal to other employees with similar classifications.

It is suggested that job classifications in some divisions be ^{reviewed &} changed

^{if necessary} in an effort to ^{make it possible to} employ women and minorities, ^{in an agency's job descriptions} Often certain requirements are really not necessary for the performance of certain tasks. ^{This}

Probably does not apply to KP&D but it does bear checking into and monitoring.

I think it does apply to KP&D, for example Master's degrees in PWC are not necessarily a requirement for most positions but rather the Division should make use of persons with ~~the~~ ^{some} graduate degrees in PWC's & for relevant ~~fields~~ ^{experience}, and certainly job descriptions should be reviewed because job tasks do change and sometimes there is need for new ~~skills~~ ^{skills}.

H. Training

This Agency should establish on-the-job training programs to develop entry level skills and to increase promotional opportunities for Agency personnel. Special efforts shall be made in training to include women and minorities to encourage upward mobility of women and minorities.

I. Promotion

The upgrading of women and minorities in all Divisions of the Agency is encouraged through promotion. Women and minorities shall be given an equal opportunity for promotion. All promotions for all job classifications must be made without regard to race, color, religion, sex or national origin.

To channel individual grievances in KDED on issues involving race, sex, color, religion, or national origin, the following procedure is required:

1. Normally to the Division head
2. Failing to achieve results, grievances should be taken up with the person in charge of ^{Agency} personnel, including the Director of the Agency.
3. Failing redress, an appeal in writing or in person to the person designated as Affirmative Action Officer.
4. The Affirmative Action Committee may accept an appeal from the individual on the affirmative Action Officer's decision, however the review will be confined to the sole issue of discrimination due to sex, race, color, religion, national origin, and to the written records associated with the decision being appealed.

5. *State Dept. if personnel to the next step in the grievance procedure.*

6. The final course of redress of grievances is the State's Commission on Civil Rights *or persons may submit complaints of discrimination to the State's HUPUNG*
 All employees ^{shall} follow the established grievance and appeal procedures before *EP order 11246 which prohibits in writing on each HUP or HUP ass. contracts.*
 appealing a decision to the Commission on Civil Rights.

Does the Commission on Civil Rights or the courts the final place for deciding on grievances of this type? *Comm on Civil Rts will take a case to court if no cooperation from the Agency results.*

need to check to see if there isn't another procedure or committee set up by state personnel regulations for handling such grievances

Agency should have own system for grievance going to state personnel as I have added as a 5th step. or Commission on Civil Rights + HUP

To illustrate the determination in accomplishing the goals of this Affirmative Action Program, the Agency shall attempt to achieve at least 10% minorities and 20 % women employees by 1976. *Should be 1976, had shown on plans longer than 2 or 3 yrs. Since*

It is believed that an effective time table is required rather than good-faith efforts along in completing the goals of this Affirmative Action Program. *The number of women you have is ~~approx~~ more than 20% concentration needs to be in the upgrading since most are in low classifications*

If it cannot be demonstrated by a Division or designated personnel staff that the policies set forth in this Program for Affirmative Action have been actively implemented, *and to achieve 10% minorities requires the*

further increase in staff positions shall not be assigned to that staff or Division. *many of only 3 or 4 minorities but not*

All aspects of this program shall be implemented immediately except for those *all in low classifications as this will*

provisions that conflict with existing state laws and regulations. *shown on this.*

APPENDIX III
HUD COMMENTS
ON AFFIRMATIVE ACTION PLAN - FIRST DRAFT



February 1, 1974

FEB 7 1974

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IN REPLY REFER TO:

7.1E

REGION VII
Room 300 Federal Office Building
911 Walnut Street
Kansas City, Missouri 64106

Mr. Dennis C. McCartney, Director
Planning Division
Department of Economic Development
State Office Bldg.
Topeka, Kansas 66612

Subject: AAP of KDED
State of Kansas 701 CPA

Dear Mr. McCartney:

Per our meeting on January 21, 1974 with representatives of our HUD-KCAD. Our office, Equal Opportunity, acknowledges receiving a draft copy of your proposed Affirmative Action Program for your Agency, KDED. Enumerated below are our comments relative to the above said subject, thus far:

1. The Affirmative Action Plan should be divided into two distinct sections: One concerned with the departments efforts in providing equal employment opportunities to minorities being recruited, and those with KDED and a section dealing with contract recipients. EEO requirements as they relate to fostering the employment of minorities.
2. An EEO Officer must be designated. His/her name and how he/she can be contacted must be included.
3. There must be definite specific goals included within the program. (The recruiting, hiring, training and up-grading of minorities & sub-contractors.)
4. What resources, making sure they are finite. will KDED utilize in obtaining minorities.
5. Since contacts are negotiated, we definite want to know what method KDED will utilize in affording minorities the opportunity to obtain HUD monies.
6. A racial breakdown of the present staff, depicting name, position, salary, years of service and previous experience along with the proposed staffing plan for this funding year should be included.

If you should need additional assistance in compiling your program, we ask that you contact this office immediately.

Sincerely,

Walter Cade, Jr.
Director
Equal Opportunity Division



MEMORANDUM

TO: Dennis C. McCartney

FROM: Diane Connolly

SUBJECT: Affirmative Action Program

DATE: March 4, 1974

In reference to the meeting on Thursday, February 27, 1974 with Jim Whitcome - HUD equal opportunity, the following additional information is needed for KDED's Affirmative Action Program:

- A copy of all applications to KDED since January 1, 1974
- How many minorities applied and have been hired since January 1, 1974
- Indicate who was hired and who was not
- Those applicants that an offer was made but did not accept
- Documentation of KDED's solicitation of minorities since January 1, 1974

The above information has been requested from John Berry and the following is needed from you:

- Proposed year's time-table on how many minority contracts will be let
- How minority bids will be solicited



MEMORANDUM
Page Two
March 4, 1974

r. Whitcome stated that the Affirmative Action Program when this information is supplied will meet all requirements but will be rejected if proper documentation of minority solicitation of those hired since January 1, 1974 is not provided.

APPENDIX IV

FINAL DRAFT OF KANSAS DEPARTMENT OF ECONOMIC DEVELOPMENT'S
AFFIRMATIVE ACTION PLAN

PROPOSED AFFIRMATIVE ACTION PROGRAM FOR KDED

PART I - AGENCY PLAN

It is the goal of the Kansas Department of Economic Development to assure equal opportunity to qualified applicants regardless of sex, race, religion, or national origin. Key points of the following Affirmative Action Program are these:

I. GENERAL POLICY

1. To establish a policy of increasing minorities in all employment aspects of the Agency.
2. To establish a policy of promoting and/or hiring minorities into professional positions.
3. To establish a policy of actively rectifying existing salary related to sex, race, or national origin and to establish a means to avoid creating such discrepancies in the future.
4. To establish a policy of equality in recruiting, hiring, promotion and all employment aspects of the Agency.

II. LEGAL BASE

This Affirmative Action Program complies with but is not restricted to: Revised Order No. 4 (Federal Register, Vol. 36, No. 234, December 4, 1971)

Title 41--Part 60-2--Affirmative Action Programs,
Subpart B--Required Contents of Affirmative Action
Programs, 60-2.10

Purpose of Affirmative Action Program:

An affirmative action program is a set of specific and result-oriented procedures to which a contractor commits himself to apply every good faith effort. The objective of those procedures plus such efforts is equal employment opportunity. Procedures without effort to make them work are meaningless; and effort, undirected by specific and meaningful procedures, is inadequate. An acceptable affirmative action program must include an analysis of areas within which the contractor is deficient in the utilization of minority groups and women, and further, goals and timetables to which the contractor's good faith efforts must be directed to correct the deficiencies and, thus to increase materially the utilization of minorities and women, at all levels and in all segments of his work force where deficiencies exist. (Federal Register, Vol. 36, No. 234, December 4, 1971)

Executive Order 11246, Office of the President. This order prohibits employment discrimination by employers with Federal contracts and federally assisted construction contractors. These contractors and subcontractors are required to practice non-discrimination in all aspects of their employment activity. They are required to take affirmative action wherever necessary to remedy the effects of past discrimination and to counteract discriminatory barriers to Equal Employment Opportunity.

Kansas Act Against Discrimination (KSA 44-1001, et seq).

The State of Kansas declares its policy to assure equal opportunities to every citizen regardless of race, religion,

color, national origin or ancestry in securing employment in any field of work or labor for which he is properly qualified. To protect those rights, it is further declared to be the purpose of this act to establish and to provide a State Commission having power to eliminate discrimination in employment either by employers or labor organizations.

Executive Order 11375, Part II, 202:

- (1) The contractor will not discriminate against any employee or applicant for employment because of race, color, religion, sex, or national origin. The contractor will take affirmative action to ensure that applicants are employed, and that employees are treated during employment without regard to their race, color, religion, sex, or national origin. Such action shall include, but not be limited to the following: employment, upgrading, demotion, or transfer; recruitment or recruitment advertising; layoff or termination; rates of pay or other forms of compensation; and selection for training, including apprenticeship. The contractor agrees to post in conspicuous places, available to employees and applicants for employment, notices to be provided by the contracting officer setting forth the provisions of this non-discrimination clause.
- (2) The contractor will, in all solicitations or advertisements for employees placed by or on behalf of the contractor, state that all qualified applicants will receive consideration for employment without regard to race, color, religion, sex, or national origin. (Effective, October 13, 1968)

The Kansas Code of Fair Practices. This code declares the State's policy of elimination and prevention of discrimination by requiring affirmative non-discriminatory action in the appointment, assignment and promotion of State personnel and in all other State services and facilities.

(Minorities are defined by the Department of Labor as Negroes, Spanish-surnamed, American Indians and Orientals; women shall also be included in this category in this Affirmative Action Plan)

The contents of this program are applicable without exception to all divisions and individuals of this Agency.

III. IMPLEMENTATION RESPONSIBILITY

An employee of the Kansas Department of Economic Development shall be designated as Affirmative Action Officer. This person shall be an assistant to the Director of the Kansas Department of Economic Development or of a senior position. It is preferred that the person designated be a minority of responsible character to effectively implement this Affirmative Action Program.

This position should carry other duties and assignments in addition to Affirmative Action Officer. The Affirmative Action Officer shall coordinate efforts, advise

and assist key staff, and to serve as ombudsman for any complaints. Primary duties shall be:

- (1) To implement this plan.
- (2) To design and implement record systems for minority employment information.
- (3) To serve as liaison between the contractor and enforcement agencies, minority organizations, community action groups and referral sources.
- (4) To review all policy relating to equal opportunity in order to guarantee effective implementation of the program.

Every division head of the Department of Economic Development will act as an Affirmative Action contact person for his division. These division heads shall be responsible for seeing that federal regulations are circulated and followed in their divisions.

An Affirmative Action Committee or Grievance Committee shall be formed to settle alleged discrimination disputes. This committee shall be made up of professional and paraprofessional employees of the Kansas Department of Economic Development, male and female from all Divisions. It is suggested that appointments and retirements to this committee be made yearly and the committee shall consist of five (5) members, with the Chairman of the Committee being

the Director of the Kansas Department of Economic Development.

The person designated responsible for personnel in the Kansas Department of Economic Development shall follow federal regulations governing Affirmative Action Programs and strive to carry out the goals of this Program. These persons responsible for personnel shall report in detail and with specific information to the Affirmative Action Officer when requested and on all known breaches of these regulations at any time they may occur. Since the person or persons responsible for personnel are primarily responsible for hiring in the Kansas Department of Economic Development, an increased effort is required on their part for success in implementing this Program.

Temporary Affirmative Action Officer until a permanent one can be named shall be the Kansas Department of Economic Development's highest ranking minority:

Frances L. Smith, Economic Development Representative
Publications Office
Kansas Department of Economic Development
State Office Building
Topeka, Kansas 66612

This position will be filled temporarily by Ms. Smith, for a period not to exceed ninety (90) days, at which time

a permanent Affirmative Action Officer will be named.
(Affirmative Action Officer shall be named by June 1, 1974).

IV. POLICY

A. Dissemination of Policy

Policies of the Kansas Department of Economic Development's Affirmative Action Program will be disseminated by the Affirmative Action Officer with the aid of the person or persons responsible for personnel. These policies should be posted on office bulletin boards, in Agency reports and memoranda, and reported at staff meetings as necessary through the year.

B. Recruitment

Goal--Recruitment efforts shall be tailored to reach minorities.

Employment referrals will be sought from well-known organizations which specialize in the employment of minorities. The Affirmative Action Officer shall place employment advertisements in newspapers which reach a large number of minorities, encourage present employees to refer minority applicants. Liaison between community groups, agencies and councils representing

minorities will be maintained. Active solicitation of minority applications for available and anticipated jobs will be aggressively pursued.

The Affirmative Action Officer with the aid of Agency personnel persons shall establish and maintain continuing relations with schools--secondary, college, business, or specialized--which have large numbers of minority group students. Increased recruitment at womens' colleges shall also be initiated to help meet the goals for the employment of minorities. Referrals shall be requested from government agencies and programs.

No division at KDED shall deny employment to any individual on the basis of race, sex, color, religion, or national origin, except as any of these can be proved to be necessary qualifications for the job itself.

Where two candidates are equal and one is a minority member, the minority member is to be preferred. In divisions where minorities are totally absent, special efforts to find and place qualified minorities shall be instituted at once. The importance of fair representation at all levels cannot be overemphasized. Hiring standards will not be lowered to accomplish this.

An Affirmative Action Recruitment Report (attachment 1) documenting good faith efforts to recruit women and minority members will be sent to the Affirmative Action Office. A copy of Attachment 1 (attached) must be submitted by Division heads and the personnel responsible for hiring at KDED to the Affirmative Action Officer for each vacant position at such time as the vacancy is filled or otherwise disposed of. The flow of applicants and the employees recommended will be monitored to gage the success of efforts to locate and employ qualified minority and women employees. The Affirmative Action Officer will be responsible for monitoring this program.

Efforts shall be made to find legal ways to go beyond the present frozen list system in hiring classified personnel.

Marital status or number of children will not be considered in the selection of prospective employees, as well as assumptions about a prospective employee's willingness or ability to locate because of his or her race or sex will not influence consideration for employment.

A yearly questionnaire (attachment 2) shall be completed by the Affirmative Action Officer and maintained for monitoring of the entire Program.

C. Appointments

Goal--To insure good-faith efforts in the accomplishment of the Agency's Affirmative Action Program, efforts shall be made to appoint minorities and/or women on the Agency's commissions and boards. Preference on appointments shall be made which will help meet KDED's Affirmative Action goals.

Other attempts to involve women and minorities through visiting appointments, lecture series, special seminars, etc., shall be special efforts of Division heads. These special efforts should be reported to the Affirmative Action Officer.

Where this is not accomplished, the Affirmative Action Officer shall take necessary steps to see that this goal is achieved.

D. Hiring

Goal--It is the goal of KDED to prevent discriminatory hiring practices. To accomplish this, persons making hiring decisions must be instructed to consider minority applicants without discrimination.

Hiring of classified employees from the Civil Service register is done by selection from a list of five persons who are certified. Persons making selections must interview all candidates interested in the position. The Agency should request additional names until it has received names of at least ten persons interested in the position. Then the selection must be made without regard for race, color, religion, age, sex, or national origin.

Hiring of other persons not requiring Civil Service examination must be done by recruiting and hiring the best qualified applicant available. Normally, at least five persons should be interviewed before a selection is made and these prospective employees should include women and/or minority group members.

An Applicant Interview Form (attachment 1) shall be required for each applicant interviewed in order to document good-faith efforts to recruit and employ minority and women applicants. All such completed forms will be attached to the completed Civil Service appointment forms. This form will be maintained for

two years after the position is filled and will show applicant rejections, appointments and promotions.

These forms will be kept by the Agency personnel staff and be available for review by the Affirmative Action Officer.

Marital status or the prospect of marriage shall not be a condition of employment for any hiring at this Agency.

E. Salary

Goal--As women and minorities are hired, their salaries and level of employment must compare with other newly hired employees with the same qualifications. When lower salaries received by women and minorities exist, Agency personnel staff and/or Division heads will be required to justify lower salaries received by minorities and women. If justification cannot be made, salaries will be equalized. Salary and wages shall not be related to or based on the race, sex, color, religion, or national origin of any employee. Salaries for Civil Service classifications are estimated by the State Finance Council. These regulations require that equal pay is required for work substantially equal.

F. Fringe Benefits

Goal--Any employment benefits appropriate to particular groups of employees, in addition to wages and salaries, will be applicable to all personnel regardless of sex, race, color, religion, or national origin.

G. Job Classification

A job description is available for each job through this Agency's Civil Service classifications. Any time duties are changed substantially a new job description should be submitted to reflect the new duties.

Division heads must review annually the duties and responsibilities of their employees to assure that the duties and classifications held by minorities are equal to other employees with similar classifications.

H. Training and Upgrading

Goal--It is the goal of training and upgrading at KDED to strive with special efforts and provide impetus to upward mobility and job improvement for minorities.

Employee development training efforts shall be correlated with the job structure. Optimum efforts will

be made to provide in-house training on state time among state work force. An effort will also be made to provide training to prepare employees for hard to fill openings of special skill requirements in the job structure.

The upgrading of minorities in all divisions of KDED is encouraged through promotion. Minorities shall be given an equal opportunity for promotion. All promotions for all job classifications must be made without regard to race, color, religion, sex or national origin.

I. Contracting

Goal--KDED will use its best efforts to create parity between minority group and non-minority group contractors in relationship to the number of contracts and total dollar volume of contracts.

J. Grievance Procedures

To channel individual grievances in KDED on issues involving race, sex, color, religion, or national origin, the following procedure is required:

- (1) Normally to the Division head.
- (2) Failing to achieve results, grievances should be taken up with the person in charge of personnel.

- (3) Failing redress, an appeal in writing or in person to the person designated as Affirmative Action Officer.
- (4) The Affirmative Action Committee may accept an appeal from the individual on the Affirmative Action Officer's decision, however the review will be confined to the sole issue of discrimination due to sex, race, color, religion, national origin, and to the written records associated with the decision being appealed.
- (5) State Department of Personnel is the next step in the grievance procedure.
- (6) The final course of redress of grievances is the State's Commission on Civil Rights.

All employees shall follow the established grievance and appeal procedures before appealing a decision to the Commission on Civil Rights.

V. TIME TABLES

To illustrate the determination in accomplishing the goals of this Affirmative Action Program, the Agency shall attempt to achieve at least 10% racial minorities and 20% women of total employees in professional positions, since women comprise over 40% of the work force at KDED, by 1975.

It is believed that an effective time table is required rather than good-faith efforts along in completing the goals of this Affirmative Action Program. If it cannot

be demonstrated by a Division or designated personnel staff that the policies set forth in this Program for Affirmative Action have been actively implemented, further increase in staff positions shall not be assigned to that staff or Division.

All aspects of this Program shall be implemented immediately except for those provisions that conflict with existing state laws.

FORM A

ATTACHMENT 1

Kansas Department of Economic
Development

Staff Recruitment Record

Position Title: _____

New Position _____ or _____

Name of Last Incumbent _____

Salary of Last Incumbent _____

Number of Names Screened For This Position: _____

Including: Women _____

Minorities _____

Advertising of Vacancy:

How Long (Dates begun and ending): _____

Places Advertised (Names): _____

Other Advertising or Contacts Used:

Disposition:

Woman Hired _____

Minority Hired _____

If no women or members of minority groups were screened or interviewed, give specific reasons for not screening or interviewing:

If no women or members of minority groups were hired,
give specific reasons for not hiring:

Date

Division Head

Department

Date

KDED Director

Division

KDED-TOPEKA, KANSAS: YEARLY QUESTIONNAIRE ON MINORITY
HIRING

1. Normally who (by title) is responsible for each of the following:
 - a. Receiving and screening applicants _____
 - b. Testing applicants _____
 - c. Personal interview _____
 - d. Final decision for hiring _____

2. Do you have a method to forecast vacancies in your department? If yes, describe.

3. Are written tests the most efficient devices for choosing qualified applicants?

Yes _____ No _____ If no, what alternatives?

4. Are there any Spanish speaking employees in your department? Have you encountered any particular problems with these employees?

5. How many employees did you promote between May of last year and May of this year?

6. Would it create problems in your department if some or additional jobs were filled by minority employees?

Yes _____ No _____

If Yes: Which jobs -

What kind of problems -

7. Have any minority employees resigned because minorities have been employed in supervisory positions?

Yes _____ No _____ If yes, give examples.

8. Have any minority employees resigned in the last two years?

Yes _____ No _____ Don't know _____

If Yes:

- a. Do you know why they left? Yes _____ No _____
b. Do you know where they went? Yes _____ No _____

9. Using the "rule of five", about how often were minorities included in the five applicants interviewed?
10. Using the "rule of five", where whites and minorities were interviewed, how many whites were hired? (May of last year to May of this year)
11. Using the "rule of five", where whites and minorities were interviewed, how many minority applicants were turned down between May of last year and May of this year?
12. Does your department have a program which encourages the employment of minorities?
- Yes _____ No _____
- If no, why not?
- If yes:
- a. Describe the program:
- b. When was this program developed? _____
- c. Did the establishment of your program result in any increase in the number of minority applicants? Yes _____ No _____
- d. How did you evaluate this program?

13. Where have you gone to find qualified minority employees?
- a. Minority colleges and schools (High schools, technical, etc.)
 - b. Community agencies (EOA, Urban League, etc.)
 - c. Minority group churches
 - d. Others

14. Does your department have an in-service employee training program? _____

If no, why not?

Do you plan to set one up?

If yes, describe and evaluate the program.

15. Does your department have listed goals for minority employment (Hiring, promotions)?

If yes, list goals:

If yes, how do you implement them?

If no, what is your alternate plan?

16. Statistically, have you found that some jobs in your department are filled only by minorities? -

If yes, why?

What jobs?

17. How many summer interns do you have? _____
How many are minorities? _____
18. How are employees in your department notified of vacancies within the department?
19. From May of last year to May of this year, how many vacancies within your department were filled by applicants outside of your department?
- a. Of those hired from outside, how many were minorities? _____
- b. Of those hired from outside, how many were transferees from another state department? _____
20. Does your department grant maternity leave?
- Yes _____ No _____
21. Does your department provide a literacy training program for your illiterate employees?
- a. If yes, have any of the participants in this program been promoted?
- Yes _____ No _____
22. Would you favor training sessions in human relations for the supervisors in your department? Yes _____ No _____
23. What problems, if any, have been encountered in accomplishing affirmative action goals and time tables?
24. What efforts were used by the agency to locate and utilize minority group subcontractors?
25. What percent of HUD monies did minorities receive this year in agency contracting?

VI. KDED Employees as of January 1, 1974

SEX	RACE	POSITION	SALARY PER/MO.	EMPLOYMENT DATE	EDUCATION
M	W**	EDR II*	1206	1967	H.S.
M	W	Adm Off II	992	1966	B.S.
F	W	Cl Steno II	525	1969	H.S.
M	W	Planner I	815	1973	M.S.
F	B***	Cl Steno II	638	1973	H.S.
F	W	Cl Steno II	411	1973	H.S.
M	W	Director	1833	1973	Law Degree
M	W	Storekeeper I	391	1972	H.S.
M	W	EDR II	1149	1968	B.A.
M	W	Planner I	1094	1962	B.S.
M	W	Asst Director	1206	1973	Westpoint
F	W	Planner I	815	1972	MRCP
F	W	Sec I	638	1967	H.S.
M	W	EDR II	992	1973	B.A.
F	W	Cl Steno II	551	1967	H.S.
F	W	Acct. I	670	1973	B.A.
M	W	Planner I	899	1971	M.S.
M	W	EDR I	1266	1968	B.A.
F	W	Sec II	815	1958	H.S.

<u>SEX</u>	<u>RACE</u>	<u>POSITION</u>	<u>SALARY PER/MO.</u>	<u>EMPLOYMENT DATE</u>	<u>EDUCATION</u>
M	W	Plng Director	1395	1966	B.S.
F	W	Sec I	477	1973	H.S.
F	W	C1 Steno II	638	1961	H.S.
M	W	Planner II	899	1972	MRCF
F	W	EDR I	1206	1943	B.A.
F	W	C1 Steno II	411	1973	H.S.
F	W	Planner I	856	1972	MRCF
M	W	Fuels Coor	1333	1973	B.A.
M	W	Asst Director	1615	1963	B.A.
F	W	EDR I	776	1971	B.A.

* EDR - Economic Development Representative (see Appendix VI for job descriptions)

** W - White

*** B - Black

PROPOSED 1974-1975 KDED EMPLOYMENT PLAN

New Division - Fuel Allocation Office

<u>Title</u>	<u>No. of Positions</u>
Coordinator	1 (male recently hired)
Research	
Analyst II	1 (female recently hired)
Secretary I	1 (female recently hired)
Accountant I	1 (female recently hired)
Administrative	
Assistant	1 (vacant)
Clerk V	1 (male recently hired)
Clerk V	1 (female recently hired)

New Division - Community Development (if approved-effective July 1, 1974)

<u>Title</u>	<u>No. of Positions</u>
Eco Dev Repres I	2
Eco Dev Repres II	1
C1 Stenographer	1

Existing Positions to be Filled 1974-1975

<u>Title</u>	<u>No. of Positions</u>
Research	
Analyst I	1
Planner Interns	2
Planner II	1
Clerk Typist II	1 (female recently hired)
Informa Writer I	1
Clerk Stenographer	
II	1 (female recently hired)

PART II

CONTRACTING

Legal Base - Nondiscrimination in federally assisted programs of the Department of Housing and Urban Development-Effectuation of Title VI of the Civil Rights Act of 1964:

O---(4101.4) 1.4 Discrimination prohibited.---(a) General. No person in the United States, shall, on the ground of race, color or national origin be excluded from participation in, be denied the benefits of, or be otherwise subjected to discrimination under any program or activity to which this Part 1 applies.

(b) Specific discriminatory actions prohibited.

(1) A recipient under any program or activity to which this Part 1 applies, may not, directly or through contractual or other arrangements, on the ground of race, color, or natural origin:

(i) Deny a person any housing, accommodations, facilities, services, financial aid, or other benefits provided under the program or activity;

(ii) Provide any housing, accommodations, facilities, services, financial aid, or other benefits to a person which are different, or are provided in a different manner, from those provided to others under the program or activity;

(iii) Subject a person to segregation or separate treatment in any matter related to his receipt of housing, accommodations, facilities, services, financial aid, or other benefits under the program or activity;

(iv) Restrict a person in any way in access to such housing, accommodations, facilities, services, financial aid, or other benefits, or in the enjoyment of any advantage or privilege enjoyed by others in connection with such housing, accommodations, facilities, services, financial aid, or other benefits under the program or activity.

(v) Treat a person differently from others in determining whether he satisfies any occupancy, admission, enrollment, eligibility, membership, or other requirement or condition which persons must meet in order to be provided any housing, accommodations, facilities, services, financial aid, or other benefits provided under the program or activity;

(vi) Deny a person opportunity to participate in the program or activity through the provision of services or otherwise, or afford him an opportunity to do so which is different from that afforded others under the program or activity (including the opportunity to participate in the program or activity as an employee but only to the extent set forth in paragraph (c) of this section).

(vii) Deny a person the opportunity to participate as a member of a planning or advisory body which is an integral part of the program. (Amended 38 Fed. Reg. 17949, 17950; c 7-5-73.)

Contract Policy

The Kansas Department of Economic Development will use its best efforts to create parity between minority group and non-minority group contractors in relationship to the number of contracts and total dollar volume of contracts. To accomplish this--recommended action for the agency shall be:

1. To solicit bids from qualified minority consultants by:
 - a. Contacting surrounding universities for minority consultants or projects involving minorities.
 - b. Encouraging employees to refer prospective minority bidders.
 - c. Contacting prospective minority subcontractors in Kansas and the region.
2. To undertake projects that involve work with minorities:
 - a. Proposed continuation of project in Nicodemus, Kansas - a black community
 - b. Proposed continuation of projects involving Mexican-American migrant workers in Kansas.

- c. Initiate research work or related projects involving American Indians in Kansas and the region
 - d. When possible, employ minorities of a community in conjunction with project work.
3. Continuation of HUD work-study program which provides work-related experience along with an educational grant for minority graduate students.

Subcontractors must have an approved affirmative action plan and engage in affirmative action directed at increasing minority manpower utilization. Kansas Department of Economic Development shall make an effort to contract with available minority subcontractors and to assist minority subcontractors in qualifying for contracts.

All standards, rules and regulations shall be uniformly applied. In no event shall a contractor or subcontractor utilize the goals, time tables or affirmative action steps required in this plan in such a manner as to cause or result in discrimination against any person on account of race, color, religion, sex or national origin. The agency shall actively cooperate in obtaining compliance of contractors and subcontractors with all statutory requirements relating to equal employment opportunity. Records

shall be kept on employment and other items and shall be furnished upon reasonable request for the administration of the equal opportunity requirements (attached).

The Kansas Department of Economic Development in compliance with regulations shall refrain from entering into contract with other applicants, prime or sub, who are found to be in violation of regulations. The agency shall terminate contracts where these violations occur.

Contracting Time Table

From the above contracting policy, the Agency shall make an effort to initiate two (2) or more contracts either directly with or involving minorities by 1975.

KANSAS DEPARTMENT OF ECONOMIC DEVELOPMENT, TOPEKA, KANSAS--
AFFIRMATIVE ACTION PROGRAM APPROVED BY KANSAS ECONOMIC
DEVELOPMENT COMMISSION

Date _____ 1974

David C. Owen, Chairman

Albert L. Kamas, Vice Chairman

James H. DeCoursey, Jr., Director

APPENDIX V
HUD GUIDELINES
ON LOCAL PUBLIC AGENCY AFFIRMATIVE ACTION PLANS

18. REPORTS. The Department may require an applicant, sponsor, or contractor, (prime or sub), to compile an annual report of affirmative program results. These results shall be made available to representatives of the Department upon reasonable request. The affirmative action program and the results they produce will be evaluated as part of any compliance review conducted of the applicant, sponsor or contractor (prime or sub).

SECTION 2. AFFIRMATIVE ACTION PROGRAM FOR LOCAL PUBLIC AGENCY AND LOCAL HOUSING AUTHORITY UNDER EXECUTIVE ORDER 11246

19. PURPOSE. These guidelines are designed to give direction to HUD personnel with respect to the responsibilities of Local Public Agencies (LPA) and the Local Housing Authorities (LHA) in the planning and implementation of affirmative action compliance programs as required by Executive Order 11246 (as amended). It is expected that these guidelines will provide for the identification and analysis of problem areas inherent in providing employment opportunity on HUD assisted construction projects on the basis of merit and without discrimination because of race, color, religion, sex, or national origin and that they will clarify the basic policies and procedures necessary for effective, uniform, and judicious enforcement of equal employment opportunity standards.

20. RESPONSIBILITIES OF LPA AND LHA

- a. The LPA or LHA as the recipient of federal financial assistance shall assure that opportunities for training and employment arising in connection with the planning, construction, rehabilitation, alteration, conversion, extension, demolition, or repair of buildings or in connection with other changes or improvements to real property be given to individuals on the basis of merit and without discrimination because of race, color, religion, sex, or national origin.
- b. The LPA or LHA shall provide for full compliance with and active implementation of all federal

statutory, regulatory, Executive Order, and contractual requirements relating to equal employment opportunity.

- c. The LPA or LHA shall develop a written affirmative action program to ensure compliance by its contractors and subcontractors on HUD assisted construction projects with the equal opportunity provisions of Executive Order 11246 (outlined below). The LPA or LHA is responsible as a part of normal contract administration for detecting all cases of non-compliance with the equal opportunity clause or written affirmative action requirements and for reviewing contractor performance to ensure that these responsibilities are met.
- d. In addition, the LPA or LHA is responsible for:
- (1) Reporting to the appropriate Assistant Regional Administrator for Equal Opportunity any complaint received from an employee of, or an applicant for employment with, any LPA or LHA contractor subject to Executive Order 11246.
 - (2) Cooperating in special compliance reviews or investigations of complaints as requested by the HUD Contract Compliance Officer.
 - (3) Carrying out sanctions against a contractor or subcontractor as required by HUD or the Department of Labor.
 - (4) Furnishing information as required by HUD or Department of Labor.
- e. The LPA or LHA shall maintain an affirmative action file to keep written reports detailing its efforts, with dates, to meet its commitments under Executive Order 11246.
-

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21. THE EQUAL OPPORTUNITY CLAUSE. All nonexempt federally-assisted contracts for more than \$10,000 are subject to the regulations of the Department and OFCC and must include the equal opportunity clause set forth in Section 202 of Order 11246.

It is expected that a contractor will carry out that part of his contract pertaining to equal opportunity in employment with the same amount of thought and action as he will any other part of the contract.

22. AFFIRMATIVE ACTION PROGRAMS FOR LPA AND LHA CONTRACTORS AND SUBCONTRACTORS.

a. All LPA and LHA federally-assisted construction contractors and subcontractors on a HUD assisted construction project are obligated to take affirmative action to ensure that employees and applicants for employment are not discriminated against because of race, color, religion, sex or national origin. Such action shall include, but not be limited to, the following: employment, upgrading, demotion, or transfer; recruitment or recruitment advertising; layoff or termination; rates of pay or other forms of compensation; selection for training, including apprenticeship; and posting in a conspicuous place, available to employees and to applicants for employment, notices regarding the equal employment opportunity requirements of Executive Order 11246.

b. Certain LPA and LHA federally-assisted construction contractors and subcontractors are required to prepare and submit their affirmative action programs in writing and to submit annual equal employment opportunity reports. These include contractors and subcontractors with:

- (1) Prime contracts of \$100,000 or more on projects costing \$1 million or more;
 - (2) Subcontracts of \$100,000 or more on projects costing \$1 million or more; or
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- (3) Contracts or subcontracts which are not covered by item 1 and 2 above but which because of location, previous patterns or practices, or other special factors are specifically identified by the HUD Contract Compliance Officer.
- c. The written affirmative action plans of contractors and subcontractors are subject to review and approval by the HUD Contract Compliance Officer (or his designee) and shall:
- (1) Identify areas of employment, employment policies, and employment practices which require action by the contractor or subcontractor to assure equal employment opportunity to all employees without discrimination because of race, color, religion, or national origin;
 - (2) Analyze these areas, policies and practices to determine what actions by said contractor or subcontractor will be most effective in assuring equal employment opportunity; and
 - (3) Establish a plan with goals and timetables designed to achieve equal employment opportunity through those actions identified, as potentially most effective.
- d. Generally a contractor or subcontractor is required to submit three copies of his written affirmative action plan to the LPA or LHA within 15 calendar days or notification that he must meet such requirement. The LPA or LHA shall submit two copies of each written affirmative action program submitted by its prime contractors and subcontractors to the HUD Area Office Equal Opportunity Representative (or where appropriate to the Assistant Regional Administrator for Equal Opportunity) for review and approval. These are to be forwarded to HUD only
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when the LPA or LHA is satisfied that they are adequate but in no event later than 30 calendar days after they are adequate, but in no event later than notification that he must submit a written affirmative action plan.

- e. In addition, all contractors and subcontractors on a HUD assisted construction project shall maintain an affirmative action file to keep written reports with dates detailing their efforts to meet their affirmative action responsibilities. This file shall be considered in determining good faith efforts on the part of such contractors or subcontractors to meet their equal employment opportunity obligations.

23. PROCEDURE. To facilitate early orientation of all contractors and subcontractors on HUD assisted construction projects to the equal employment opportunity requirements of Executive Order 11246, the LPA or LHA shall detail said requirements as follows:

- a. At the time of the bid offering on a HUD assisted construction project, information copies and directions for the use of Form HUD-907 ("Instructions for Contractors Regarding Affirmative Action Under Executive Order 11246") shall be supplied to all potential bidders. The LPA or LHA shall also advise potential bidders at this time of HUD policy (outlined above) as to submittal of written affirmative action programs. The necessity to display equal employment opportunity posters must also be made clear.
- b. At the time of a contract award, the LPA or LHA shall notify the prime contractor and each of his subcontractors in the above categories that they are to submit their written affirmative action programs within 15 days.
- c. Preconstruction Conference

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- (1) Scheduling - Before work is commenced on a HUD assisted construction project a preconstruction conference is held. The primary purpose of this conference is for the LPA or LHA to emphasize the importance of utilizing construction contractors whose commitments to equal employment practices can be assured. Thus, it is important that this conference be scheduled as early as possible. In determining the appropriate time for the conference, the administering agency should evaluate such factors as whether the contractor will employ his own workforce or will subcontract, the type of construction skills needed, and the speed with which construction skills can be obtained from nondiscriminatory sources. The preconstruction conference should be held sufficiently in advance of the assembly of workforce to permit effective implementation of equal employment objectives, including those involving advertising, recruitment, and selection.
- (2) Participation - The preconstruction conference should be held as appropriate between:
- (a) The LPA and the redeveloper for a contract for the sale of land for private development.
 - (b) The LPA, the redeveloper, his prime construction contractor (where the redeveloper does not serve as his own prime contractor), and all subcontractors.
 - (c) The LPA, the prime contractor, and all subcontractors for a contract
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involving site clearance, project improvements, rehabilitation, demonstration work, or construction on project land retained by the LHA.

- (d) The LHA prime construction contractors and their subcontractors.

Note: Prime construction contractors and their subcontractors should be represented by officials who will be directly responsible for the selection of the workforce and for supervision over construction workers.

- (e) The administering agency shall notify the Equal Opportunity Representative in the HUD Area Office (or where appropriate the Assistant Regional Administrator for Equal Opportunity) of a scheduled preconstruction conference so that he may have the option to participate.

(3) Conducting the Preconstruction Conference

- (a) The LPA or LHA Executive Director should attend and conduct these conferences which are most critical in terms of potential size of the construction work force and in those instances where prime and subcontractors have a history of not meeting their equal opportunity responsibilities under Executive Order 11246.
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- (b) The official conducting the preconstruction conference shall designate someone to record the minutes. Copies of the minutes shall be sent to the Equal Opportunity Representative in the HUD Area or Insuring Office and to the appropriate staff in the Area Office.
- (c) The chairman of the preconstruction conference shall review the contract provisions relating to equal employment opportunity (hereafter "the equal opportunity clause") to assure that the requirements are fully understood and that all hiring practices will conform with these provisions. The review shall include the following:
- (1) Summary by LPA or LHA representative (or HUD Equal Opportunity Representative) of the contractor's obligations to take positive action to assure that his procedures provide for and that his officers and employees practice nondiscriminatory action in all employment matters and of the contractor's obligation to include the equal opportunity clause in all subcontracts except those specifically exempted from the requirements of Executive Order 11246.
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- (2) Emphasis of the following facts: (a) It is not sufficient for a contractor to assume that there is no discrimination in his organization simply because there have been no formal complaints from applicants or employees; (b) A contractor's affirmative action program must include actions suited to carry out the principles listed in Form HUD-907 and to show that the top management of the company will exert positive effort to assure equal opportunity in employment; and (c) Executive Order 11246 requires that the contractor provide equal opportunity employment in all aspects of his employment. Although primary emphasis will be given to assuring that the requirements are met on construction work performed under a HUD assisted LPA contract, the equal opportunity clause applies to administrative, supervisory, professional, and clerical personnel as well.
- (3) Discussion of recruitment sources normally used by the contractor and of any problems anticipated in obtaining a work force from nondiscriminatory employment sources. Discussion of action to be taken by the contractor or subcontractor with respect to discriminatory sources, including notification of all appropriate state,
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federal, or local agencies of any illegal discriminatory practices.

- (4) Discussion of alternative sources available to the contractor or subcontractor for obtaining skilled workers including special training programs. In this regard, it is no excuse that a union with which the contractor has a collective bargaining agreement failed to refer minority employees. Discrimination in referral for employment, even if pursuant to provisions of a collective bargaining agreement, is prohibited by the National Labor Relations Act and Title VII of the Civil Rights Act of 1964. It is the longstanding and uniform policy of the federal government that contractors and subcontractors have a responsibility to provide equal employment opportunity if they want to participate in HUD assisted construction contracts. To the extent that contractors and subcontractors have delegated the responsibility for some of their employment practices or recruiting to some other organization or agency which prevents them from meeting their obligations pursuant to Executive Order 11246 (as amended), they cannot
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be considered to be in compliance with the Executive Order or its implementing rules, regulations, or orders.

- (5) If hiring is restricted by agreements to members of a union which illegally discriminates, the responsible official conducting the preconstruction conference shall report this fact to the Equal Opportunity Representative in the HUD Area Office (or where appropriate to the Assistant Regional Administrator for Equal Opportunity).
- (6) Statement by LPA or LHA representative that all contractors and subcontractors will be subject to continuing surveillance and that a contractor or subcontractor will be informed of any violations coming to the attention of the administering agency, HUD or any other federal agency. Said contractor or subcontractor will be given an opportunity to comply with Executive Order 11246 voluntarily, but sanctions may be imposed if the contractor or subcontractor fails or refuses to comply.

- d. Follow-up During Construction. Incident to regular construction inspections, the LPA or LHA shall make observations and general inquiries concerning contractor compliance with the equal employment opportunity requirements and with the provisions of their affirmative action programs. The LPA or LHA
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APPENDIX VI
HUD GUIDELINES
ON AFFIRMATIVE ACTION COMPLAINT PROCEDURES

is to report to the Equal Opportunity Representative in the HUD Area Office all instances of failure to display equal employment opportunity posters properly, failure to maintain nonsegregated facilities for workmen, or any other clear indications of noncompliance with Executive Order 11246.

24. REPORTING COMPLAINTS OF DISCRIMINATION.

- a. It is the policy of HUD to provide means by which persons may communicate to the Department their dissatisfaction with LPA or LHA administration of HUD assisted construction projects. To this end persons may make complaints to the HUD Contract Compliance Officer (Assistant Secretary for Equal Opportunity. The LPA or LHA shall assist a complainant and by providing information as to the manner in which a complaint is to be prepared and by assisting, if necessary, in reducing the complaint to writing. The administering agency shall immediately forward all complaints under Executive Order 11246 to the appropriate Assistant Regional Administrator for Equal Opportunity along with the name, address, and telephone number of the agency employee who assisted in preparing the complaint, where applicable.
- b. WHO MAY FILE A COMPLAINT. Executive Order 11246 establishes a policy of equal opportunity in employment by contractors and subcontractors on HUD assisted construction projects. Any person who believes himself or any specific class of person to be subjected to discrimination prohibited by the Executive Order, or any employee of any contractor or subcontractor on a HUD assisted construction project, or any applicant for employment with such contractor or subcontractor may, personally or by an authorized representative, file a complaint of alleged discrimination in violation of Executive Order 11246.
- c. WHEN TO FILE. Complaints must be filed not later than 180 days from the date of the alleged discriminatory action, unless the time for filing is extended

by the Director, OFCC, or Contract Compliance Officer upon good cause shown.

- d. WHERE TO FILE. Complaints may be filed by mail or in person at the LPA, LHA, the HUD Central Office, or at any HUD Regional, Area, or FHA Insuring Office.
- e. FORM AND CONTENT OF COMPLAINT. Each complaint shall be in writing and shall include the name, address, and telephone number of the complaining party; the name of the person or contractor complained against; a description of the acts giving rise to the complaint; the date of the alleged discriminatory action; any other pertinent information which will assist in the investigation and resolution of the complaints; such as the address and telephone number of the respondent; the corrective action sought; and the signature of the complaining party or of his authorized representative.
- f. Any LPA or LHA employee receiving a complaint of alleged discrimination under Executive Order 11246 shall forward the same immediately to the appropriate HUD Assistant Regional Administrator for Equal Opportunity.
25. NONCOMPLIANCE BY LPA OR LHA. Should the LPA or LHA fail or refuse to comply with or to enforce any of the statutory, regulatory, Executive Order, or contractual requirements relating to equal employment opportunity, the HUD Contract Compliance Officer shall notify the LPA or LHA by registered or certified mail, return receipt requested, that it has thirty days to take appropriate action to remedy the noncompliance. If the LPA or LHA fails to take action which would bring it into compliance, the HUD Contract Compliance Officer may invoke appropriate sanctions including, but not limited to, one or both of the following:
- a. HUD may refuse to consider pending or future applications for additional financial assistance;
or

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- b. HUD may act to discontinue future annual contributions to the LHA; except that: Those contributions that have been pledged by the LHA as security for the payment of principal or interest on bonds or other obligations issued pursuant to the Annual Contributions Contract shall remain intact.

26. MISCELLANEOUS. The following information relating to specific provisions of the equal opportunity clause is provided primarily to HUD personnel for the information of the LPA or LHA, but may also be used in answering questions raised by contractors or subcontractors.

- a. Posters and Notices to Unions. The equal opportunity clause provides that the LPA or LHA will furnish to contractors a notice (Poster HUD-907) which the contractors are required to post in conspicuous places setting forth the provisions of Executive Order 11246. A supply of the posters may be obtained from the HUD Area or Regional Offices. The LPA or LHA will furnish a notice which the contractor or subcontractor is required to send to each labor union or other representative of workers with which he has a collective bargaining agreement or similar understanding setting forth the contractor's commitments under Executive Order 11246.
- b. Reporting Requirements. The agency together with its prime contractors and subcontractors, will furnish all information and reports required by Executive Order 11246, as amended, and by the rules, regulations, and orders of the Secretary of Labor or the Secretary of Housing and Urban Development, issued pursuant thereto, and will permit access to their books, records, and accounts by the Department of Housing and Urban Development and the Secretary of Labor for the purposes of investigating to ascertain compliance with such rules, regulations, and orders.
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SECTION 3. FHA INSURING OFFICES
HUD AREA OFFICES

27. PURPOSE. These guidelines are designed to give direction to the Insuring Office (IO) and the HUD Area Office (AO) in the planning and implementation of an affirmative action compliance program as required by Executive Order 11246 (as amended). It is expected that these guidelines will provide for the identification and analysis of problem areas inherent in providing employment opportunity on the basis of merit and without discrimination because of race, color, religion, sex, or national origin and that they will clarify the basic policies and procedures necessary for effective uniform, and judicious enforcement of equal employment opportunity standards. ---
28. SCOPE OF ACTIVITY COVERED. All Federal contracts and all federally-assisted construction contracts resulting from an IO and AO Program are subject to the provisions of Executive Order 11246 (as amended) and to the rules, regulations, and orders of the Department of Labor and of the Department of Housing and Urban Development issued pursuant thereto. The term "contract" as used herein means any Federal contract or federally-assisted construction contract and specifically includes any agreement or modification thereof between any applicant, recipient, sponsor, or contractor and a person for the construction, rehabilitation, alteration, conversion, extension, or repair of buildings or other improvements to real property which is paid for in whole or in part with funds obtained from HUD or borrowed on the credit of HUD pursuant to any HUD program involving a grant, contract, loan, insurance, or guarantee or which is undertaken pursuant to any HUD program involving such a grant, contract, loan, insurance, or guarantee.
29. ASSIGNMENT OF RESPONSIBILITY.
- a. The Assistant Secretary for Equal Opportunity has been designated as Contract Compliance Officer for all HUD programs and for all HUD federally-assisted
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APPENDIX VII
JOB DESCRIPTIONS
KANSAS DEPARTMENT OF ECONOMIC DEVELOPMENT

04-00-1-021

DEFINITION OF WORK

This is specialized public information and contact work in promoting the economic development of the state.

Work involves the preparation and review of information material, booklets, and materials to promote the economic development of Kansas. Work requires the research, collection, evaluation, and compilation of material from a variety of sources. Considerable independence and creativity are exercised in the accomplishment of assigned tasks. Work is assigned and reviewed by a professional or administrative superior for accuracy, clarity, and public appeal.

EXAMPLES OF WORK PERFORMED

Prepares and edits informational material and publications to promote Kansas economic development.

Researches and compiles written and graphic material for the publication of pamphlets and booklets and similar material.

As required, represents the department at meetings and conferences for travel, commercial, and industrial promotion.

Assists in the execution of major promotion programs, by researching and compiling a variety of statistical and general economic data.

Performs related work as required.

REQUIRED KNOWLEDGES, ABILITIES, AND SKILLS

Knowledges of the economic resources, industrial facilities, and operations of Kansas.

Knowledge of the principles and practices of public information.

Ability to prepare and present general and technical data effectively, orally and in writing.

Ability to establish and maintain effective working relationships with public and private officials, associates, and the general public.

EDUCATION AND EXPERIENCE

Graduation from an accredited four year college or university; and experience in the fields of industrial and economic development, research, planning, economics, public relations, journalism, or advertising.

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04-00-2-022

DEFINITION OF WORK

This is advanced responsible public information and contact work in promoting the economic development of the state.

Work involves responsibility for planning and executing varied programs in an assigned function to promote the economic development of Kansas. Important aspects of the work include the collection, correlation, and effective presentation of data from a wide variety of sources. Work may require the supervision of subordinate professional and clerical employees. Work requires the exercise of independent judgment and originality in presenting information and ideas. Work is assigned by an administrative superior who reviews work for effectiveness.

EXAMPLES OF WORK PERFORMED

Collects, analyzes, correlates, and presents data and information to promote economic development in a major functional area, such as recreation and tourism, commerce, aviation, and industry.

Represents the Department of Economic Development in conferences and meetings with private development groups and with governmental agencies to initiate and maintain cooperative programs and activities.

Provides advice, assistance, and services to Kansas businesses and commercial firms; and maintains liaison with Kansas business interests or governmental agencies whose activities have a bearing on economic development within the state.

Performs related work as required.

REQUIRED KNOWLEDGES, ABILITIES, AND SKILLS

Considerable knowledge of the economic resources and industrial facilities and operations of Kansas; and the requirements and needs of business and industry.

Considerable knowledge of the principles and practices of advertising and public relations.

Ability to prepare and present general and technical data, effectively and convincingly, both orally and in writing.

Ability to organize and carry out broad promotional projects and activities.

Ability to establish and maintain effective working relationships with public and private officials, associates, and the general public.

EDUCATION AND EXPERIENCE

Graduation from an accredited four year college or university; and considerable experience in the fields of industrial and economic development, research, planning, economics, public relations, journalism, or advertising.

04-00-1-001

DEFINITION OF WORK

This is professional work in the conduct and promotion of local, regional, and state planning projects and programs.

Work involves the collection, analysis, and presentation of applicable studies, reports, and data to encourage and assist in the implementation and conduct of local, regional, and state planning programs. New assignments are received with specific instructions on project objectives and general work methods, but employees are afforded the opportunity for initiative and independent judgment in carrying out project details. Technical assistance is provided by a professional superior who reviews work for results obtained.

EXAMPLES OF WORK PERFORMED

Collects and analyzes information on economic bases, population histories and projections, social trends, land uses, and other factors related to economic development planning.

Provides information to groups interested in planning.

Confers with other employees or state personnel about details of planning work or interpreting the requirements of work to be done under contract.

Prepares maps, charts, graphs or other illustrative material.

Reviews and processes applications for Federal Land and Water Conservation Fund Act Grants-in-Aid Program; assures compliance with applicable rules and criteria; prepares project application proposals and agreements; and prepares necessary reports.

Performs related work as required.

REQUIRED KNOWLEDGES, ABILITIES, AND SKILLS

Knowledge of principles, practices, and objectives of community and regional planning.

Knowledge of laws and regulations relating to community and regional planning.

Knowledge of methods and techniques used in the analysis of land use, population, economic base, public facilities, and other subjects.

Ability to locate sources of basic statistical planning information and to collect and organize physical, social, economic, legal, and other data used in community and regional planning.

04-00-1-001

Ability to establish and maintain effective working relationships with associates, superiors, public officials, and consultants.

Ability to review reports and contracts and to prepare and present analyses.

Ability to express ideas effectively, orally and in writing.

EDUCATION AND EXPERIENCE

Graduation from an accredited four year college or university; supplemented by attainment of a masters degree in local or regional planning, and some experience in local, regional, or state planning.

4/70

DEFINITION OF WORK

This is advanced professional work in the conduct and promotion of local, regional, and state planning projects and programs.

Work involves responsibility for the collection, analysis, and presentation of studies, reports, and related data to encourage and assist in the implementation of comprehensive local, regional, or state planning programs. Considerable independent professional judgment and initiative is exercised in carrying out assigned projects and objectives. Work is reviewed by an administrative and professional superior for effectiveness.

EXAMPLES OF WORK PERFORMED

Reviews technical reports prepared by consultants, dealing with comprehensive community planning, for quality and adaptability to the community, and provides professional comments and recommendations for improvement.

Confers with city, county, or other planning commissions and citizen groups to give advice and make recommendations on planning proposals and on the use and practicability of planning reports of consultants.

Prepares reports on the progress, status, and problems of community planning projects.

Evaluates monthly reports submitted by planning contractors concerning progress on projects, or of services proved to local communities under contract.

Directs and coordinates all recreation planning activities for the Kansas Park and Resources Authority.

Performs related work as required.

REQUIRED KNOWLEDGES, ABILITIES, AND SKILLS

Considerable knowledge of the principles, practices, and objectives of community and regional planning.

Considerable knowledge of the techniques of collecting and organizing physical, social, economic, legal, and other data used in community and regional planning.

Considerable knowledge of laws and regulations relating to the establishment of planning commissions and to community planning and financing.

Ability to analyze population and income trends, construction costs, public finance, intergovernmental relationships, land uses, and community facilities.

-04-00-2-C02

Ability to establish and maintain effective working relationships with associates, public officials, and consultants.

Ability to review detailed and complex community plans and to recommend action.

Ability to express ideas effectively, orally, and in writing.

EDUCATION AND EXPERIENCE

Graduation from an accredited four year college or university; supplemented by attainment of a masters degree in local or regional planning, and considerable experience in local, regional, or state planning.

• 4/70

Specialized training in the design, status, and problems of community planning.

Specialized training in the design, status, and problems of community planning.

04-00-9-041

DEFINITION OF WORK

This is administrative and professional work in directing and coordinating the promotion and conduct of local, regional, and state planning projects and programs.

Work involves supervising and participating in the collection, analysis, and presentation of studies, reports, and related data to encourage and assist in the implementation of varied and comprehensive local, regional, and state planning programs and projects. Work is performed within the framework of broad administrative policies and federal and state laws and regulations. Work is reviewed for overall effectiveness of assigned programs by an administrative superior through conferences and reports.

EXAMPLES OF WORK PERFORMED

Plans, organizes, directs, and controls all activities of a major planning division, which are directed toward stimulating and providing assistance in the implementation and conduct of local or regional planning programs and the coordination of state planning and programming activities.

Recommends budgetary and personnel requirements, and determines operating policies.

Attends conferences, gives speeches, and cooperates with groups or individuals to promote planning programs.

Advises and assists local governments, planning commissions, agencies, officials, or citizens concerning planning.

Examines and evaluates the progress of planning programs and makes appropriate recommendations for their improvement.

Performs related work as required.

REQUIRED KNOWLEDGES, ABILITIES, AND SKILLS

Thorough knowledge of the principles, practices, and objectives of community planning.

Thorough knowledge of the techniques of collecting and organizing physical, social, economic, legal, and other data used in community and regional planning.

Thorough knowledge of laws and regulations relating to the establishment of planning commissions and to community planning and financing.

Thorough knowledge of the organizational structure and progress of state agencies.

Considerable knowledge of management principles and practices.

04-00-9-041

Ability to instruct others in community planning principles and practices.

Ability to plan, coordinate and review the work of professional assistants.

Ability to establish and maintain effective working relationships with associates, consultants, public officials, and the public.

Ability to analyze complex planning and programming problems and prescribe suitable courses of action.

Ability to express ideas effectively, both orally and in writing.

EDUCATION AND EXPERIENCE

Graduation from an accredited four year college or university, supplemented by attainment of a masters degree in local or regional planning; and extensive experience in local, regional, or state planning, including experience in a supervisory capacity.

4/70

Experience necessary and relevant to the position and the duties of the position.

04-00-9-061

DEFINITION OF WORK

This is professional planning and programming and supervisory work in coordinating functional planning activities of state government agencies.

Work involves responsibility for coordinating and providing professional advice and direction in the definition, interpretation, and integration of state planning and programming objectives, techniques, and methods. Work includes the design of specific projects in the Kansas planning program; the interpretation of the inter-relationships of the functional planning of the various state agencies; and the production of planning studies and reports for the Legislature, Governor, agency personnel, and public users. Supervision is exercised over a professional staff. Work is performed within the framework of broad administrative policies and is reviewed by a professional administrative superior through conferences and reports.

EXAMPLES OF WORK PERFORMED

Designs projects utilizing resources of state agencies to coordinate planning efforts; prepares required applications for federal projects.

Provides professional advice and direction to state agencies in prosecution of work under contract.

Prepares and delivers speeches to groups of citizens, legislators, and state officials to explain the purposes and results of state planning efforts.

Supervises a staff collecting and analyzing, planning, and programming information, and preparing or reviewing planning reports.

Selects and directs the work of technical consultants retained for specialized studies of the planning program.

Performs related work as required.

REQUIRED KNOWLEDGES, ABILITIES, AND SKILLS

Thorough knowledge of the organizational structure of state government.

Thorough knowledge of the economic and structural relationships of state agencies and programs.

Considerable knowledge of the laws and regulations governing the operation of state agencies.

Ability to analyze complex planning and programming problems and prescribe suitable courses of action.

Ability to plan and supervise the work of professional assistants.

04-00-9-061

Ability to establish and maintain effective working relationships with associates, consultants, public officials and the public.

Ability to express ideas effectively, both orally and in writing.

EDUCATION AND EXPERIENCE

Graduation from an accredited college or university with major course work in public administration, political science, or related field; and extensive experience in planning and programming, including experience in a supervisory or administrative capacity.

4/70

04-00-9-081

DEFINITION OF WORK

This is administrative and professional work assisting in the management of the Department of Economic Development.

Work involves responsibility for assisting the Director of Economic Development in planning work methods; organizing and coordinating work activities; and reviewing all program results. Work includes planning, organizing, and carrying out assigned promotional activities; conducting studies and meetings and reporting progress; and performing responsible public contact and related duties to further the economic development of the state. Work involves the exercise of considerable independent administrative and professional judgment within established policies, rules, and regulations. Work is reviewed by the Director for effectiveness and results obtained.

EXAMPLES OF WORK PERFORMED

Receives a variety of broad administrative and professional assignments from the Director; confers with the Director about programs and objectives; plans and assigns activities to subordinates; resolves problems encountered; and analyzes and reports progress.

Assists in department budget preparation; analyzes budget proposals and makes recommendations on activity expenditures; plans the physical facilities of the office and develops office procedures; participates in the selection and placement of new employees.

Delivers speeches to public groups and meetings on economic development.

Plans and arranges meetings and conferences; plans, researches, writes, and designs or supervises the layout of handbooks, brochures, guidebooks, and bulletins.

Performs related work as required.

REQUIRED KNOWLEDGES, ABILITIES, AND SKILLS

Extensive knowledge of the economically important facilities and resources of Kansas and of general industrial and economic operations, requirements, and trends.

Thorough knowledge of the principles and practices of business administration, advertising, and public relations.

Knowledge of local, regional, and state planning activities and programs.

Knowledge of the structure and operation of state government.

04-00-9-081

Ability to establish and maintain effective working relationships with representatives of business and government, consultants, associates, and the public.

Ability to communicate effectively, orally and in writing.

Ability to plan and supervise professional employees.

Skill in gathering and presenting data and information and in its objective analysis and application.

EDUCATION AND EXPERIENCE

Graduation from an accredited four year college or university, with major course work in business administration, economics, or political science; and considerable experience in industrial and economic development, management, promotional, or public relations work, including experience in a supervisory or administrative capacity.

4/70

DEFINITION OF WORK

This is skilled typing and varied clerical work which involves moderately complex work methods and problems.

Work involves skilled typing and varied clerical work and is distinguished by the more varied and complex typing and clerical assignments which may include the performance of limited secretarial duties. Work normally involves the application of some initiative and independent judgment to procedural questions which are encountered, although decisions made are limited by established precedents and departmental policies. The variety and difficulty of the work differs among positions, but where work is more repetitive, there is an added responsibility for finality of action. Guidance and direction may be regularly provided to a small group of employees assisting on more routine details. Until the more difficult phases of work are learned, the employee works under fairly close supervision, but thereafter detailed instructions are received only when changes in procedure are made. Advice normally is available relative to unusual or difficult matters.

EXAMPLES OF WORK PERFORMED

Sets up and types from copy, rough draft, dictating machine, or general instructions, forms, accounting and financial statements, letters, payrolls, receipts, medical records and case histories, vouchers, departmental reports, permits, stencils, masters or other materials.

Composes and types form letters and other routine correspondence, and prepares rough draft report narratives and tabulations.

Provides guidance and direction to a group of clerical subordinates performing routine clerical work.

Maintains less complex accounting, financial, and cost records where no technical knowledge is required but where frequent procedural problems arise; prepares or checks payrolls, vouchers, requisitions, and purchase orders; maintains personnel, financial, and similar records.

Provides information to other employees and the public, applying the knowledge of departmental rules, regulations, and procedures.

Checks forms for accuracy and makes moderately complex or varied calculations, adjustments, and tabulations.

Receives and checks office supplies against requisitions, dispenses materials, and keeps perpetual inventory records.

Operates various types of standard office equipment.

Performs related work as required.

00-00-2-042

REQUIRED KNOWLEDGES, ABILITIES, AND SKILLS

Knowledge of modern office practices, procedures, and equipment.

Knowledge of business English, spelling, and arithmetic.

Some knowledge of departmental rules, procedures, and functions.

Ability to set up and type a variety of accounting, statistical, and financial statements, letters, special records, and reports.

Ability to maintain moderately complex clerical reports, and to prepare detailed reports from such records.

Ability to make minor decisions in accordance with precedents and regulations, and to apply these to work situations.

Ability to make relatively complex arithmetical computations and tabulations accurately and with reasonable speed.

Ability to plan, assign, and supervise the work of a small group of employees performing routine and repetitive clerical work.

Ability to understand and follow moderately complex oral and written directions.

Ability to establish and maintain effective working relationships with other employees and the public.

Skill in the operation of a typewriter.

EDUCATION AND EXPERIENCE

Graduation from high school, including or supplemented by courses in typing; and experience in typing and general clerical work.

4/70

00-00-2-062

DEFINITION OF WORK

This is varied clerical work which involves moderately complex work methods and problems and includes taking and transcribing oral dictation.

Work involves taking and transcribing oral dictation and is distinguished by the more varied and complex stenographic and clerical assignments which may include the performance of limited secretarial duties. Work normally involves the application of some initiative and independent judgment; however, decisions made by employees are limited by established precedents and departmental policies. The variety and difficulty of the work may differ among positions, but where work is more repetitive, there is an added responsibility for finality of action. Guidance and direction may be provided to a few employees assisting on more routine details. Until the more difficult phases of the work are learned, the employee works under close supervision, but thereafter detailed instructions are received only when changes in procedures are made. Advice is normally available relative to unusual or difficult matters.

EXAMPLES OF WORK PERFORMED

Takes and transcribes oral dictation on correspondence, articles, reports, manuals, and related materials; occasionally types and transcribes minutes of meetings and conferences.

Opens and distributes mail; assembles related material for use by supervisors in answering mail; may answer routine inquiries requiring minor interpretations of laws, rules, and regulations.

Provides guidance and direction to a group of clerical subordinates performing routine stenographic and clerical work.

Screens telephone calls and visitors, handles recurring but not necessarily routine matters, and refers through proper channels those which cannot be handled; assists visitors in filling out forms and applications; provides information on departmental services and functions.

Gathers material for special reports, forms, and summaries at the request of superiors, frequently checking against a variety of records in order to secure complete and accurate information.

Maintains less complex accounting, fiscal, and related records where limited technical knowledge is required; prepares or checks pay-rolls, vouchers, requisitions, and purchase orders; maintains personnel, financial, and similar records.

* Checks forms for accuracy and makes moderately complex or varied calculations, adjustments, and tabulations.

00-00-2-062

Receives and checks office supplies against requisitions, dispenses materials, and keeps perpetual inventory records.

Operates various types of standard office equipment.

Performs related work as required.

REQUIRED KNOWLEDGES, ABILITIES, AND SKILLS

Knowledge of modern office practices, procedures and equipment.

Knowledge of business English, spelling, and punctuation.

Some knowledge of departmental rules, procedures, and functions.

Ability to take and transcribe oral dictation at a normal speaking rate and in typing accurately from rough draft or plain copy.

Ability to make arithmetic computations and tabulations with speed and accuracy.

Ability to understand and follow moderately complex oral and written instructions.

Ability to assign, supervise, and review the work of clerical subordinates.

Ability to compose routine letters and memoranda without dictation.

Ability to receive calls and make proper disposition of problems.

Ability to make minor decisions in accordance with department precedents and regulations, and to apply these to work problems.

Ability to establish and maintain effective working relationships with other employees and the public.

Skill in stenography and typing.

EDUCATION AND EXPERIENCE

Graduation from high school, including or supplemented by courses in stenography and typing; and experience in general clerical work.

4/70

00-00-1-081

DEFINITION OF WORK

This is varied secretarial work involving the performance of delegated administrative details.

Work involves performing general secretarial duties for the head of a small to medium sized department or other comparable administrative official and for relieving them of routine administrative details. Work requires the exercise of initiative, independent judgment, and discretion in handling delegated administrative details, and the performance of various clerical duties. Work may involve supervisory and office management responsibilities. Instructions are received from an administrative superior on new assignments and policy matters, and advice and assistance are normally available. Work is reviewed upon completion for adherence to established policies, procedures, and results obtained.

EXAMPLES OF WORK PERFORMED

Relieves an administrative superior of routine administrative details such as: requisitioning or ordering supplies and equipment; checking operating reports for accuracy and conformance to policies and standards; maintaining budgetary status information; assisting in preparing agendas for meetings and conferences.

Types correspondence and other materials from dictating machine, copy, or shorthand notes; takes minutes of meetings or conferences in shorthand or by other means, and prepares drafts of proceedings; composes and types routine letters, notices, and other material.

Supervises a small group of clerical employees performing routine to moderately complex clerical work; informs clerical personnel of changes in office policies, procedures, and rules; relays instructions and messages of supervisor.

Interviews, screens, and refers callers, answers various inquiries personally, and provides information on departmental services and functions; maintains appointment schedules.

Compiles and completes data for administrative and public reports, bulletins, questionnaires, and other documents; prepares moderately complex work sheets and tables from standardized raw data, and makes varied arithmetical computations on material assembled; establishes and maintains filing systems.

Maintains various records on office activities such as personnel, purchasing, and travel expenses.

Performs related work as required.

00-00-1-031

REQUIRED KNOWLEDGES, ABILITIES, AND SKILLS

Considerable knowledge of secretarial practices and procedures.

Knowledge of business English, spelling, and punctuation, arithmetic, and vocabulary.

Knowledge of modern office practices, procedures, and equipment.

Some knowledge of general agency operations and organizations.

Ability to develop, lay out, and install clerical procedures and operations from general instructions, and to plan, assign, and coordinate the work of a moderate sized clerical staff.

Ability to maintain office records and to prepare accurate reports.

Ability to prepare effective correspondence on routine matters and to perform routine office management details without referral to a supervisor.

Ability to maintain effective working relationships with other employees and the public and to deal with public relations problems courteously and tactfully.

EDUCATION AND EXPERIENCE

Graduation from high school, including or supplemented by courses in secretarial science; and experience in progressively responsible clerical or secretarial work.

4/70

DEFINITION OF WORK

This is responsible and varied secretarial work involving the performance of delegated administrative details.

Work involves the responsibility for providing secretarial services to the head of a small to medium sized state agency, board, or comparable administrative official, and relieving them of administrative details. Work may also involve providing legal secretarial services; and supervisory and office management responsibilities. Other characteristics of this class that distinguish it from that of Secretary I are the requirement of greater knowledge of overall organizational operations and policies, and greater responsibility inherent in the assigned tasks. The degree of supervision received varies among positions, but generally work is not subject to detailed review with certain delegated tasks performed without any administrative review.

EXAMPLES OF WORK PERFORMED

Performs a variety of office administrative tasks in relieving a superior of administrative details; participates in preparing budgets and maintains budgetary accounts; organizes, assigns, and supervises the work of a small office staff; establishes and maintains files; plans and maintains an adequate supply of office materials and supplies; relays complex and important instructions and messages.

Maintains appointment schedules; makes travel arrangements; provides detailed responses to information requests about programs and activities.

Attends board meetings and conferences and takes minutes; composes drafts of proceedings; prepares agenda in accordance with established practices and compiles materials in preparation thereof; conducts follow-up actions.

Prepares correspondence in accordance with established policies; types or directs the typing of a variety of materials, including reports for reproduction and wide distribution.

Serves as a legal secretary; takes and transcribes dictation of a legal nature; types legal documents and correspondence; performs limited legal research.

Performs related work as required.

REQUIRED KNOWLEDGES, ABILITIES, AND SKILLS

Considerable knowledge of secretarial practices and procedures.

Considerable knowledge of business English, spelling, arithmetic, and vocabulary.

00-00-2-082

Considerable knowledge of modern office equipment, practices, and procedures.

Knowledge of general agency operations and organization.

Ability to make moderately complex decisions in accordance with established policies and procedures.

Ability to maintain complex office records and to prepare accurate reports.

Ability to prepare effective correspondence on moderately complex matters and to perform office management details without referral to a supervisor.

Ability to maintain effective working relationships with other employees and the public and to deal with public relations problems courteously and tactfully.

EDUCATION AND EXPERIENCE

Graduation from high school, including or supplemented by courses in secretarial service; and considerable experience in progressively responsible clerical or secretarial work.

4/70

00-02-1-001

DEFINITION OF WORK

This is routine manual and clerical work in stock handling and simple stores record keeping.

Work involves the receipt, storage, maintenance, and issuance of supplies, materials, and equipment. Work ordinarily includes the keeping of simple stores records, and may involve the supervision of student, patient, or inmate help. Employees in this class may act as assistants to a senior storekeeper or other employees of higher rank, or may be in charge of a small storeroom housing supplies of limited variety and volume. Duties frequently involve considerable manual and clerical work and may involve typing and delivery activities. Employees make minor decisions on work methods and work is carefully reviewed by a superior and through periodic inventory audits.

EXAMPLES OF WORK PERFORMED

Receives, unpacks, and stores goods and supplies in proper storage places; cleans quarters and keeps stock in order.

Fills requisitions and wraps packages and boxes for shipment.

Assists in the operation of an institutional canteen.

May operate a typewriter in preparing reports and correspondence.

Performs various tasks in chemistry or other laboratories, such as mixing chemical solutions, repairing glass apparatus, cleaning equipment, and distributing apparatus to students.

Performs related work as required.

REQUIRED KNOWLEDGES, ABILITIES, AND SKILLS

Some knowledge of storekeeping methods and practices.

Ability to make simple arithmetical computations and to keep simple records.

Ability to carry out oral and written instructions.

Good physical condition, strength, and agility.

EDUCATION AND EXPERIENCE

Graduation from high school.

00-06-1-001

DEFINITION OF WORK

This is professional work in compiling, analyzing, interpreting, and reporting statistical, economic, or administrative data.

Work involves the application of professional statistical and analysis methods and procedures in researching, compiling, editing, analyzing, interpreting, and reporting statistical, economic, or administrative data used in determining the effectiveness of various programs, and in planning, developing, and implementing new programs or improving existing programs. Work includes using standard techniques and methods in reducing data into defined categories or groups; compensating for sampling errors; determining mean, median, mode, or arithmetic averages; and running correlations. Supervision may be exercised over a small staff of clerical employees. Work is performed independently within established policies and procedures, and is reviewed by superiors through conferences and reports.

EXAMPLES OF WORK PERFORMED

Researches, edits, analyzes, interprets, and reports statistical, economic, or administrative data for the purpose of determining the effectiveness of and improving various existing programs and in developing and implementing new programs.

Gathers data from original sources through use of questionnaires, special forms, routine reports, and by interview; applies standard formulae for correcting errors of sampling, errors of grouping, determining deviations, measures of central tendency, and other statistical media.

Assembles information from local industries concerning employment, unemployment, wages, length of work week, hiring channels, migration patterns, and other labor and economic information.

Conducts and analyzes special studies required or needed by the federal or state government, state agencies or institutions, or other private or public organizations.

Supervises a small staff of clerical employees engaged in performing various sub-professional statistical, analysis, and related duties.

Prepares and maintains necessary records and reports.

Performs related work as required.

REQUIRED KNOWLEDGES, ABILITIES, AND SKILLS

Knowledge of statistical, economic, and administrative principles and methods.

Knowledge of the principles and methods used in the collection, analysis, and presentation of statistical, economic, and administrative data.

00-06-1-001

Ability to group data to obtain accurate measures of central tendency, measures of dispersion, and to conduct studies of correlation.

Ability to exercise judgment in collecting statistical, economic, and administrative data and in writing narrative interpretations.

Ability to establish and maintain effective relationships with fellow employees, administrative officials, and the public.

EDUCATION AND EXPERIENCE

Graduation from an accredited four year college or university, with major course work in statistics, economics, mathematics, public or business administration, or a related field.

4/70

INFORMATIONAL WRITER I

00-06-1-201

DEFINITION OF WORK

This is specialized work in the composition and editing of informational materials to promote state agency or institution activities with the public.

Work involves responsibility for the application of professional journalistic techniques to writing and editing materials designed to further public understanding of the objectives, functions, and accomplishments of particular departments, agencies, or institutions. Work includes obtaining information through interviews and source material, and for directing the printing and other operations incidental to publication. Although the subjects covered may be of a varied nature, the material does not ordinarily involve interpretation of highly controversial, technical, or otherwise complex subject matter. Guidance and direction may be given to subordinate technical and clerical employees. Work is performed under the supervision of technical or administrative superiors, and is reviewed for authenticity and technical correctness.

EXAMPLES OF WORK PERFORMED

Confers with superiors, department heads, and other administrative officials in regard to material to be prepared and style of presentation; gathers information through interview or source material; prepares and arranges for distribution of news releases, pamphlets, and articles.

Edits articles for reports; writes or edits speeches on assigned topics for delivery by departmental officials; conducts research on assigned topics.

Prepares spot announcements and scripts for radio and television stations.

Supervises the preparation, production; and distribution of informational material; reads printers' galley proofs to eliminate errors.

Prepares and maintains necessary records and reports.

Performs related work as required.

REQUIRED KNOWLEDGES, ABILITIES, AND SKILLS

Thorough knowledge of English usage, including grammar, punctuation, and spelling.

Considerable knowledge of journalistic principles and of the techniques of planning, composing, and editing reports, bulletins, and other materials.

Ability to prepare interesting and informative news articles and press releases and to edit routine material.

00-06-1-201

Ability to supervise related clerical procedures.

Ability to maintain effective relations with departmental officials, employees, and the public.

EDUCATION AND EXPERIENCE

Graduation from an accredited four year college or university, with major course work in English, journalism or related field, and experience in journalism, public relations, or related field.

4/70

INFORMATIONAL WRITER II

00-06-2-202

DEFINITION OF WORK

This is advanced work in the composition and editing of informational materials to promote state agency or institution activities with the public.

Work involves the responsibility for preparing and disseminating informational materials which involve subject matter of highly controversial, technical, or varied character. Work involves responsibility for assisting and advising superiors on informational programs and related public relations activities. Supervision may be exercised over subordinate technical and clerical employees. Work is performed with considerable discretion in planning programs and developing work methods, and is reviewed by an administrative superior for conformity with departmental policies.

EXAMPLES OF WORK PERFORMED

Writes or edits speeches, news releases, radio and television scripts, and other materials, which involve subject matter of highly controversial, technical, or varied character.

Prepares special reports of a difficult nature as assigned; distributes news releases and keeps newspapers supplied with informational items concerning departmental activities.

Interviews department heads and employees in the gathering of data and attends conferences of departmental officials in regard to public relations activities; answers letters and requests for information on departmental activities.

Supervises the preparation of informational material by subordinate technical and clerical employees.

Prepares and maintains necessary records and reports.

Performs related work as required.

REQUIRED KNOWLEDGES, ABILITIES, AND SKILLS

Thorough knowledge of journalistic principles and practices and of modern public relations techniques and procedures.

Thorough knowledge of English usage and of the requirements of press and radio publication.

Ability to conduct correspondence and interviews with persons desiring information and to interpret departmental programs and activities effectively.

Ability to prepare interesting and informative news articles involving controversial, technical, or complex subject matter.

00-06-2-202

Ability to supervise the work of other employees.

Ability to establish and maintain effective relations with departmental officials, employees, and the public.

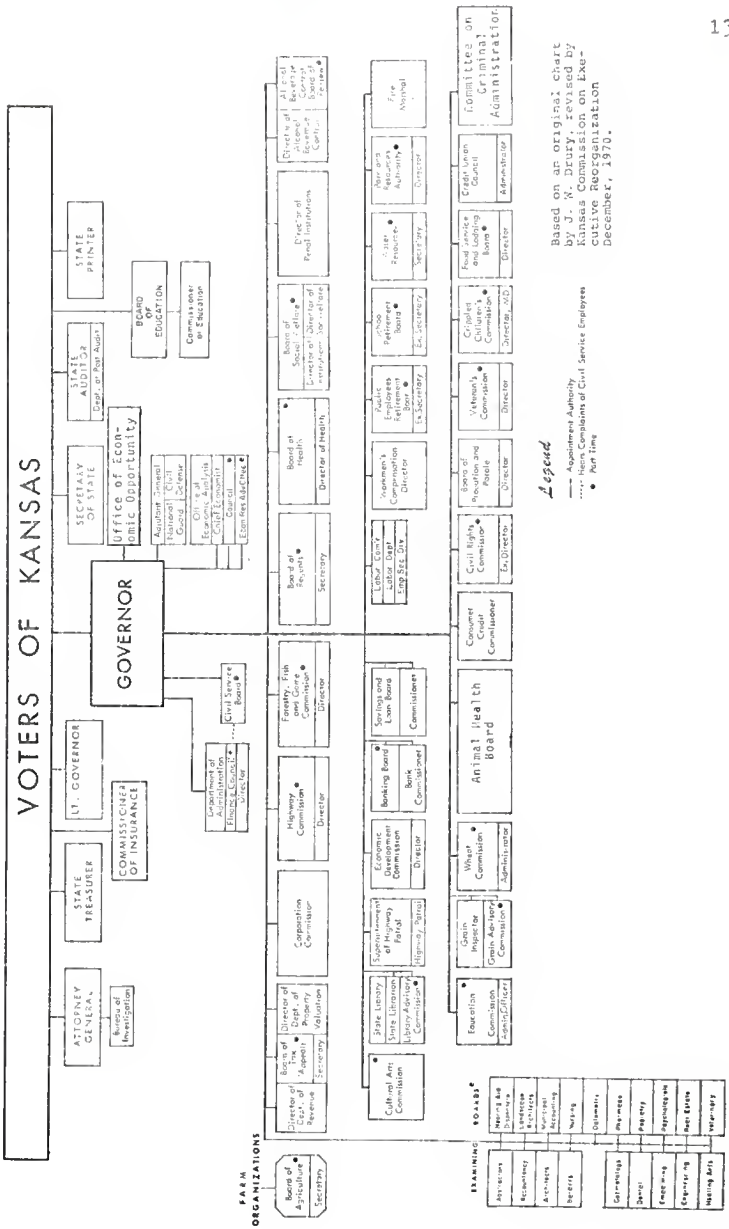
EDUCATION AND EXPERIENCE

Graduation from an accredited four year college or university, with major course work in English, journalism, or related field; and considerable experience in journalism, public relations, or related field.

4/70

APPENDIX VIII
STATE OF KANSAS ORGANIZATIONAL CHART

PRESENT ORGANIZATION OF EXECUTIVE BRANCH



Based on an original chart by J. N. Drury, revised by Kansas Commission on Executive Organization, KANSAS, DECEMBER, 1970.

Legend

— Appointment Authority

••••• Term Commissions of Civil Service Employees

••••• Part Time

FOOTNOTES

¹ Models For Affirmative Action, NCSL's National Program Center Guidebook For Public Employers (Washington: National Civil Service League, National Program Center For Public Personnel Management 1973), p. vi.

² The Project on the Status and Education of Women, "Summary of Federal Policy Concerning Twenty-Five Affirmative Action Issues in Employment," Association of American Colleges Bulletin (November, 1972), p. 1.

³ William Brown III, "Moving Against Job Bias In State And Local Government," Judicial Mandates For Affirmative Action, NCSL's National Program Center Guidebook For Public Employers (Washington: National Civil Service League, National Program Center For Public Personnel Management, 1973), p. 9.

⁴ Models For Affirmative Action, NCSL's National Program Center Guidebook For Public Employers, op. cit., p. vi.

⁵ Howard Sherain, "The Questionable Legality of Affirmative Action," Journal of Urban Law, Vol. 51, Issue 1, (August, 1973).

⁶ Ibid.

⁷ Ibid., p. 31.

⁸ Ibid.

⁹ Executive Order 11246, Contract Compliance Handbook (Washington: U. S. Department of Housing and Urban Development) 1973, Contract Compliance Forward.

¹⁰ Howard Sherain, op. cit., p. 31.

11 EEO For State and Local Governments, Information On Equal Employment Opportunity, Issue 5 (Washington: U. S. Civil Service Commission, March 21, 1973), p. 1.

12 "Case Summaries, Equal Pay Act," Women's Rights Law Reporter, Sex Discrimination in Employment, Part II, No. 4 (Newark, New Jersey: Rutgers University School of Law, Spring, 1973), p. 71.

13 EEO For State and Local Governments, A Guide For Affirmative Action (Washington: U. S. Civil Service Commission, Nov., 1972), p. iv.

14 Sherain, op. cit., p. 47.

15 William Brown, op. cit., p. 8.

16 Kenneth B. Orenbach, "A New Twist To An Old Dispute: The Arbitration of Grievances Involving Race, Sex, or Religious Discrimination in the Public Sector," Industrial and Labor Relations Forum, Vol. VIII, No. 2, May, 1972, p. 37.

17 Ibid.

18 William Brown, op. cit., p. 10.

19 Ibid.

20 Ibid.

21 Ibid.

22 Ibid.

23 EEO For State and Local Governments, Information On Equal Employment Opportunity, op. cit., p. 5.

24 William Brown, op. cit., pp. 11-12.

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