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***Affirmative Action Planning Guidebook -
Guidelines For Affirmative Action Planning
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PLANNING GUIDEBOOK**
GUIDELINES FOR AFFIRMATIVE ACTION PLANNING



**WORKING
TOGETHER**
*for our
future*

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Northwest
Territories Department of Personnel

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1. INTRODUCTION

1.1 PURPOSE OF THE GUIDEBOOK

The purpose of this guidebook is to provide specific guidelines to managers in departments and agencies to develop Affirmative Action Plans to meet the Affirmative Action Policy goals.

1.2 MANDATE

The mandate of the Minister of Personnel is to serve the departments, boards and agencies of the Government of the Northwest Territories, in their efforts to recruit, develop and maintain the people they require to carry out the work of the government and to ensure the fair and equitable treatment of employees.

1.3 GOAL

A qualified representative public service will be recruited, developed, and maintained.

1.4 DIVISION OVERVIEW

The Equal Employment Division helps departments and agencies of government develop and maintain a public service which is representative of the population of the Northwest Territories. It is the focal point within the Government of the Northwest Territories for affirmative action planning to promote the employment, training and development of under-represented groups in the Public Service.

The Minister receives advice from the Northwest Territories Affirmative Action Advisory Committee. The Equal Employment Division provides administrative support to the Committee.

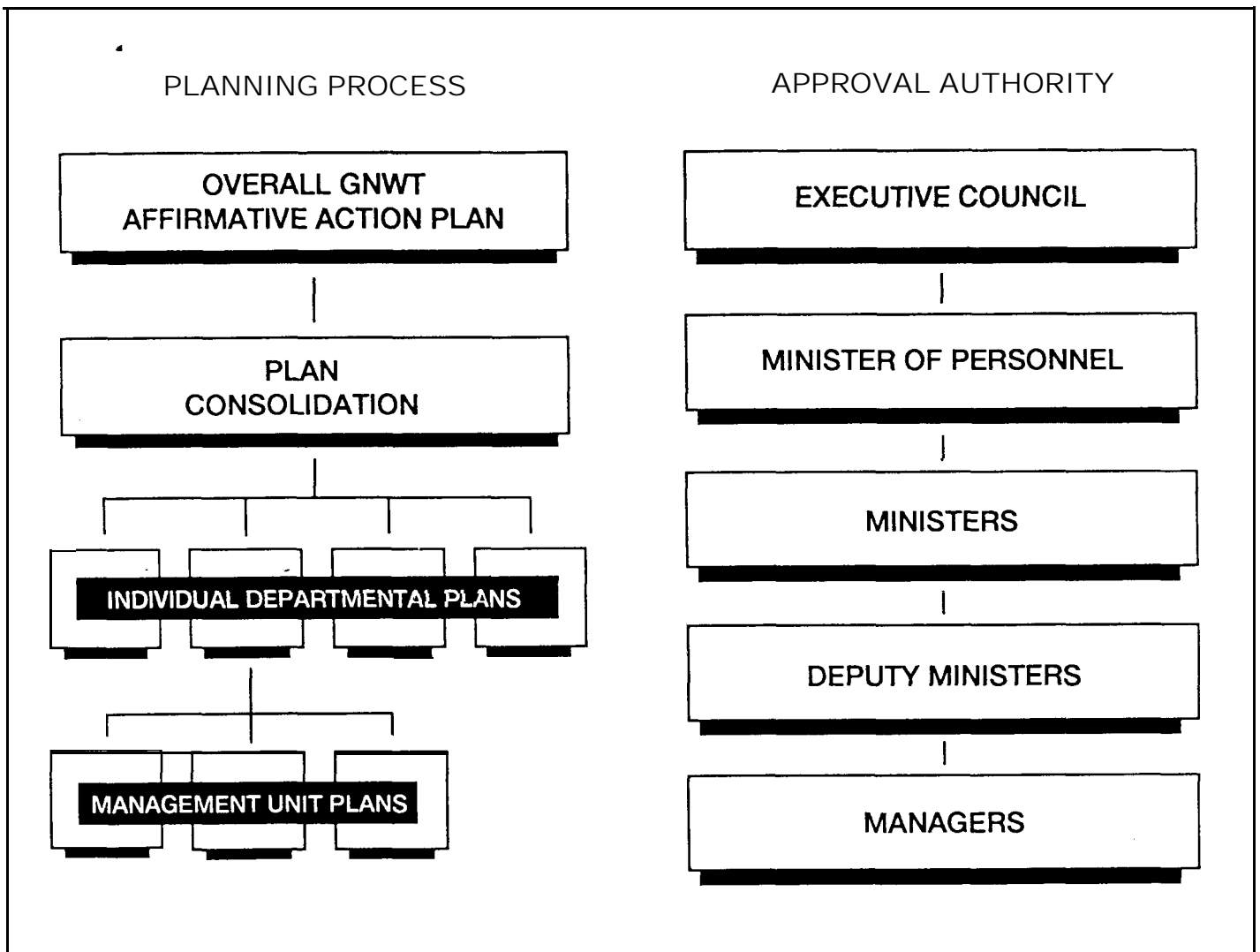
1.5 PURPOSE

To coordinate, monitor, and report progress on government-wide affirmative action planning. To provide guidance to departments, agencies and assist managers in their efforts to implement departmental action plans.

1.6 FURTHER INFORMATION

Additional information and assistance for the development of Affirmative Action Plans is available through the:

Equal Employment Division
Department of Personnel
(403) 920-8900



2. AFFIRMATIVE ACTION POLICY

2.1 POLICY STATEMENT

The Government of the Northwest Territories is committed to a competent Public Service that is representative of the population it serves. To that end, the government will undertake affirmative action measures to achieve equality in employment and career development of qualified suitable and eligible target group persons.

Principles

1. Individuals have the responsibility to plan and initiate action to take advantage of Public Service employment, training, and career advancement opportunities.
2. The Government of the Northwest Territories should encourage eligible target group persons to seek career and training opportunities in the Public Service.
3. No individual seeking employment, training or career advancement opportunities with the Public Service should be disadvantaged or discouraged by attitudinal or systemic barriers.
4. Eligible target group persons in the Northwest Territories will have preferred access to employment, training, and career advancement opportunities in the government.
5. Affirmative action is a positive and integral part of the human resource planning process.

6. The Public Services should serve as a model for affirmative action in the Northwest Territories.

2.2 DEFINITIONS

Affirmative Action

Means the application of measures designed to increase the representation of eligible target groups under-represented within the Public Service.

Affirmative Action Plan

Means the coordinated set of strategies and measures directed toward achieving equality in employment and career development of eligible target groups.

Attitudinal or Systemic Barrier

Means any attitude, system, policy, practice or procedure differentiating between persons which denies eligible target groups equality in employment and career development.

Disabled Persons

Means those persons who are at a disadvantage as a result of a medically certified learning, mental, emotional or physical disability which handicaps the persons from taking advantage of employment, training, and career advancement opportunities in a way which would not be encountered by a person without a disability.

Indigenous Aboriginal Persons

Means those persons who are descendants of the Dene, Inuit or Metis people, indigenous to the present boundaries of the Northwest Territories and includes any aboriginal persons resident at birth pursuant to section 7.1 of the *Vital Statistics Act* and any Canadian aboriginal persons who have lived more than half of their lives in the Northwest Territories. -

Indigenous Non-Aboriginal Persons

Means those non-aboriginal persons born in the Northwest Territories, or who have lived more than half their lives in the Northwest Territories.

Northwest Territories Affirmative Action Advisory Committee

Means a committee established by the Executive Council composed of nominees from unions, native organizations and special interest groups that provides advice to the Minister of Personnel.

Public Service

Means the public service of the Government of the Northwest Territories as defined by the *Public Service Act*.

Resident

Means any person resident in the Northwest Territories for a period of at least one year.

2.3 PROVISIONS

1. Authority and Accountability

(a) Executive Council

- (i) Establishes an overall planning process, sets priorities and approves strategies for affirmative action for the Government of the Northwest Territories;
- (ii) Approves the overall Government Affirmative Action Plan and departmental affirmative action plans;
- (iii) Approves the appointment of members to the Northwest Territories Affirmative Action Advisory Committee.

(b) Minister of Personnel

- (i) Recommends an overall planning process, priorities and strategies for affirmative action for the Government of the Northwest Territories;

- (ii) Recommends the overall Government Affirmative Action Plan;
 - (iii) initiates development of departmental affirmative action plans;
 - (iv) Reviews and recommends departmental affirmative action plans;
 - (v) Ensures evaluation of affirmative action planning measures;
 - (vi) Recommends nominees to the Northwest Territories Affirmative Action Advisory Committee;
 - (vii) Represents the Executive Council on affirmative action matters external to the Public Service.
- (c) Deputy Minister of Personnel
- (i) Proposes an overall planning process, priorities and strategies for affirmative action for the Government of the Northwest Territories;
 - (ii) Coordinates government-wide affirmative action measures;
 - (iii) Reviews affirmative action plans to ensure consistency with the overall planning process, priorities and strategies;
 - (iv) Advises departments and agencies respecting affirmative action planning;
 - (v) Monitors the effectiveness of affirmative action planning;
 - (vi) Provides support to the Northwest Territories Affirmative Action Advisory Committee.
- (d) Department Heads
- Develop and implement affirmative action plans consistent with the government's overall planning process, priorities and strategies. In fulfilling this responsibility, department heads shall consult with Regional Directors and the Department of Personnel.

2. Planning and Implementation

- (a) Within the context of an overall government affirmative action planning process,

consistent with approved priorities and strategies, all departments and agencies within the Public Service will plan and implement **affirmative** action measures.

- (b) Such planning shall encompass:
 - (i) encouraging candidacy for under-represented occupations and levels within the Public Service;
 - (ii) recruiting, training, and promoting within under-represented occupations and levels of the Public Service;
 - (iii) removing attitudinal and systemic barriers.
- (c) Such planning shall incorporate approved strategies, such as:
 - (i) giving preference in employment, training, and promotion;
 - (ii) counseling of potential candidates;
 - (iii) providing public information;
 - (iv) advertising; and
 - (v) training.
- (d) Planning will identify the actions to be taken, provide reasons for the actions, detail how the plan will be implemented, outline the time frame, assessing responsibility, establish monitoring and evaluation requirements.

3. Employment, Training and Promotion

The Government of the Northwest Territories will give preference in employing, training and promoting qualified, suitable and eligible target group persons. Preference will be applied to achieved representativeness only in specified occupations or levels identified in approved affirmative action plans.

- (a) Eligible target groups are:
 - Indigenous aboriginal persons
 - Resident women
 - Resident disabled persons
 - Indigenous non-aboriginal persons

-
- (b) The merit principle applies among these target groups, except in the following circumstances:
 - (i) priority will be assigned to qualified indigenous aboriginal persons;
 - (ii) when special measures are applied to correct a disadvantage being experienced by a specific group.
 - (c) Individuals may qualify for preference through only one target group.
 - (d) Where warranted, special circumstances will be reviewed on a case by case basis by the Minister of Personnel.

4. Rights and Freedoms

The Government of the Northwest Territories Affirmative Action Policy shall conform to the Equality Rights provisions of the *Canadian Human Rights Act* and Section 15 of the *Canadian Charter of Rights and Freedoms*.

5. Policy Review

In recognition that requirements for an Affirmative Action Policy may change, the policy will be reviewed in the year 1994, or sooner, if, for any eligible target group the objective of a representative Public Service has been achieved.

6. Prerogative of Executive Council

Nothing in this Directive shall in any way be construed to limit the prerogative of the Executive Council to make decisions to exercise affirmative action for other under-represented groups or any action outside the provision of this Directive.

AFFIRMATIVE ACTION PLANNING PROCESS

Affirmative Action Policy sets the framework for planning

Minister of Personnel issues plan call letter

Departmental Management Unit

Internal Data required on make-up of workforce in management unit

Situation Analysis

External Data required from labour market analysis

Identifies internal barriers and external constraints

Determines areas of representativeness and unrepresentativeness

Sets objectives to overcome systemic barriers and achieve a representative workforce

Identifies Potential Employees and Market Shortages

Department Plan for Affirmative Action

Identifies necessary resources (p.y.s. and \$) to implement plan

Identifies problems or constraints outside dept. plan needing coordination

OPPLAN
incorporates Affirmative Action resource requirements

Overall GNWT Plan
includes additional departmental assignments to achieve coordination and address externals

3. DEVELOPING AN ACTION PLAN

Action Plans are to be completed by each manager for their management unit. This is compiled at the department head level, where a Departmental Action Plan is consolidated, and management unit Plans are reviewed. In turn, Departmental Plans are reviewed and consolidated to form a comprehensive Government wide Action Plan.

3.1 FOCUS

Action Plans will have two main areas of focus:

- The establishment of numerical information for identifying the under representation of target group members within the Public Service, and the potential within the Northwest Territories labour force to correct these imbalances.
- The development of objectives and strategies aimed at providing for the hiring, training, and promotion of target group members.

3.2 COMPONENTS OF AN ACTION PLAN

Action Plans will be comprised of four components:

- **situation analysis**
- **numerical information**
- **objectives and strategies**
- **resources required**

A **situation analysis** is the primary component for formulating an Action Plan. **Situation analysis** describes the level of representation for target groups within each job group in the department. To complete this analysis, the manager must identify those systems, policies, and practices within their management unit which directly or indirectly limit hiring, training, and promotional opportunities for target group members.

Departmental human resource contacts can be of assistance in formulating the manner in which **situation analysis** is completed. They are involved with verification of data on the representation and distribution of target group members in their departments. The Human

Resource Planning Division of the Department of Personnel can be contacted for consultative services in completing the **situation analysis**.

Numerical information is for increasing the representation and distribution of target groups through hiring, training, and promotion within those job groups where they are under represented relative to availability. Management unit and departmental targets will be established based on the current level of under representation, the anticipated number of positions to be filled within the department, and the estimated availability of qualified target group members.

The manager must prepare **numerical information** regarding the representation and distribution of target group members within their management unit. This information must be established based on the assessed level of under representation and distribution. The following pages contain forms to be completed, which have been designed to assist managers in providing this information and include a classification breakdown of those positions within occupational categories, as well as an example (actual data only).

In establishing **numerical information**, labour market statistics on the availability of target group members externally may be obtained through the Department of Education, and external demographic statistics may be obtained from the Bureau of Statistics. Although departmental human resource contacts are involved with the verification of their own data, the Department of Personnel can supply data on the representation and distribution of target groups within the G. N.W.T. as a whole. The Human Resource Information System is available for managers to access more detailed data.

AFFIRMATIVE ACTION PLANNING OBJECTIVES

TARGET GROUP _____

OCCUPATIONAL GROUP _____

IDENTIFIED BARRIER

STRATEGY TO OVERCOME BARRIER

MEASURES OF SUCCESS

RESPONSIBILITY CENTER

TIME FRAME

Date

Management Unit

Department

Other **objectives and activities** include affirmative action measures aimed at **neutralizing** barriers to the hiring, training, and promotion of target group members. These measures **must be developed to alleviate any barriers identified during the situation analysis**. These **objectives and activities** shall include approved strategies such as:

- (i) Giving preference in employment, training, and promotion. The Department of Personnel and the Department of Education can provide consultative services.
- (ii) Counseling of potential candidates. Equal Employment Officers within the Department of Personnel can offer **counselling** services to target group members on hiring, training, and promotion.
- (iii) Providing public information. The Department of Personnel is responsible for the promotion of affirmative action within the G. N.W.T. The Department of Culture and Communications can provide consultative **services** specific to client department needs.
- (iv) Advertising. The Department of Culture and Communications can provide consultative services.
- (v) Training. The Department of Education can provide consultative services.

Managers should also identify human and financial resources required to implement their Plan. These resources should be sought through the normal operational planning and budgetary procedures. The objectives form on the opposite page may be useful to managers.

4. **PLAN SUBMISSION**

4.1 TIME FRAME

Each G. N.W.T. department and agency must submit a comprehensive Action Plan to the Department of Personnel by March 31 to coincide with the OPPLAN process. In order to accomplish this, departments must initiate action planning no later than February 1.

4.2 REQUIREMENTS

In completing the exercise the manager should ask the question of who, what, where, when, and how their plan will contribute to a representative Public Service. The following elements must be included in the submission:

Who is the Plan aimed at? Numerical data on the distribution of target group people within each job category, group and level, to identify areas of under representation.

Who is responsible for carrying out key activities? Specific positions where responsibility resides.

Where are there barriers to the hiring, training, and promotion of target group members? The results of internal review systems, policies and procedures, and external conditions or limitations.

When will success be attained? Specific annual and multi year objectives designed to increase the level of representation of target group members within the departments workforce, within pre-defined time frames.

What resources will be dedicated to this Plan? Specific human and financial resources to be allocated.

How will pro-active activities be used? Support programs to help target group members adjust to G. N.W.T. employment. Steps to be taken to address systemic and attitudinal barriers to the employment of target group members.

4.3 REPORTING FORMAT

Action Plans and Annual Reports are submitted to the Deputy Minister of the Department of Personnel by the department head. They must contain the following:

- situation analysis
- numerical information
- objectives and strategies
- resources required

5. **RESPONSIBILITY AND ACCOUNTABILITY**

It is the responsibility of every supervisor and manager in the public service to develop and initiate affirmative action plans in order to meet the goals of the Affirmative Action Policy.

Cabinet has directed that the development and achievement of departmental affirmative action plans shall be a factor to be considered as part of the annual senior officer's performance review process.

GOVERNMENT OF THE NORTHWEST TERRITORIES - AFFIRMATIVE ACTION PLAN

(MANAGEMENT)

FORM-AA1

DEPARTMENT OF DIVISION: REGION:			(MANAGEMENT)					
CATEGORY	GROUP	CLASS	— ACTUAL (DEC. 89) —	— PLAN (DEC. 90) —	— PLAN (DEC. 91) —	— PLAN (DEC. 92) —	— PLAN (DEC. 93) —	— PLAN (DEC. 94) —
			TOT # TARGET GROU PS	TOT # TARGET GROUPS	TOT # TARGET GROUPS	TOT # TARGET GROUPS	TOT # TARGET GROUPS	TOT # TARGET GROUPS
			FILL. _____	FILL. _____	FILL. _____	FILL. _____	FILL. _____	FILL. _____
			POSIT. NAT WOM DIS IN-N	POSIT. NAT WOM DIS IN-N	POSIT. NAT WOM DIS IN-N	POSIT. NAT WOMDIS IN-N	POSIT. NAT WOM DIS IN-N	POSIT. NAT WOM DIS IN-N
PD	IT	Iv 3404						
PD	IT	v 3405						
PD	CCMG I	3531						
PD	AL	IV 3804						
TK	AE	v 4105						
TK	CS	V 4205						
TK	CS	VI 4206						
TK	IR	VI 4306						
TK	IR	VII 4307						
TK	FT	Iv 5104						
TK	FT	v 5105						
HC	NRCN	VI 6106						
HC	NRCN	VII 6107						
HC	NRHN	IV 6204						
HC	NRHN	V 6205						
HC	HS	V 6305						
HC	SPRS	III 6503						
HC	SPRS	IV 6504						
HC	DE	III 6803						
HAY PLAN		8000						
HAY PLAN		9000						
MANAGEMENT TOTAL:								

GOVERNMENT OF THE NORTHWEST TERRITORIES AFFIRMATIVE ACTION PLAN

(MANAGEMENT)

FORM-AA1

DEPARTMENT OF									
DIVISION:									
REGION:			ACTUAL (DEC. 69)	PLAN (DEC. 90)	PLAN (DEC. 91)	PLAN (DEC. 92)	PLAN (DEC. 93)	PLAN (DEC. 94)	
			TOT # TARGET GROUPS	TOT # TARGET GROUPS	TOT # TARGET GROUPS	TOT # TARGET GROUPS	TOT # TARGET GROUPS	TOT # TARGET GROUPS	
CATEGORY			FILL.	FILL.	FILL.	FILL.	FILL.	FILL.	
GROUP	CLASS		POSIT. NAT WOM DIS IN-N	POSIT. NAT WOM DIS IN-N	POSIT. NAT WOM DIS IN-N	POSIT. NAT WOM DIS IN-N	POSIT. NAT WOM DIS IN-N	POSIT. NAT WOM DIS IN-N	
PD	IT	Iv	3404						
PD	IT	v	3405						
PD	CCMG	I	3531						
PD	AL	Iv	3604						
TK	AE	V	4105						
TK	CS	V	4205						
TK	CS	VI	4206						
TK	IR	VI	4306						
TK	IR	VII	4307						
TK	FT	Iv	5104						
TK	FT	v	5105						
HC	NRCN	VI	6106						
HC	NRCN	VII	6107						
HC	NRHN	IV	6204						
HC	NRHN	V	6205						
HC	HS	V	6305						
HC	SPRS	III	6503						
HC	SPRS	IV	6504						
HC	DE	III	6603						
HAY PLAN			8000						
HAY PLAN			9000						
MANAGEMENT TOTAL:									

GOVERNMENT OF THE NORTHWEST TERRITORIES - AFFIRMATIVE ACTION PLAN

(PROFESSIONAL)

FORM-AA2

DEPARTMENT OF
DIVISION:
REGION:

CATEGORY	GROUP	CLASS	— ACTUAL (DEC. 69) —	— PLAN (DEC. 90) —	— PLAN (DEC. 91) —	— PLAN (DEC. 92) —	— PLAN (DEC. 93) —	— PLAN (DEC. 94) —
			TOT # TARGET GROUPS	TOT # TARGET GROUPS	TOT # TARGET GROUPS	TOT # TARGET GROUPS	TOT # TARGET GROUPS	TOT # TARGET GROUPS
			FILL.	FILL.	FILL.	FILL.	FILL.	FILL.
			POSIT. NAT WOM DIS IN-N	POSIT. NAT WOM DIS IN-N	POSIT. NAT WOM DIS IN-N	POSIT. NAT WOM DIS IN-N	POSIT. NAT WOM DIS IN-N	POSIT. NAT WOM DIS IN-N
AS	PELG I	1611						
AS	PELG II	1612						
TTA		3333						
PD	IN I	3901						
TK	AE III	4103						
TK	AE Iv	4104						
HC	NRCN I	6101						
HC	NRCN II	6102						
HC	NRCN III	6103						
HC	NRCN IV	6104						
HC	NRCN V	6105						
HC	NRHN I	6201						
HC	NRHN II	6202						
HC	NRHN III	6203						
HC	SPRS I	6501						
HC	SPRS II	6502						
HC	SPPH I	6511						
HC	SPPH II	6512						
HC	SPPH III	6513						
HC	SPDT II	6522						
HC	SPDT III	6523						
HC	SPDT IV	6524						
HC	SPAD I	6531						
HC	SPAD II	6532						
HC	SPAD III	6533						
HC	DE I	6801						
HC	DE II	6802						
PROFESSIONAL TOTAL:								

GOVERNMENT OF THE NORTHWEST TERRITORIES AFFIRMATIVE ACTION PLAN

FORM-AA3

DEPARTMENT OF
DIVISION:
 REGION:

(TECHNICAL)

				— ACTUAL (DEC. 89) —	— PLAN (DEC. 90) —	— PLAN (DEC. 91) —	— PLAN (DEC. 92) —	— PLAN (DEC. 93) —	— PLAN (DEC. 94) —
				TOT # TARGET GROUPS	TOT # TARGET GROUPS	TOT # TARGET GROUPS	TOT # TARGET GROUPS	TOT # TARGET GROUPS	TOT # TARGET GROUPS
CATEGORY				FILL.	FILL.	FILL.	FILL.	FILL.	FILL.
GROUP CLASS				POSIT. NAT WOM DIS IN-N	POSIT. NAT WOM DIS IN-N	POSIT. NAT WOM DIS IN-N	POSIT. NAT WOM DIS IN-N	POSIT. NAT WOM DIS IN-N	POSIT. NAT WOM DIS IN-N
HC	TE	III	6603						
HC	TE	IV	6604						
HC	OP	I	6701						
HC	OP	II	6702						
TECHNICAL TOTAL:									

GOVERNMENT OF THE NORTHWEST TERRITORIES AFFIRMATIVE ACTION PLAN

FORM-AA4

DEPARTMENT OF	CATEGORY		CLASS	ACTUAL (DEC. 89)		PLAN (DEC. 90)		PLAN (DEC. 91)		PLAN (DEC. 92)		PLAN (DEC. 93)		PLAN (DEC. 94)	
DIVISION:	GROUP			TOT #	TARGET GROUPS	TOT #	TARGET GROUPS	TOT #	TARGET GROUPS	TOT #	TARGET GROUPS	TOT #	TARGET GROUPS	TOT #	TARGET GROUPS
REGION:				FILL		FILL		FILL		FILL		FILL		FILL	
				POSIT.	NAT WOM DIS IN-N	POSIT.	NAT WOM DIS IN-N	POSIT.	NAT WOM DIS IN-N	POSIT.	NAT WOM DIS IN-N	POSIT.	NAT WOM DIS IN-N	POSIT.	NAT WOM DIS IN-N
AS	AU	I	1011												
AS	AU	II	1012												
AS	AU	III	1013												
AS	AU	IV	1014												
AS	XS	I	1021												
AS	XS	II	1022												
AS	XS	III	1023												
AS	XS	IV	1024												
AS	CR	I	1031												
AS	CR	II	1032												
AS	CR	III	1033												
AS	AF	I	1101												
AS	AF	II	1102												
AS	AF	III	1103												
AS	AF	IV	1104												
AS	AFPR	I	1121												
AS	CK	I	1201												
AS	CK	II	1202												
AS	CK	III	1203												
AS	CK	IV	1204												
AS	CK	V	1205												
AS	CK	VI	1206												
AS	CKLS	I	1211												
AS	CKLS	II	1212												
AS	CKLS	III	1213												
AS	GA	I	1301												
AS	GA	II	1302												

(ADMINISTRATIVE SERVICES)

GOVERNMENT OF THE NORTHWEST TERRITORIES - AFFIRMATIVE ACTION PLAN

(OPERATIONAL - PROGRAM DELIVERY)

FORM-AA6

DEPARTMENT OF DIVISION: REGION:				— ACTUAL (DEC. 89) —	— PLAN (DEC. 90) —	— PLAN (DEC. 91) —	— PLAN (DEC. 92) —	— PLAN (DEC. 93) —	— PLAN (DEC. 94) —
CATEGORY				TOT # TARGET GROUPS	TOT # TARGET GROUPS	TOT # TARGET GROUPS	TOT # TARGET GROUPS	TOT # TARGET GROUPS	TOT # TARGET GROUPS
REGION:				FILL.	FILL.	FILL.	FILL.	FILL.	FILL.
GROUP	CLASS	POSIT.	NAT WOM DIS IN-N	POSIT.	NAT WOM DIS IN-N	POSIT.	NAT WOM DIS IN-N	POSIT.	NAT WOM DIS IN-N
PD	IT	II	3402						
PD	IT	III	3403						
PD	CC	I	3501						
PD	CC	II	3502						
PD	CC	III	3503						
PD	Ccsu	I	3511						
PD	Ccsu	II	3512						
PD	CCCH	I	3521						
PD	IF	I	3601						
PD	IF	II	3602						
PD	IF	III	3603						
PD	IF	Iv	3604						
PD	AL	I	3801						
PD	AL	II	3802						
PD	AL	III	3s03						
HC	HS	IV	6304						
OP (PROG. DEL) TOTAL:									
DEPARTMENT TOTAL:									

