

WSDOT Equal Employment Opportunity and Affirmative Action Program

2007 – 2011 Fiscal Years



**Washington State
Department of Transportation**

Office of Equal Opportunity
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WSDOT AFFIRMATIVE EMPLOYMENT COMMITMENT

Our department serves citizens in every community, economic class and cultural group. The Washington State Department of Transportation will be in harmony with its social role only when our work environment reflects our broader social aspirations for equal opportunity, justice, personal dignity and cross-cultural respect. To that end, we must take personal responsibility for diversity in our organization and in our communities.

As Secretary of Transportation, on behalf of myself and all of our employees, I am committed to taking those affirmative action steps which will ensure equitable participation in our business and employment opportunities without regard to race, color, religion, sex, national origin, age, disability, veteran status, marital status or sexual orientation. All of us at WSDOT recognize that we must take positive actions to prevent and to remedy any discriminatory effects of business and employment practices.

We are committed to achieving a diverse workforce that is reflective of our communities through fair and effective implementation of our Affirmative Action Plan.



Douglas B. MacDonald

Secretary of Transportation

ACKNOWLEDGEMENTS

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WSDOT Affirmative Action Plan Executive Summary

What is an Affirmative Action Plan?

An Affirmative Action (AA) Plan is part of the Washington State Department of Transportation's Equal Employment Opportunity (EEO) Program, and is required by Federal and State regulations (CFR 23 Part 230, RCW 41.06.150, WAC 357-25, Governor's Executive Order 93-07.) It details positive steps to overcome the effects of past or present barriers to assure that the workforce is reflective of the available labor pools of the communities that we serve.

WSDOT's AA Plan is composed of each Regions' and Administrations' commitments to actively implement, measure, and evaluate program progress on specific action items and affirmative action goals.

How do AA Plans benefit WSDOT beyond compliance?

- Increases in minorities, females, and an aging population have significantly changed the labor pool. Recruitment strategies that access all available labor markets are the only way WSDOT can attract and retain the best talent.
- Research indicates that promoting equal opportunity and valuing cultural differences can significantly improve organizational performance. Direct and indirect links to the bottom line include an increase in adaptability and flexibility; reduction of costs associated with turnover, absenteeism and low productivity; and increased effectiveness in serving an increasingly diverse customer base. (Lockwood, N.R. Society of Human Resource Management Research Quarterly, June 2005.)

What are Affected Groups for Affirmative Action Purposes?

Affected group members are defined by federal and state law as: Asian/Pacific Islander, African American/Black, Hispanic/Latino, American Indian/Alaska Native, and Female. State law expands the definition to Persons with Disabilities, Disabled Veterans, Vietnam-Era Veterans, and Persons Age Forty and Over.

How is WSDOT Addressing Significant Under-Utilization?

WSDOT Executive Order 1410.01 places responsibility for positive affirmative action in the discharge of EEO programs on all management personnel. Each WSDOT Administration/Division (Chief of Staff, Engineering and Regional Operations, Washington State Ferries, and Finance and Administration) developed Equal Employment Opportunity and Affirmative Action Programs. Regions and HQ Offices created strategies to meet their own specific workforce needs.

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The following are examples of the many excellent strategies identified:

- Develop a WSDOT FAX Diversity Distribution List; create a summary of job announcements for distribution. (Office of Human Resources)
- Invite and maintain diverse organizations to the electronic WSDOT Jobs ListServ and/or Jobs Fax Distribution List. (For example, Tribal Employment Rights Ordinances (TERO) contacts have been added.)
- Provide resources to broaden the pool of affirmative action group members through career fairs, college visits, and partnerships with vocational or trade schools, college internship programs, high schools, and apprenticeships that represent affected group populations. (<http://www.k12.wa.us/DataAdmin/default.aspx>)
- Communicate the desirability of working for WSDOT through methods that are meaningful to under-represented cultural groups, which bridge cultural and economic differences, and are consistent with established environmental justice policy. (<http://www.fhwa.dot.gov/reports/pittd/cover.htm>)
- Provide training and reviews to ensure job announcements, descriptions, interviews, and selection criteria are job-related and unbiased.
- Encourage promotion and retention of under-represented employees through “in-training” appointments and educational/career development programs.
- Encourage and make available training opportunities that are not required, but would be beneficial, such as tribal relations.
- Establish and maintain memberships in professional societies and outreach to ethnic/minority organizations.
- Use existing and create new personal relationships with folks in various ethnic communities. Develop relationships for sourcing candidates.
- Encourage the use of all tools available to broaden the recruitment pool, i.e., college recruitment, diversity fairs, direct sourcing, etc.
- Hire dedicated recruiters who will develop a recruiting plan with strategies for increasing the number of applicants in groups with Significant Under-Utilization.
- Create a bona fide and detailed recruitment plan for every search effort. Included in the plan are ideas to find under-utilized affected groups.
- Analyze applicant flow data and determine where affected groups are being screened out at higher rates than others. Review the screening process in detail to identify if there are testing or interviewing barriers.
- Actively use and be accountable for activities to help achieve AA goals: OEO diversity training, diversifying interview panels, analyzing personnel actions for disparate impact, adhering to ADA requirements, training on proper interviewing techniques, evaluating performance, recognizing employees, supporting career development, conducting employee satisfaction surveys, and exit interviewing.
- Assess the effectiveness of strategies and update AA Plans. OEO collects and reports activities annually to FHWA and FTA, and biennially to the GAAPCom.

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Where Is WSDOT Doing Well (Reflective of the Available Workforce)?

AA Plans are designed to increase the representation (utilization) of affected group members when a particular affected group is under-represented (under-utilized). This is determined by comparing the percent of the WSDOT workforce to the percent of the available workforce. "Availability" is an estimate of qualified workers in the relative recruitment area, based on U.S. Census Occupational Data.

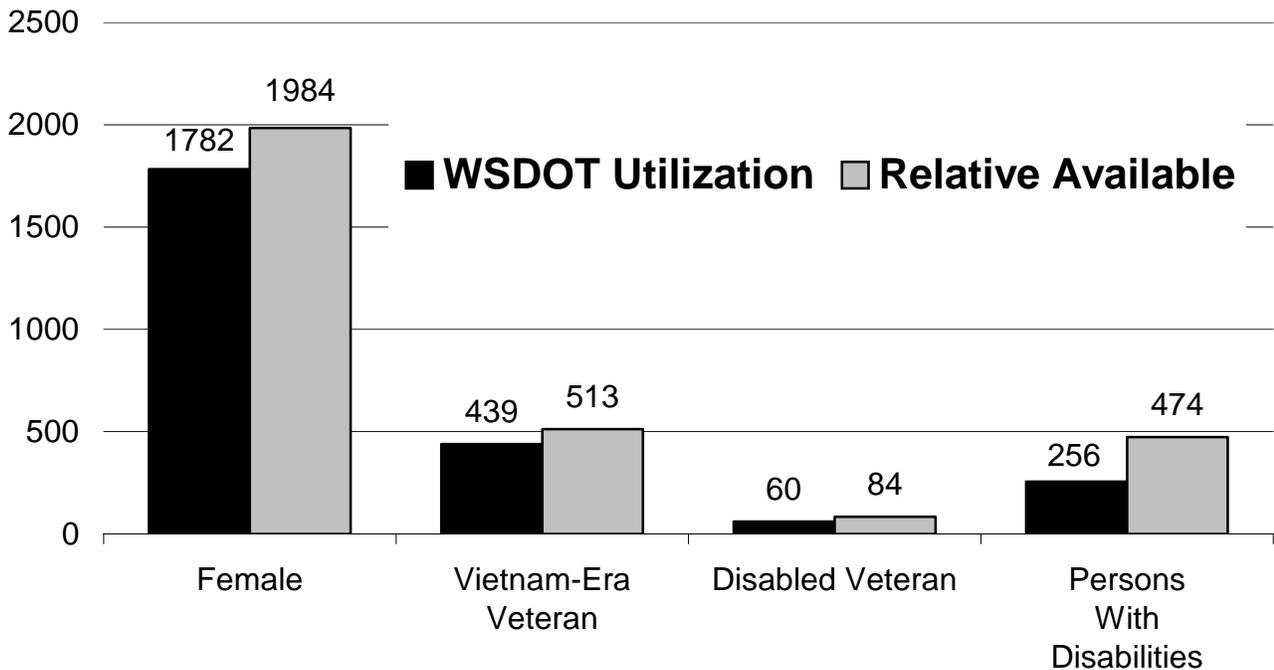
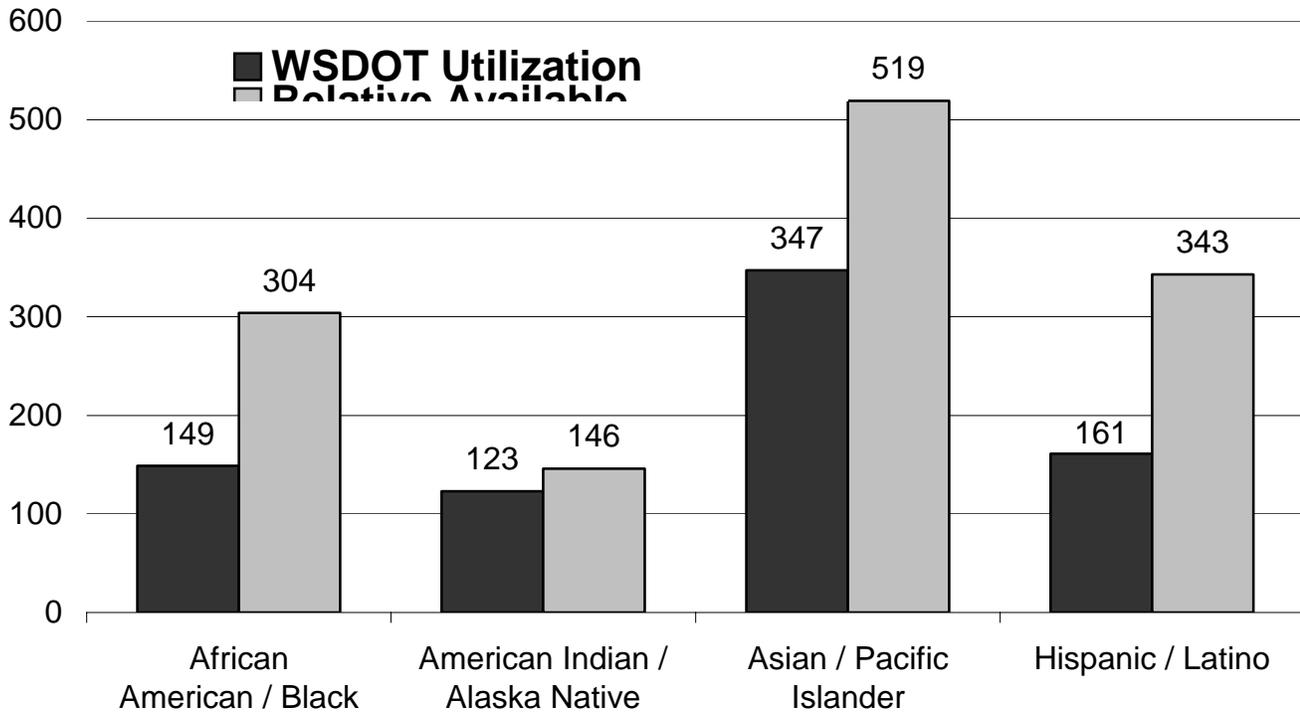
In the following chart, "**UT**" means the group is **Utilized**: representation is equal to availability. "**UU**" means the group is **Under-Utilized**: representation is less than 100%, but more than 80% availability. "**SU**" means there is **Significant Under-Utilization**. Significant Under-Utilization occurs when the affected group's representation is less than 80% of the groups' availability. Areas of Significant Underutilization require corrective action. Detailed reports are compiled by OEO and posted at: <http://wwwi.wsdot.wa.gov/HR/UAREport.htm>

WSDOT EEO Groups:	African American / Black	American Indian / Alaska Native	Asian / Pacific Islander	Hispanic / Latino	Female	Vietnam Era Veterans	Disabled Veterans	Persons with a Disability
Officials / Administrators	SU	SU	UT	SU	SU	UU	SU	SU
Professionals-Engineers	SU	UU	SU	SU	UT	UT	SU	SU
Professionals	SU	UT	UT	SU	UT	UT	UU	UU
Administrative Support	SU	UT	UU	SU	UT	SU	UT	SU
Skilled Crafts	SU	UT	SU	SU	SU	SU	SU	SU
Technicians	UT	SU	SU	SU	SU	UT	SU	SU
Services / Maintenance	SU	SU	SU	SU	UT	SU	SU	SU
Masters and Mates-WSF	SU	SU	SU	SU	UT	UU	UT	*SU
Licensed Engine-WSF	UT	SU	SU	SU	SU	SU	SU	*SU
Professionals-WSF	SU	SU	UT	SU	UT	UT	UT	UT
Terminals-WSF	SU	UT	SU	UU	UT	SU	SU	SU
Skilled Crafts-WSF	UT	SU	UT	UT	SU	SU	UT	SU
Unlicensed Engine-WSF	SU	SU	SU	SU	SU	SU	SU	*SU
Administrative Support-WSF	UT	SU	UU	SU	UT	SU	SU	SU
Deck-WSF	SU	UT	UT	SU	UT	SU	SU	*SU

* Disability data does not consider the WSF Coast Guard fitness for duty requirements.

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WSDOT Affirmative Action Data Workforce Utilization versus Composite Availability



Sources: Compiled by Office of Equal Opportunity; WSDOT Utilization: DOP Data Warehouse
Relative Available: GAAPCom, Census Occupational Data

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How is Progress Measured?

An affirmative action goal for an affected group is established when there is underutilization. The goal is equal to the affected group's availability.

How is Workforce Availability Calculated?

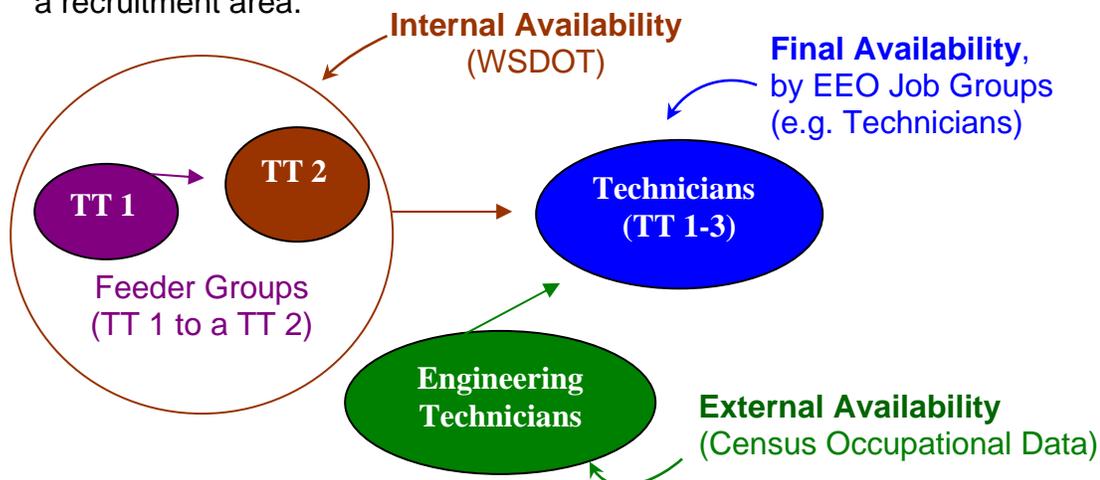
Workforce availability is calculated for affected groups (e.g. Hispanic/Latino) by EEO Job Groups. EEO Groups (e.g. Technicians) are made up of WSDOT Occupational Categories (e.g. Transportation Technician). Availability data is calculated by the Office of Equal Opportunity from a combination of "internal" and "external" sources of applicants. "Internal availability" is based on WSDOT employees in positions that have a natural career progression into higher levels. For example, Transportation Technician (TT) 1 progresses to a TT 2.

Race and Gender "external availability" is based on associating each of WSDOT's Occupational Categories to one or more of the 471 occupations reported by the 2000 Census for the relative local (region), statewide, or national recruitment areas. Appendix has WSDOT Availability %, Workforce %, and the EEO Group Occupational Categories and recruitment areas listed.

Final Availability = Estimated percent of available employees from internal and external sources, based on the proportion of appointments that come from promotions (internal) and new hires (external) and for each EEO Job Group.

Internal Availability = Estimated number of WSDOT employees available for promotion. This is based on **Feeder Groups**, which are Job Classes with a natural career path progression.

External Availability = Estimated number of qualified non-WSDOT workers in a recruitment area.



The Department of Personnel and the GAAPCom distribute disabled Veteran, Vietnam Era Veteran, and Disabled "external availability" data. Vietnam Era Veteran and Persons with Disability data are provided by EEO Group, not by occupation. Disabled Veteran data is a general estimate for WA State workforce, from data sources previous to 1990, originally from the University of Washington.

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Where Do We Have Opportunities to Make Progress?

Fiscal Year 2006 Permanent Appointments New Hires and Promotions (FT/PT)

*Types of Appointment	Total #	Black/ African American	American Indian/ Native American	Asian/ Pacific Islander	Hispanic	Female
New Hires	737	3.0%	1.5%	6.9%	2.3%	35.1%
Promotions	667	2.2%	.4%	4.7%	2.7%	30.9%
In-Training	88	1.1%	0%	5.5%	4.5%	40.9%
Non-Permanent	1022	2.0%	.6%	3.9%	2.3%	26.8%

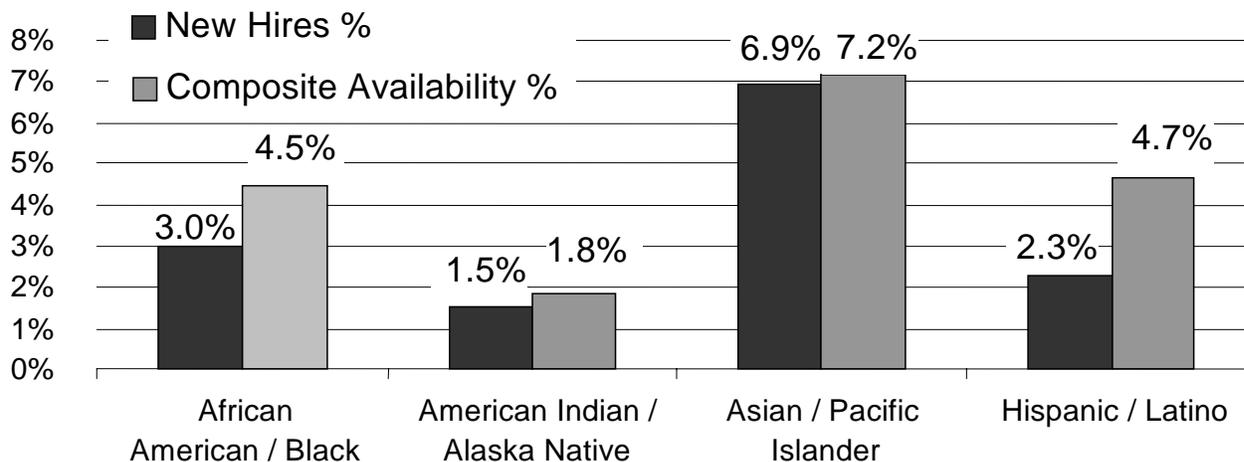
* New Hires: Permanent appointments filled by external applicants and non-permanent WSDOT employees.

Promotions: Permanent WSDOT employees appointed to positions at a higher salary range.

In-Training: Employees participating in new hire or promotional in-training plans.

Non-Permanent: Includes appointments in all Merit System 1 EEO Groups, which can last up to one year, or two years under certain circumstances.

WSDOT Total New Hires Fiscal Year 2006 Agency-wide Appointments versus Availability



Sources: DOP Data Warehouse and Census Occupational Data, compiled by the Office of Equal Opportunity

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What Resources Are Available?

The following is a summary of resources available to implement WSDOT's AA Plan

- **Affirmative Action Recruitment Resources:** OEO distributed recruitment resources to OHR and Regional Administrative Officers. Includes recruitment by affected group and occupation, a list of Hispanic and African American Colleges with Engineering Programs, and a bibliography provided by WSDOT Office of Research and Library Services, including best practices and resources. <http://wwwi.wsdot.wa.gov/hr/MoreRes/DiversityRecruitmentResources.htm>
- **Outreach and Assistance by HQ and Regional Recruiters**
- **Federal Employment Resource Referral Directory:** This directory will enhance access to various programs that assist in providing job referral services to veterans, individuals with disabilities, women and minority groups. (<http://www.dol.gov/esa/ofccp/ERRD/errsrvs.htm>)
- **Workforce Recruitment Program (WRP) for College Students with Disabilities:** The Workforce Recruitment Program database containing profiles of candidates individually interviewed and pre-screened by trained recruiters from the U.S. Department of Labor. Candidates, from more than 200 colleges universities, represent all majors, and range from college freshmen to graduate and law students. OEO distributed the database in 2005. To request a free copy of an updated WRP database on CD-Rom, please send your name and mailing address to wrp@dol.gov.
- **Training:** AIRS, a recruiter training and assessment company, offers Diversity Recruiter Certification through classroom or on-line courses. <http://www.airsdirectory.com>. Department of Personnel Training: Full Life Cycle Recruiting Seminar Series: <http://www.dop.wa.gov/Employees.htm>
- **Exit Interviews:** HR conducts exit interviews, identifies trends, and develops action plans.
- **Applicant Flow Tracking:** HQ and Region Human Resources track the affirmative Action profiles of applicants through the recruitment process. OEO provided reports for 2005 and 2006 to HQ and each Region.
- **Preventative and Corrective Measures:** U.S. Department of Labor provides guidance on employee selection procedures and remedial measures. <http://www.dol.gov/esa/regs/compliance/ofccp/fccm/fccmanul.htm>
- **WSDOT Career Development Programs:** Encouraging participation in Staff Development programs can improve upward mobility and retention.
- **WSDOT Diversity Advisory Group (DAG):** The statewide DAG will be re-established. The DAG mission is to advocate policies and promote activities that will result in a diverse workforce and an inclusive work environment.