

# Equal Employment Opportunity and Affirmative Action Program

2012 – 2017 Fiscal Years



**Washington State  
Department of Transportation**

Office of Human Resources  
310 Maple Park Avenue SE  
P.O. Box 47315  
Olympia, WA 98504-7315

# WSDOT Agency Commitment to Affirmative Action

## 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.

The following WSDOT executives are committed to holding all managers and employees accountable in carrying out this Affirmative Action Plan.

- Paula J. Hammond, P.E.  
Secretary of Transportation
- David Dye  
Deputy Secretary  
Chief Operating Officer
- Steve Reinmuth  
Chief of Staff
- Amy Arnis  
Assistant Secretary  
Chief Financial Officer
- Jerry Lenzi  
Assistant Secretary  
Chief Engineer
- David Moseley  
Assistant Secretary  
Washington State Ferries

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## **ACKNOWLEDGEMENTS**

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The WSDOT ADA and Diversity Affairs Office would like to acknowledge and thank the following individuals and organizations that contributed to this report:

Olga Peterman of the Office of Equal Opportunity; Sue Briggs, Marlo Binkley, Sarah Smith, Matt Cronk, Ted Koska, and Eirik Landes of the Office of Human Resources; Barbara Pacifico of the Chief Engineer's Office; Yumi Hong of the Office of the Chief Financial Officer; Linda Healy with the Chief of Staff; Stacey Ragsdale for her efforts in completing strategies for Ferries, Northwest Region, SR 520, Tolling, and Alaskan Way Viaduct. Thank you to the Region Administrators in Northwest Region; North Central Region; Eastern Region; South Central Region; Southwest Region; Olympic Region; as well as Janet Kinney, Kim Britton, Ed McCallister, and Brenda Reagan. Thank you to Rich Struna and Sue Watson of Capital Program Development for information on federal funding.



**Washington State  
Department of Transportation**

The 2012-2017 Affirmative Action Plan has been approved for submission to Federal Highway Administration by:

Program Plan Written and Developed Under the Direction of:

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Katy Taylor  
Director of Human Resources

Reviewed and Approved By:

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Paula J. Hammond, P.E.  
Secretary of Transportation

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# I. Agency Overview

## Who We Are and What We Do

WSDOT is the steward of a large and robust transportation system, and is responsible for ensuring that people and goods move safely and efficiently. In addition to building, maintaining, and operating the state highway system, WSDOT is responsible for the state ferry system, and works in partnership with others to maintain and improve local roads, railroads, airports, and multimodal alternatives to driving. Additional information on WSDOT business objectives can be found in the 2011-2017 Strategic Plan as well as the 2012 State of Transportation in Appendix Tab A.

## WSDOT At-a-Glance...

- 18,500 State Highway Lane Miles
- 87 Million Vehicle Miles Per Day
- 3,658 Bridges and Structures Including the Four Longest Floating Bridges in the United States
- 47 Safety Rest Areas
- 22 Ferry Vessels
- 19 Terminals
- 22.3 Million Ferry Passengers Per Year
- 17 WSDOT Managed Airports
- 296 Miles of Rail Lines and 3 Amtrak Cascades Passenger Trains
- 96 Freight Grain Cars
- 7,000 Permanent Employees

## Mission, Vision, and Management Principles

### Mission Statement:

The mission of the Washington State Department of Transportation is to keep people and business moving by operating and improving the state's transportation systems vital to our taxpayers and communities.

### Vision

WSDOT's vision is an integrated transportation system that is reliable, responsible, and sustainable. In order to achieve this, WSDOT's investment strategy is to preserve and maintain its current system, keep the traveling public and WSDOT workers safe, protect our environment, and reduce congestion and improve mobility through our three-pronged *Moving Washington* plan.

## **Management Principles:**

The WSDOT management principles are as follows:

- **Safety**  
Concern for the health and safety of the people who use and work on our transportation facilities will be a paramount value in every area of our business.
- **Project Delivery**  
We will improve our effectiveness by delivering projects and programs of the highest quality and in a timely and fiscally responsible manner. We will manage the resources taxpayers and the Legislature entrust to us for the highest possible return of value.
- **Accountability and Management**  
We will be accountable to the public for all of our challenges and achievements by providing clear and concise information to the people of Washington, elected officials, and our many other transportation partners. To preserve and enhance our resources, we will manage the WSDOT organization efficiently through the use of performance information and strategic investments.
- **Innovation, Best Business Practices, Efficiency, and Effectiveness**  
We will drive innovation within WSDOT by applying progressive leading technology and business management practices to the delivery of cost effective and efficient transportation programs. Accordingly, we will remain at the forefront as a national and international leader in transportation technology and practices. We will preserve and enhance the resources taxpayers and Legislature have entrusted to us by being disciplined in our use of time and money.
- **Strategic Long-Term Investment Programs**  
We will provide strategic vision and leadership for Washington's transportation needs. We will balance the quest for short-term cost savings and business process improvements with the long-term need to preserve and improve the state's transportation systems. We will accomplish this through sound fiscal planning, asset management, and the development of strategic investment programs.
- **OneDOT and Partnerships**  
We will manage WSDOT as a unified organization with a strong work ethic and a focus on coalition building. We will build and maintain strong partnerships with other governments, tribes, and citizens to align priorities and resources.

- **Environmental Commitment**

Our work is focused on creating a sustainable transportation system that will meet society's needs for a healthy economy and environment. This guides our work from planning through maintenance. We will incorporate environmental protection and improvements into the day-to-day operations of the department as well as the ongoing development of the state's transportation plans and facilities.

- **Excellence and Integrity**

Our employees will work in a culture of workplace excellence and diversity that encourages creativity and personal responsibility, values teamwork, and always respects the contributions of one another and those with whom we do business. We will adhere to the highest standards of courtesy, integrity, and ethical conduct. We will encourage and recognize our employees' professionalism and their career growth. We will strive for the effectiveness of all our employees in meeting WSDOT's communication standards.

### **Policy Goals, Objectives, and Measurables**

WSDOT's transportation policy goals can be found in [RCW 47.04.280](#). Performance measures for projects and programs are found in the agency's quarterly performance report, [The Gray Notebook](#). A copy of each can be found in Appendix Tab A.

## Washington State Department of Transportation Regions and Divisions Regions

WSDOT is divided into six separate geographic regions as detailed in the map below. Each region is managed from a region headquarters office and overseen by a Regional Administrator (RA). Each region has on-site support staff for information technology as well as human resources. The regional administrators all report to the Chief Engineer, Engineering and Regional Operations, at WSDOT Headquarters. The region locations and RA's are as follows:

Olympic Region  
Kevin Dayton, RA  
5720 Capitol Blvd. S.  
Tumwater, WA 98501  
360-357-2605

Northwest Region  
Lorena Eng, RA  
15700 Dayton Ave. N.  
Seattle, WA 98133  
206-440-4706

North Central Region  
Dan Sarles, RA  
1551 North Wenatchee  
Wenatchee, WA 98807  
509-667-3001

Eastern Region  
Keith Metcalf, RA  
2714 North Mayfair St.  
Spokane, WA 99207  
509-324-6010

South Central Region  
Don Whitehouse, RA  
2809 Rudkin Road  
Union Gap, WA 98903  
509-577-1620

Southwest Region  
Don Wagner, RA  
11018 NE 51<sup>st</sup> Circle  
Vancouver, WA 98682  
360-905-2001



## Headquarters and Modal Divisions

WSDOT Headquarters is located in Olympia, Washington. WSDOT Headquarters houses the Secretary of Transportation's office as well as, budget, finance, administrative functions and most modal operations of the agency. The Office of Human Resources (OHR) and the ADA and Diversity Affairs Office, tasked with internal civil rights reporting, are also located at WSDOT Headquarters. Washington State Ferries and Tolling are both located in Seattle, WA and Aviation is currently in Arlington, WA.

There are presently forty-five senior staff members at WSDOT. A summary of demographic information for senior staff is detailed in the chart below. The reporting structure for each WSDOT division can be found in the organizational charts that follow.

<b>Total Senior Staff</b>	<b>Over 40</b>	<b>Male</b>	<b>Female</b>	<b>White</b>	<b>Black</b>	<b>Asian/PI</b>	<b>Disabled</b>
45	45	33	12	42	1	2	1
	100%	73%	27%	93.3%	2.2%	4.4%	2%

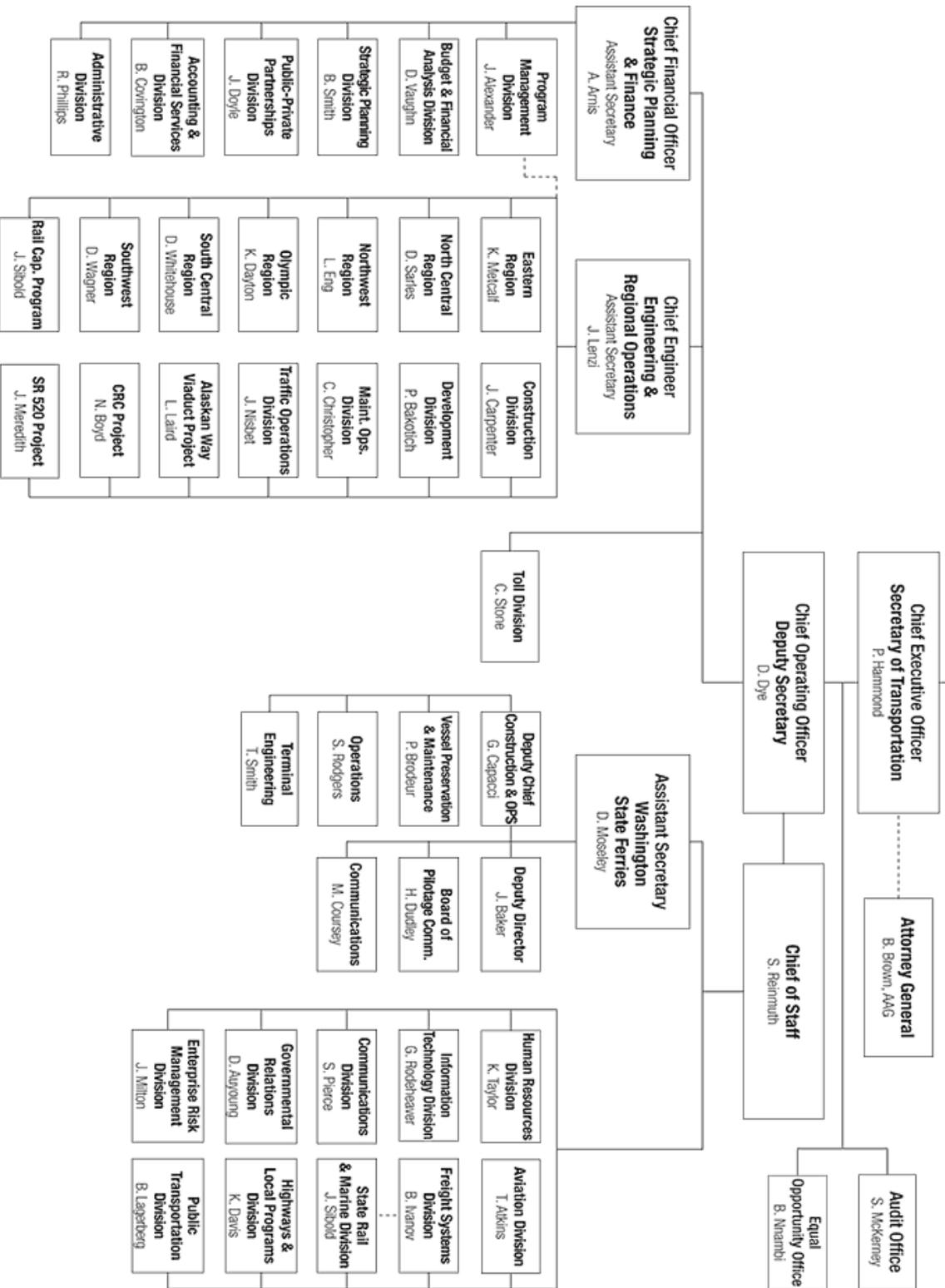


**Washington State  
Department of Transportation**

**Citizens of Washington State  
Governor Christine Gregoire**

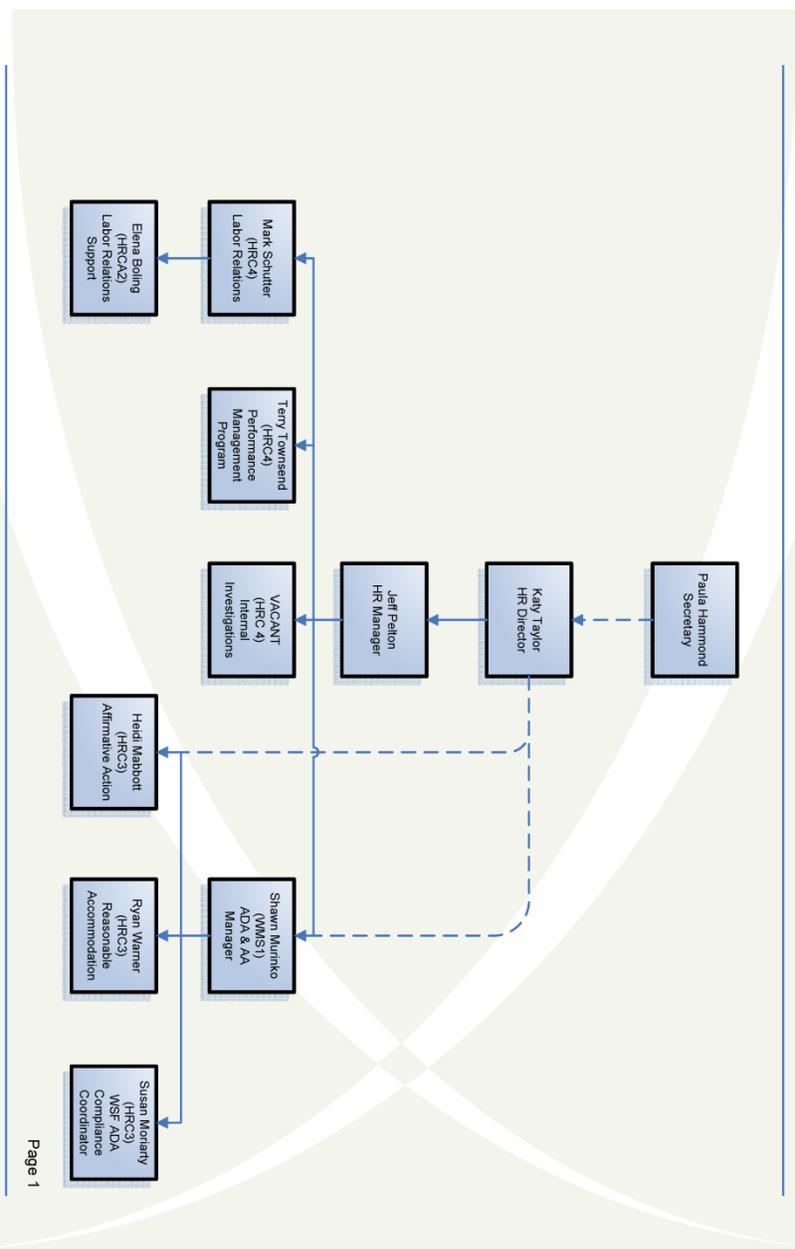
Paula J. Hammond, P.E.

12-16-2011  
Date



# EEO Organizational Chart & Reporting

Monday, January 30, 2012



## **II. Equal Employment Opportunity and Affirmative Action**

### **Affirmative Action Plan**

The primary objective of the Affirmative Action Plan, beyond legal compliance, is to take positive steps to ensure equal employment opportunity guidelines apply to all employment practices and decisions throughout WSDOT. This document should be used as a tool by all WSDOT employees, especially management, in researching, referencing, and accessing information related to internal civil rights. The WSDOT 2012-2017 Affirmative Action Plan is written, developed and implemented by the Office of Human Resources (OHR) through the Affirmative Action Coordinator. OHR is tasked with overseeing the agency-wide, internal Equal Employment Opportunity (EEO) Program and Affirmative Action (AA) goals and strategies. WSDOT strives to build a workplace that is respectful and inclusive and free from harassment and discrimination. In meeting these ideals, OHR conducts mandatory diversity training, internal investigations, workforce utilization data and reporting compliance, ADA/504 compliance, and technical assistance regarding internal civil rights to all managers and supervisors.

Managing internal civil rights from within OHR gives WSDOT the advantage of maintaining a close working relationship amongst Recruitment and Career Services, Staff Development, and ADA and Diversity Affairs, all of which contribute extensively in delivering equal opportunity to the WSDOT internal workforce. This business model is also aligned with the WSDOT Workforce Business Strategy, in which the agency is downsizing, but also working toward a more effective and efficient business model that consolidates and realigns organizational structure and services. A copy of the WSDOT Workforce Business Strategy is provided in Appendix Tab B.

This Affirmative Action Plan is composed of each regions' and divisions' commitment to actively implement, measure, and evaluate program progress. Each Region and Division has acknowledged where underutilization exists within the workforce and has developed specific action items to address problems or deficiencies. Every executive, manager, and supervisor will be accountable for actively implementing effective equal opportunity and affirmative action ideals in all business and employment practices.

Specific Region and Division plans are attached for the Chief of Staff, the Chief Financial Officer, the Chief Engineer, Ferries, Alaskan Way Viaduct, SR 520, and individual strategies for each of the six WSDOT regions. They can be found in Appendix Tab F.

## Shared Strategies

In the past, anticipated vacancies were the basis for establishing goals and timetables for Affirmative Action planning. However, long-term workforce needs are unpredictable due to economic trends, the unemployment rate, budget deficits, employees that are eligible to retire are continuing to work and other external variables that cannot be accounted for in statistical methodology. Therefore, a different, more pragmatic approach is being used that eliminates timetables and promotes flexible strategies that support the existing workforce. Affirmative Action goals will continue to equal availability and will be expressed as a percentage of all new appointments. In addition, promotional rates will be analyzed by utilizing the internal availability factor. A summary of workforce methodology can be found on Page 17 and in Appendix Tab C.

Anticipated vacancies and recruitments will be used to help determine which specific strategies will be most successful. Otherwise, WSDOT will focus on strategies that support existing employees. Each Region and Division will develop and commit to new innovative strategies that are progressive, flexible and effective. OHR Recruitment and Career Services will provide statewide strategic recruitment planning, training, and assistance and the ADA and Diversity Affairs Office will assist all managers with ongoing implementation of strategies. In developing this plan, WSDOT has compiled the following strategies and suggestions that executives and managers have submitted in their respective Affirmative Action plans. Some of these are new practices however some are already successfully implemented and effective in some areas of the agency. Ideally, each Region and Division will review this shared list and adopt new strategies accordingly.

- Endorse respect in the workplace as a core WSDOT value.
- Work with staff to resolve issues internally and to provide a positive working environment.
- Recognize and acknowledge employees for a job well done.
- Encourage employee attendance at diversity events and activities to enhance cross-cultural knowledge.
- Supervisory Skills Training – *Developing the People Who Develop Our People* – Management skills training that includes coaching and counseling techniques being developed by Staff Development.
- Establish and maintain contacts with local women and minority groups.
- Establish and maintain contacts with local and national colleges, universities, and technical and trade schools for a broad diversity outreach.
- Conduct phone and/or video-conference interviews with potential student recruits located outside of Washington State.

- Establish in-training programs that provide opportunities for employees through professional growth development and career paths. As resources allow, employees will be given opportunities to temporarily upgrade to learn new skills and gain knowledge about higher level positions.
- Create job rotations and cross-training opportunities wherever possible.
- Advertise for Engineering Interns at universities, community colleges and technical schools that have broad student diversity.
- Develop a statewide group of trained, diverse individuals that conduct hiring interviews using contemporary interviewing techniques.
- Conduct supervisor orientation for newly promoted supervisors, especially in Maintenance areas.
- Ensure all supervisors attend “A Comprehensive Approach to Managing Performance”. This training will ensure a consistent approach to completing employee performance evaluations.
- Maintain 100% on-time completion of performance evaluations.
- Provide managers and employees with training and tools for implementation of the new Learning Management System to ensure consistent completion and tracking of mandatory training.
- Be supportive of employees who participate in the armed forces and reserves during times of training and deployment.
- Attain 100% participation in Reasonable Accommodation training for all managers as presented by the WSDOT Statewide ADA Coordinator.
- Continue to support the Transportation Engineer 1 rotation program which exposes entry-level engineering staff to all aspects of construction and design within the Regional Offices. The program will offer limited opportunities in the following years due to the reduction of staff however there are no plans to suspend the program entirely.
- Allow employee subject matter experts to speak at local civil engineering schools to promote employment at WSDOT.
- Assign senior engineers as mentors working with junior engineers offering assistance in learning WSDOT standards, code interpretations, and generally good practices.
- Work with applicants and employees on successful communication during an interview, resume writing skills, and training on the use of NeoGov. Encourage training in communication skills such as that offered by Toastmasters and other organizations.
- Encourage employees to seek out free and low-cost training and development opportunities applicable to job duties. Within available resources, encourage employees to obtain professional certifications and continuing education in their field.

- Continue to utilize apprenticeship programs when applicable.
- When possible and applicable, unpaid internship opportunities will be provided for students interested in gaining work experience.
- Support Construction Career Day for local high school students.
- Publicize on-line exit interview process and encourage employees to complete exit interviews. Conduct in-person exit interviews when able, and gather feedback and closure from employees upon departure.
- Employees are offered the opportunity to meet with management or HR staff to share their opinions of WSDOT culture and work environment.
- When external recruiting is an option, consult workforce utilization targets and conduct focused outreach in those areas.
- Develop and maintain a social networking site, such as Facebook, that focuses on diversity recruitment and promotes diversity awareness at WSDOT.
- Develop a standard operating procedures manual for the Affirmative Action Program that provides basic guidance on implementing Affirmative Action.
- Review workforce utilization and program progress on a quarterly basis in coordination with the WSDOT Affirmative Action Coordinator.

## **Policies, Procedures, Responsibilities, and Compliance**

### **Policies and Procedures**

#### **Secretary's Executive Order – E 1014.04**

WSDOT's commitment to Equal Employment Opportunity can be found in Secretary's Executive Order, E 1014.04, *Equal Opportunity, Affirmative Action, Freedom from Discrimination, and Freedom from Sexual Harassment*. WSDOT pledges to promote a diverse work environment that fosters dignity, inclusion, and cross-cultural respect, free from discrimination and harassment. E 1014.04 sets forth these ideals. In all employment practices, WSDOT does not discriminate on the basis of race, color, creed, religion, gender, national origin, age, sexual orientation, gender identity, marital status, use of a trained guide dog or service animal by a disabled person, veteran status, disabled veteran status, or the presence of a physical, mental or sensory disability.

E 1014.04 provides direction to all executives, managers, and employees in maintaining a respectful work environment. It strictly prohibits discrimination and harassment, including sexual harassment, and encourages all employees and applicants to report complaints of discrimination and harassment to the Office of Human Resources. A copy of E 1014.04 can be found in Appendix Tab B.

## **Secretary's Executive Order – E 1081.00**

Secretary's Executive Order E 1081.00 provides consistent direction to providing reasonable accommodation to qualified employees and applicants, in compliance with Sections 503 and 504 of the Rehabilitation Act of 1973, as amended, Titles I and II of the Americans with Disabilities Act of 1990, as amended, and the Washington State law against discrimination, RCW 49.60, *Discrimination* – Human Rights Commission. E 1081.00 provides direction to all executives, managers, and employees in responding to requests for reasonable accommodations. A copy of E 1081.00 can be found in Appendix Tab B.

## **Human Resources Desk Manual**

A complete, comprehensive detail of WSDOT human resource policies, procedures and forms can be found in *The Human Resources Desk Manual*. The desk manual, published and maintained by OHR, is available to all managers, supervisors, and employees and ensures statewide access to consistent application of the information provided. To assure compliance with federal and state law and in making a strong commitment to civil rights, WSDOT has developed Equal Employment Opportunity and Affirmative Action policies and procedures. EEO and AA specific policies can be found in Chapter 29 of the desk manual. Chapter 25, *Reasonable Accommodation*, provides policies and procedures specific to reasonable accommodation requests and ADA compliance. Chapters 25 and 29 of the Human Resources Desk Manual can be found in Appendix Tab B.

## **Responsibilities**

### **Office of Human Resources**

The WSDOT Office of Human Resources (OHR) is responsible for implementing agency-wide, internal Equal Employment Opportunity, internal civil rights, and Affirmative Action (AA) programs. These programs include Title VII and ADA/504 compliance. Title VII refers to Title VII of the Civil Rights Act and provides for nondiscrimination in employment. ADA/504 assures nondiscrimination for individuals with disabilities. The Secretary of Transportation has delegated all internal EEO duties to the Director of OHR. Therefore, the Director of OHR is the agency's EEO officer (for internal civil rights) and reports to the Secretary of Transportation on all internal EEO matters. The Director of OHR also reports to the Chief of Staff for all other general OHR activities. A copy of the letters of delegation previously provided to Federal Highways Administration and Federal Transit Administration is provided in Appendix Tab B.

## **ADA and Diversity Affairs Office**

The ADA and Diversity Affairs Office is housed within OHR. The ADA and Diversity Affairs Office is directly responsible for developing and implementing the programs listed below.

### **ADA/504 Compliance**

The individuals responsible for carrying out the duties of ADA/504 compliance ensure consistent statewide training on ADA matters as well as appropriate procedures for handling reasonable accommodation requests. WSDOT presently has a full-time ADA and Diversity Affairs manager, as well as a full-time employee dedicated to ADA compliance on Washington State Ferries and a full-time employee dedicated to statewide reasonable accommodation cases. For information on ADA compliance and reasonable accommodation, please contact the ADA and Diversity Affairs manager:

#### **ADA and Diversity Affairs Manager**

Shawn Murinko  
310 Maple Park Avenue SE  
Olympia, WA 98501  
360-705-7097

### **Equal Employment Opportunity and Affirmative Action**

The Director of OHR has delegated internal EEO and Affirmative Action duties to the Affirmative Action Coordinator. The WSDOT Affirmative Action Coordinator reports to the ADA and Diversity Affairs manager for general day-to-day tasks and diversity endeavors, but reports directly to the Director of OHR on all matters related to Equal Employment and Affirmative Action. The Affirmative Action Coordinator is responsible for the following duties:

- Develop and recommend statewide EEO policies and procedures.
- Develop and implement the written Affirmative Action plan and Affirmative Action program.
- Publicize the Affirmative Action plan and WSDOT EEO policies both internally and externally.
- Assist managers and supervisors in identifying problem areas, discriminatory barriers, and in setting goals to improve workforce utilization and eliminating the effects of past discrimination.
- Quarterly audit of workforce demographics and internal complaints and investigations.
- Establish and lead a diversity advisory group made up of employees from all levels of employment.

- Provide quarterly reports to the Director of OHR and the Secretary of Transportation on all matters related to EEO and Affirmative Action.
- Serve as the agency liaison, on all EEO matters, to other federal and state agencies, women's organizations, cultural centers, community groups, and employee unions.
- Disseminate the most current legal information affecting EEO and Affirmative Action to executives, managers, and employees.
- Work closely with the Recruitment and Career Services Office, as well as Staff Development, in establishing outreach sources and up-to-date training modules.
- Develop statewide diversity activities and employee development events that foster diversity and inclusion.

Contact information for the WSDOT EEO Officer and the Affirmative Action Coordinator is as follows:

**EEO Officer and Director of the Office of Human Resources**

Kathryn W. Taylor  
 310 Maple Park Avenue SE  
 Olympia, WA 98501  
 360-705-7920

**Affirmative Action Coordinator**

Heidi Mabbott  
 310 Maple Park Avenue SE  
 Olympia, WA 98501  
 360-705-7074

**Office of Equal Opportunity**

The Office of Equal Opportunity (OEO) is responsible for fostering equal opportunity in procurement contracting and service delivery through the administration of various equal opportunity programs. The External Civil Rights Board (ECRB) is guided by the various department policies, and federal and state civil rights laws and regulations.

OEO's primary responsibilities are:

- Implementing the Equal Employment Opportunity (EEO) Contract Compliance Program.
- Implementing the On-the-Job Training (OJT) programs under the Training Special Provisions (TSP) of USDOT-assisted construction contracts.
- Implementing the Disadvantaged Business Enterprises (DBE) program on USDOT-assisted contracts and procurements.
- Setting annual overall DBE goals and DBE goals on individual projects.

- Establishing and monitoring a DBE Supportive Services program.
- Implementing the Minority and Women Business Enterprise (MWBE) program on state-funded contracts and procurements.
- Implementing the Title VI program.
- Providing training and technical assistance to WSDOT and its sub-recipients, and to contractors and consultants.
- Developing and revising program implementation plans.
- Investigating external civil rights complaints.
- Responsible for ensuring proper DBE Certification.

## Compliance

### Federal Funding

All state departments of transportation receiving federal financial assistance are required to have an effective Equal Employment Opportunity program and Affirmative Action plan. The Washington State Department of Transportation (WSDOT) receives federal funds from a number of federal reporting agencies. These federal funds help support and maintain a number of WSDOT programs and projects. The funding disbursement, for federal funding only, as appropriated in the Washington State 2011 Legislative Session, is detailed in the chart below. The funds are provided by Federal Highway Administration (FHWA), Federal Transit Administration (FTA), Federal Railroad Administration, and Federal Aviation Administration.

Program (ESHB 1175)		Operating	Capital
F	Aviation	2,150,000	-
H	Program Delivery Management and Support	500,000	-
I	Improvement (Highway)	-	450,691,000
M	Maintenance	7,000,000	-
P	Preservation (Highway)	-	632,489,000
Q	Traffic Operations	2,050,000	5,600,000
S	Transportation Management and Support	30,000	-
T	Transportation Planning, Data, and Research	25,444,000	-
U	Charges from Other Agencies	400,000	-

V	Public Transportation	2,582,000	-
W	Marine	-	41,500,000
Y	Rail	300,000	366,314,000
Z	Local Program	2,567,000	33,458,000
<b>Total</b>		<b>43,023,000</b>	<b>1,530,052,000</b>

**Code of Federal Regulations - 23 CFR pt. 230 (c) - State Highway Equal Employment Opportunity Programs**

In accordance with 23 CFR pt. 230(c), this Affirmative Action plan is prepared and updated every five years, with annual progress reports provided to the Federal Highway Administration (FHWA) for approval. FHWA sets formatting standards and reporting requirements for WSDOT in developing and implementing an effective Affirmative Action program.

**Federal Transit Administration – FTA Circular 4704.1 – Equal Employment Opportunity Program Guidelines for Grant Recipients**

WSDOT is also required to provide Equal Employment Opportunity and Affirmative Action program reports to the Federal Transit Administration (FTA). FTA requires an updated plan every three years, with essentially the same workforce utilization components.

**Washington State Regulations**

State regulations RCW 41.06.150 – *Rules of director – Mandatory Subjects – Personnel administration* and WAC 357-25 – *Affirmative Action* and the Governor’s Executive Order 93-07 require WSDOT to prepare, submit, and annually maintain a program promoting Affirmative Action and Equal Employment Opportunity. Additionally, WSDOT Executive Order 1014.04 and Chapter 29 of the Human Resources Desk Manual indicate that each manager is to establish and maintain an Affirmative Action program within the organization he or she is responsible for.

More detailed information on federal and state regulations can be found in Appendix Tab B.

### III. Workforce Utilization, Analyses, and Goals

#### WSDOT Workforce Utilization Overview

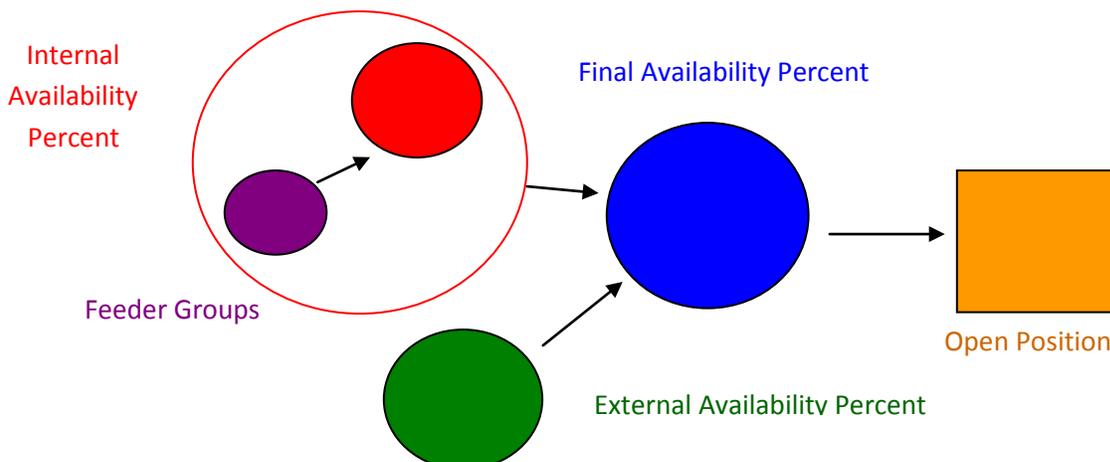
WSDOT determines workforce utilization by comparing internal workforce numbers to information from the U.S. Census Bureau. For the purpose of this Affirmative Action plan, WSDOT used data from the 2000 U.S. Census to determine labor market population and availability within the local labor force. At the writing of this report, the 2010 U.S. Census data was not available for review. WSDOT expects this data to become available, by occupational category, in December 2012, and WSDOT will be required to draft a supplement to this report at that time.

In analyzing external census data, WSDOT is able to determine whether the composition of the internal workforce reflects the proportion of women and minorities in the geographic area and within WSDOT occupational categories. If the workforce does not reflect an appropriate proportion of women and minorities, then WSDOT will make every good faith effort to identify and acknowledge where underutilization exists and set appropriate goals to remedy the deficiency.

#### Methodology

Workforce availability is determined by estimating the internal and external proportion of eligible candidates for an open position. A two-factor analysis is completed for each job group. The two factors are internal and external availability. The following chart illustrates how weighted statistics determine final availability. A complete description of workforce methodology can be found in Appendix Tab C.

- **Internal availability** = Percent of eligible minorities and women within WSDOT
- **Feeder Groups** = Job Classes within WSDOT with a natural career path
- **External availability** = Number of qualified people for a job in a recruitment area
- **Availability** = Percent of eligible minorities and women available from internal and external sources
- **Open Position/Recruitment**



## **Affected Classes**

For each job group, WSDOT determines the number of individuals, presently in the workforce, that fit into the following affected classes:

- Female
- Race/Ethnic Minority
- Persons with Disabilities
- Persons Over 40
- Disabled Veterans
- Vietnam-Era Veterans

## **Race and Ethnic Definitions**

Race and ethnic categories are defined as follows:

- White (not of Hispanic origin): All persons having origins in any of the original peoples of Europe, North Africa, or the Middle East.
- Black (not or Hispanic origin): All persons having origins in any of the Black racial groups of Africa.
- Hispanic: All persons of Mexican, Puerto Rican, Cuban, Central or South American, or other Spanish culture or origin, regardless of race.
- Asian or Pacific Islander: All persons having origins in any of the original peoples of the Far East, Southeast Asia, the Indian Subcontinent, or the Pacific Islands. This area includes, for example, China, India, Japan, Korea, the Philippine Islands, and Samoa.
- American Indian or Alaskan Native: All persons having origins in any of the original peoples of North America, and who maintain cultural identification through tribal affiliation or community recognition.

## **Job Groups**

WSDOT will conduct quarterly workforce utilization analyses to determine changes, progress, and improvements needed. These analyses will be based on the many job classifications within WSDOT. Each WSDOT job classification falls into a job group as defined by the U.S. Equal Employment Opportunity Commission, EEOC Form 164 – *State and Local Government Information (EEO-4)*. Presently, WSDOT utilizes fifteen job groups in which all job classifications are represented. They are as follows:

- *Officials and Administrators* – This job category encompasses occupations in which employees set broad policies, exercise overall responsibility for execution of these policies, or direct individual departments or special phases of the agency's operation, or provide specialized consultation on a regional, district, or area basis.

- *Professional Engineers* – This group is WSDOT-unique. It was created in order to separately analyze Engineering positions that are approximately 20% of the WSDOT workforce.
- *Professionals* – The Professionals job category are occupations which require specialized and theoretical knowledge, which is usually acquired through college training or through work experience and other training which provide comparable knowledge.
- *Professionals –WSF* – Occupations that require specialized and theoretical knowledge focused on the marine industry and/or with unique collective bargaining agreements.
- *Masters and Mates WSF (Professionals)* – Represented by International Organization of Masters, Mates, and Pilots (MM&P). All these jobs require specific coast guard certification and are awarded on the basis of seniority governed by bargaining agreements.
- *Licensed Engine- WSF (Professionals)* – Represented by Marine Engineers Beneficial Association (MEBA). It requires specific certification and movement is governed by the collective bargaining agreement. Under the agreement effective January 2005, every third hire is from the Union Hall and the other two hires are from the WSF seniority list. Prior to January 2005 every second hire was from the Union Hall.
- *Technicians* – Technicians require a combination of basic scientific or technical knowledge and manual skill that can be obtained through specialized post-secondary school education or through equivalent on-the-job training.
- *Administrative Support* – Job classifications that fall into this category include occupations in which workers are responsible for internal and external communication, recording and retrieval of data and/or information and other paperwork required in an office.
- *Administrative Support-WSF* – Although this job group performs duties similar to general clerical/office, they are represented by a unique bargaining agreement with Office and Professional Employees International Union; Local 8 (OPEIU).
- *Skilled Craft* – Skilled Craft employees perform jobs which require special manual skill and a thorough and comprehensive knowledge of the processes involved in the work which is acquired through on-the-job training and experience or through apprenticeship or other formal training programs.
- *Skilled Crafts-WSF* – Consists of multiple trades including electricians, pipe fitters, and shipwrights who repair the vessels. They have unique combined union agreements through the metal trades; job assignments and promotions are governed by the union contracts. The majority of all initial hires are temporary and referred from the Union Hall. This is a job group that also has an apprentice program.

- *Unlicensed Engine -WSF (Skilled Crafts)* – Represented by Marine Engineers Beneficial Association (MEBA). Hires are governed by union hall rules. All referrals for these positions come from the hall.
- *Terminals-WSF (Administrative Support)* – Represented by Inlandboatmen's Union of the Pacific (IBU). Their progression and job assignments are governed by seniority under the union contract.
- *Deck –WSF (Service/Maintenance)* – Represented by Inlandboatmen's Union (IBU) and include entry-level vessel positions and comprehensive deck operation positions, Able Bodied Seamen. Upward movement within this group is based on seniority, after acquiring sea time experience, and passing a competency examination given by the U.S. Coast Guard.
- *Service Maintenance* – Service Maintenance occupations include duties which result in or contribute to the upkeep and care of buildings, facilities or grounds of public property.

The U.S. Equal Employment Opportunity Commission has two additional job groups in *Paraprofessional* and *Protective Service*. They are defined as:

*Paraprofessionals* – Includes occupations in which workers perform some of the duties of a professional or technician in a supportive role, which usually require less formal training and/or experience normally required for professional or technical status.

*Protective Service* – This category includes occupations in which workers are entrusted with public safety, security and protection from destructive forces.

When WSDOT processed workforce data on June 30, 2011, *Paraprofessionals* and *Protective Service* were not utilized. However, at the writing of this report WSDOT has started the process of updating job classifications and respective EEO categories. Although the *Paraprofessionals* and *Protective Service* categories are not detailed in the data provided in this report, those job classifications within WSDOT are accounted for in other categories such as *Administrative Support* and *Professionals*. For all future reporting, WSDOT will utilize the *Paraprofessionals* and *Protective Service* EEO categories accordingly. Also, future reporting will reflect a conversion of Ferries-specific categories to other existing job categories.

A complete list of WSDOT job classifications as represented in each EEO category, as of June 30, 2011, is detailed below. A complete list of the job class conversion, for future reporting, can be found in Appendix Tab C.

Job Class Code	Occupational Category (WSDOT Classification)	Feeds Into EEO Group:	TO WHAT (Internal Track)
100H	OFFICE ASSISTANT 1	Administrative Support	OFFICE ASSISTANT
100I	OFFICE ASSISTANT 2	Administrative Support	OFFICE ASSISTANT SR
100J	OFFICE ASSISTANT 3	Administrative Support	OFFICE ASSISTANT LEAD
100K	OFFICE ASSISTANT LEAD	Administrative Support	OFFICE SUPV 2
100L	OFFICE SUPPORT SUPERVISOR 1	Administrative Support	OFFICE SUPPORT SUPERVISOR 2
100M	OFFICE SUPPORT SUPERVISOR 2	Administrative Support	OFFICE SUPPORT SUPERVISOR 3
100R	OFFICE SUPPORT SUPERVISOR 3	Administrative Support	Confidential Secretary
100S	SECRETARY	Administrative Support	SECRETARY SR
100T	SECRETARY SENIOR	Administrative Support	ADM ASST 1
100U	SECRETARY LEAD	Administrative Support	ADM ASST 1
100V	SECRETARY SUPERVISOR	Administrative Support	ADM ASST 1
102A	CUSTOMER SERVICES SPECIALIST 1	Administrative Support	CUSTOMER SERVICE SPECIALIST 2
102B	CUSTOMER SERVICES SPECIALIST 2	Administrative Support	CUSTOMER SERVICE SPECIALIST 3
105E	ADMINISTRATIVE ASSISTANT 1	Administrative Support	ADM ASST 2
144E	CONTRACTS ASSISTANT	Administrative Support	CONTRACTS SPEC 1
148L	FISCAL TECHNICIAN 1	Administrative Support	FISCAL TECHNICIAN 2
148M	FISCAL TECHNICIAN 2	Administrative Support	FISCAL TECHNICIAN LEAD
206H	DIGITAL PRINTING OPERATOR	Administrative Support	Office Assist
206I	DIGITAL PRINTING OPERATOR LEAD	Administrative Support	COPY MACHINE OPERATOR LEAD
EX050	CONF SEC - DOT	Administrative Support	CONF SEC -DOT
EX051	CONF. SECRETARY	Administrative Support	CONF SEC -DOT
EX053	CONF SEC - DOT	Administrative Support	CONF SEC -DOT
EX054	CONF SEC DOT	Administrative Support	CONF SEC -DOT
M0210	RECEPTIONIST	Administrative Support-WSF	STAFF AIDE
M0225	SECRETARY	Administrative Support-WSF	DEPT. COORD.
M0231	ACCT ASST 2	Administrative Support-WSF	ACCT ASST 3

Job Class Code	Occupational Category (WSDOT Classification)	Feeds Into EEO Group:	TO WHAT (Internal Track)
M0235	DISPATCHER	Administrative Support-WSF	DISPATCH COORD
M0251	BUYER 2	Administrative Support-WSF	BUYER 3
M0270	STOCK CLERK	Administrative Support-WSF	BUYER
M0273	PURCHASING ASSISTANT	Administrative Support-WSF	BUYER 2
M0277	INVENTORY AGENT	Administrative Support-WSF	BUYER
M0290	PERSONNEL ASST 1	Administrative Support-WSF	PERS ASST 2
M0371	STOREKEEPER LEAD	Administrative Support-WSF	STOREKEEPER FORE
M0372	STOREKEEPER	Administrative Support-WSF	STOREKEEPER LEAD
M0610	OS	Deck-WSF	ABLE SEAMAN
M0612	OS RELIEF	Deck-WSF	ABLE SEAMAN
M0655	SHOREGANG LEAD	Deck-WSF	SHOREGANG FORE
M0660	SHOREGANG	Deck-WSF	SHOREGANG LEAD
M9999	ON-CALL DECK	Deck-WSF	OS
M0410	CHIEF ENGINEER	Licensed Engine-WSF	STAFF CHIEF
M0420	RELIEF CHIEF	Licensed Engine-WSF	STAFF CHIEF
M0430	ASST ENGINEER	Licensed Engine-WSF	CHIEF ENGINEER
M0450	OILER	Licensed Engine-WSF	ASST ENGINEER
M0452	RELIEF OILER	Licensed Engine-WSF	ASST ENGINEER
M9994	TEMP A/E	Licensed Engine-WSF	ASST ENGINEER
M0505	MASTER	Masters and Mates-WSF	STAFF MASTER
M0507	R MASTER	Masters and Mates-WSF	STAFF MASTER
M0510	CHIEF MATE	Masters and Mates-WSF	MASTER
M0512	RELIEF CM	Masters and Mates-WSF	MASTER
M0520	SECOND MATE	Masters and Mates-WSF	CHIEF MATE
M0600	ABLE SEAMAN	Masters and Mates-WSF	MATE
M0602	RELIEF AB	Masters and Mates-WSF	MATE
M9997	DECK MM&P	Masters and Mates-WSF	SECOND MATE

Job Class Code	Occupational Category (WSDOT Classification)	Feeds Into EEO Group:	TO WHAT (Internal Track)
103D	CUSTOMER SERVICE MANAGER	Officials/Administrators	WMS
105I	ADMINISTRATIVE ASSISTANT 5	Officials/Administrators	WMS
107L	PROGRAM SPECIALIST 5	Officials/Administrators	WMS
109M	MANAGEMENT ANALYST 5	Officials/Administrators	WMS
111D	CONFERENCE COORDINATOR 4	Officials/Administrators	WMS
112K	FORMS & RECORDS ANALYST 3	Officials/Administrators	WMS
112L	FORMS AND RECORDS ANALYST SUPERVISOR	Officials/Administrators	WMS
112M	RECORDS MANAGEMENT SUPERVISOR	Officials/Administrators	WMS
114H	PROCUREMENT & SUPPLY SPECIALIST 4	Officials/Administrators	WMS
119G	HUMAN RESOURCE CONSULTANT 3	Officials/Administrators	WMS
119H	HUMAN RESOURCE CONSULTANT 4	Officials/Administrators	WMS
143M	FISCAL ANALYST 5	Officials/Administrators	WMS
144H	CONTRACTS SPECIALIST 3	Officials/Administrators	WMS
147D	BUDGET ANALYST 4	Officials/Administrators	WMS
179N	PROPERTY & ACQUISITION SPECIALIST 6	Officials/Administrators	WMS
197L	COMMUNICATIONS CONSULTANT 4	Officials/Administrators	WMS
197M	COMMUNICATIONS CONSULTANT 5	Officials/Administrators	WMS
198G	GRAPHIC DESIGNER SENIOR	Officials/Administrators	WMS
198H	GRAPHIC DESIGNER SUPERVISOR	Officials/Administrators	WMS
204M	PHOTOLITHOGRAPHER SUPERVISOR	Officials/Administrators	WMS
204R	PHOTOGRAPHER AERIAL	Officials/Administrators	WMS
205I	PRINTING & DUPLICATION SUPERVISOR	Officials/Administrators	WMS
261D	LIBRARY & ARCHIVES PROFESSIONAL 4	Officials/Administrators	WMS

Job Class Code	Occupational Category (WSDOT Classification)	Feeds Into EEO Group:	TO WHAT (Internal Track)
399I	SAFETY PROGRAM ASSISTANT MANAGER	Officials/Administrators	WMS
399R	FLEET SAFETY/TRAINING ADMIN - WSF	Officials/Administrators	EMS
401D	TRAFFIC SAFETY SYSTEMS OPERATOR 4	Officials/Administrators	WMS
430F	TORT CLAIMS INVESTIGATOR 2	Officials/Administrators	WMS
452F	COMMUNICATIONS SYSTEMS MANAGER	Officials/Administrators	WMS
479N	IT SYSTEMS/APP SPEC 6	Officials/Administrators	WMS
515R	CHEMIST 3	Officials/Administrators	WMS
530H	CIVIL ENGINEER 4	Officials/Administrators	WMS (Asst. Proj. Eng.)
530O	TRANSPORTATION ENGINEER 5	Officials/Administrators	WMS
530P	TRANSPORTATION TECHNICAL ENGINEER	Officials/Administrators	WMS
530Q	TRANSPORTATION SUPERVISING ENGINEER	Officials/Administrators	WMS/EMS 3-4
531J	BRIDGE ENGINEER 6	Officials/Administrators	BRIDGE ENG 7
531K	BRIDGE ENGINEER 7	Officials/Administrators	WMS
532F	ELECTRICAL ENGINEER 4	Officials/Administrators	WMS
532M	ELECTRONICS ENGINEERING MANAGER	Officials/Administrators	WMS
533G	VESSEL PROJECT ENGINEER	Officials/Administrators	WMS 1-2
533L	SENIOR MARINE ENGINEER	Officials/Administrators	WMS 1-2
533M	MARINE PROJECT ENGINEER	Officials/Administrators	WMS 1-2
535D	PHOTOGRAMMETRIST 4	Officials/Administrators	WMS
537J	CONSTRUCTION PROJECT COORDINATOR 2	Officials/Administrators	CONSTR PRJ MGR 3
537K	CONSTRUCTION PROJECT COORDINATOR 3	Officials/Administrators	EMS
537L	CONSTRUCTION PROJECT COORDINATOR 4	Officials/Administrators	WMS
538Y	MARINE DESIGNER	Officials/Administrators	WMS 1-2
539F	ARCHITECT 2	Officials/Administrators	ARCH SUPV-DOT
539H	ARCHITECT SUPERVISOR	Officials/Administrators	WMS
539W	NAVAL ARCHITECT 2	Officials/Administrators	WMS 1-2

Job Class Code	Occupational Category (WSDOT Classification)	Feeds Into EEO Group:	TO WHAT (Internal Track)
542I	FACILITIES SENIOR PLANNER	Officials/Administrators	WMS
543I	TRANSPORTATION PLANNING SPECIALIST 5	Officials/Administrators	WMS
543J	TRANSPORTATION PLANNING SUPERVISOR	Officials/Administrators	WMS/EMS 3-4
596L	MAINTENANCE SPECIALIST 5	Officials/Administrators	WMS
596T	MAINTENANCE SUPERVISOR	Officials/Administrators	MNT OP STF ASST
596U	TUNNEL MAINTENANCE SUPERVISOR	Officials/Administrators	WMS
597J	MAINTENANCE SUPERVISOR, FLOATING BRIDGE	Officials/Administrators	Maintenance Superintendent
597K	MAINTENANCE SPECIALIST, SUSPENSION BRID	Officials/Administrators	Maintenance Superintendent
597M	MAINTENANCE SUPERVISOR, SUSPENSION BRIDGE	Officials/Administrators	Maintenance Superintendent
598P	MAINTENANCE - OPERATIONS ASSISTANT SUPERINTENDENT	Officials/Administrators	MNT OPER SUPT
598Q	MAINTENANCE - OPERATIONS SUPERINTENDENT	Officials/Administrators	MNT OP STF ASST
598R	MAINTENANCE - OPERATIONS STAFF ASSISTANT	Officials/Administrators	WMS
599D	AVALANCHE FORECAST & CONTROL SPEC 4	Officials/Administrators	WMS
600M	EQUIPMENT TECHNICIAN 5	Officials/Administrators	WMS
B8040	EXEC FELLOW 2	Officials/Administrators	WMS
M0233	ACCOUNTANT	Officials/Administrators	WMS 1-2
M0234	DISPATCH COORD	Officials/Administrators	WMS 1-2
M0237	BID ADMINISTRATOR	Officials/Administrators	WMS 1-2
M0246	CONSULTANT COORD	Officials/Administrators	WMS 1-2
M0380	V/GEN FOR	Officials/Administrators	WMS 1-2
M0386	HEALTH/SFTY SUPV	Officials/Administrators	WMS 1-2
M0400	STAFF CHIEF	Officials/Administrators	WMS 3-4
M0500	STAFF MASTER	Officials/Administrators	WMS 3-4
M0700	TERM SUPERVISOR	Officials/Administrators	WMS 1-2

Job Class Code	Occupational Category (WSDOT Classification)	Feeds Into EEO Group:	TO WHAT (Internal Track)
M0900	MARINE OPERATIONS WATCH SUPERVISOR	Officials/Administrators	WMS 1-2
WMS01	WMS BAND 1	Officials/Administrators	WMS BAND 2
WMS02	WMS BAND 2	Officials/Administrators	WMS BAND 3
WMS03	WMS BAND 3	Officials/Administrators	WMS BAND 4
WMS04	WMS BAND 4	Officials/Administrators	EMS
530E	CIVIL ENGINEER 1	Professional Engineers	CIVIL ENGR 2
530F	CIVIL ENGINEER 2	Professional Engineers	CIVIL ENGR 3
530G	CIVIL ENGINEER 3	Professional Engineers	CIVIL ENGR 4
530K	TRANSPORTATION ENGINEER 1	Professional Engineers	TRANSP ENG 2
530L	TRANSPORTATION ENGINEER 2	Professional Engineers	TRANSP ENG 3
530M	TRANSPORTATION ENGINEER 3	Professional Engineers	TRANSP ENG 4
530N	TRANSPORTATION ENGINEER 4	Professional Engineers	TRANSP ENG 5
531E	BRIDGE ENGINEER 1	Professional Engineers	BRIDGE ENG 2
531F	BRIDGE ENGINEER 2	Professional Engineers	BRIDGE ENG 3
531G	BRIDGE ENGINEER 3	Professional Engineers	BRIDGE ENG 4
531H	BRIDGE ENGINEER 4	Professional Engineers	BRIDGE ENG 5
531I	BRIDGE ENGINEER 5	Professional Engineers	BRIDGE ENG 6
532K	ELECTRONIC DESIGN ENGINEER	Professional Engineers	ELECT ENG MNG
538T	TRANSPORTATION TECHNICIAN 3	Professional Engineers	TRANSP ENG 2 OR BR ENG 2
538U	TRANSPORTATION ENGINEER INTERN	Professional Engineers	TRANSP ENG 1
538W	BRIDGE TECHNICIAN 2	Professional Engineers	BRIDGE ENGINEER 1
544J	TRANSPORTATION PLANNING TECHNICIAN 3	Professional Engineers	BRIDGE ENG 2
102C	CUSTOMER SERVICES SPECIALIST 3	Professionals	CUSTOMER SERVICE SPECIALIST 4
102D	CUSTOMER SERVICES SPECIALIST 4	Professionals	CONFERENCE COORDINATOR 4
105F	ADMINISTRATIVE ASSISTANT 2	Professionals	ADM ASST 3
105G	ADMINISTRATIVE ASSISTANT 3	Professionals	ADM ASST 4
105H	ADMINISTRATIVE ASSISTANT 4	Professionals	ADM ASST 5

Job Class Code	Occupational Category (WSDOT Classification)	Feeds Into EEO Group:	TO WHAT (Internal Track)
107J	PROGRAM SPECIALIST 3	Professionals	PROGRAM SPECIALIST 4
107K	PROGRAM SPECIALIST 4	Professionals	PROGRAM SPECIALIST 5
109J	MANAGEMENT ANALYST 2	Professionals	MGMT ANALYST 3
109K	MANAGEMENT ANALYST 3	Professionals	MGMT ANALYST 4
109L	MANAGEMENT ANALYST 4	Professionals	MGMT ANALYST 5
112J	FORMS & RECORDS ANALYST 2	Professionals	FORMS/RCDS ANAL 3
114F	PROCUREMENT & SUPPLY SPECIALIST 2	Professionals	SUPPLY OFFICER 2
114G	PROCUREMENT & SUPPLY SPECIALIST 3	Professionals	PROCUREMENT & SUPPLY SPECIALIST 4
115F	PROCUREMENT & SUPPLY SUPPORT SPEC 2	Professionals	SUPPLY OFFICER 1
115G	PROCUREMENT & SUPPLY SUPPORT SPEC 3	Professionals	SUPPLY OFFICER 1
119E	HUMAN RESOURCE CONSULTANT 1	Professionals	HUM RES CNSLT 2
119F	HUMAN RESOURCE CONSULTANT 2	Professionals	HUM RES CNSLT 3
123F	HUMAN RESOURCE CONSULTANT ASSISTANT 2	Professionals	HUM RES CNSLT 1
143I	FISCAL ANALYST 1	Professionals	FISCAL ANALYST 2
143J	FISCAL ANALYST 2	Professionals	FISCAL ANALYST 3
143K	FISCAL ANALYST 3	Professionals	FISCAL ANALYST 4
143L	FISCAL ANALYST 4	Professionals	FISCAL ANALYST 5
144F	CONTRACTS SPECIALIST 1	Professionals	CONTRACTS SPEC 2
144G	CONTRACTS SPECIALIST 2	Professionals	CONTRACTS SPEC 3
147A	BUDGET ANALYST 1	Professionals	BUDGET ANALYST 2
147B	BUDGET ANALYST 2	Professionals	BUDGET ANALYST 3
147C	BUDGET ANALYST 3	Professionals	BUDGET ANALYST 4
151E	FISCAL SPECIALIST 1	Professionals	FISCAL SPECIALIST 2
151F	FISCAL SPECIALIST 2	Professionals	FISCAL SPECIALIST SUPERVISOR
158A	AUDIT SPECIALIST - DOT 1	Professionals	AUD SPEC - DOT 2
158B	AUDIT SPECIALIST - DOT 2	Professionals	AUD SPEC - DOT 3
158C	AUDIT SPECIALIST - DOT 3	Professionals	AUD SPEC - DOT 4
158D	AUDIT SPECIALIST - DOT 4	Professionals	AUD SPEC - DOT 5
163X	CLAIMS REPRESENTATIVE	Professionals	FINANCIAL ANALYST
179I	PROPERTY & ACQUISITION SPECIALIST 1	Professionals	PROP/ACQ SPEC 2

Job Class Code	Occupational Category (WSDOT Classification)	Feeds Into EEO Group:	TO WHAT (Internal Track)
179J	PROPERTY & ACQUISITION SPECIALIST 2	Professionals	PROP/ACQ SPEC 3
179K	PROPERTY & ACQUISITION SPECIALIST 3	Professionals	PROP/ACQ SPEC 5
179L	PROPERTY & ACQUISITION SPECIALIST 4	Professionals	PROPERTY & ACQUISITION SPECIALIST 5
179M	PROPERTY & ACQUISITION SPECIALIST 5	Professionals	PROPERTY & ACQUISITION SPECIALIST 6
197I	COMMUNICATIONS CONSULTANT 1	Professionals	COMM CONSULT 2
197J	COMMUNICATIONS CONSULTANT 2	Professionals	COMM CONSULT 3
197K	COMMUNICATIONS CONSULTANT 3	Professionals	COMM CONSULT 4
204K	PHOTOLITHOGRAPHER 2	Professionals	PHOTOGRAM SUPERVISOR
261A	LIBRARY & ARCHIVES PROFESSIONAL 1	Professionals	LIB & ARC PROF 2
261B	LIBRARY & ARCHIVES PROFESSIONAL 2	Professionals	LIB & ARC PROF 3
261C	LIBRARY & ARCHIVES PROFESSIONAL 3	Professionals	LIB & ARC PROF 4
305C	ERGONOMIST 3	Professionals	ERGONOMIST 4
394E	INDUSTRIAL HYGIENIST 2	Professionals	IND HYGIENIST 3
394F	INDUSTRIAL HYGIENIST 3	Professionals	IND HYGIENIST 4
394G	INDUSTRIAL HYGIENIST 4	Professionals	IND HYGIENIST 5
397B	EMERGENCY MANAGEMENT PROGRAM SPEC 2	Professionals	EMERGENCY MANAGEMENT PROGRAM SPECIALIST 3
399E	SAFETY OFFICER ASSISTANT	Professionals	SAFETY OFFICER 1
399F	SAFETY OFFICER 1	Professionals	SAFETY OFFICER 2
399G	SAFETY OFFICER 2	Professionals	SAFETY OFFICER 3
399H	SAFETY OFFICER 3	Professionals	SAFETY PROG A/MGR
401C	TRAFFIC SAFETY SYSTEMS OPERATOR 3	Professionals	TRAF SAFETY SYS OPERATOR 4
430E	TORT CLAIMS INVESTIGATOR 1	Professionals	TORT CLAIMS INV 2

Job Class Code	Occupational Category (WSDOT Classification)	Feeds Into EEO Group:	TO WHAT (Internal Track)
479I	IT SPECIALIST 1	Professionals	INFO TEC S 2
479J	IT SPECIALIST 2	Professionals	INFO TEC S 3
479K	IT SPECIALIST 3	Professionals	INFO TEC S 4
479L	IT SPECIALIST 4	Professionals	INFO TEC S 5
479M	IT SPECIALIST 5	Professionals	INFO TEC S/A S 6
481B	IT TECHNICIAN 2	Professionals	INFO TEC S 1
501F	RESEARCH ANALYST 2	Professionals	RESEARCH ANALYST 3
501G	RESEARCH ANALYST 3	Professionals	RESEARCH ANALYST 4
515P	CHEMIST 1	Professionals	CHEMIST 2
515Q	CHEMIST 2	Professionals	CHEMIST 3
515S	CHEMIST 4	Professionals	
532E	ELECTRICAL ENGINEER 3	Professionals	ELECTRICAL ENG 4
535B	PHOTOGRAMMETRIST 2	Professionals	PHOTOGRMETRIST 3
535C	PHOTOGRAMMETRIST 3	Professionals	PHOTOGRMETRIST 4
538Q	PHOTOGRAMMETRIC TECHNICIAN	Professionals	PHOTOGRAMMETRIST 1
539E	ARCHITECT 1	Professionals	ARCHITECT
539N	BUILDING DESIGNER 1	Professionals	BUILDING DESIGNER 2
541E	CARTOGRAPHER 1	Professionals	CARTOGRAPHER 1
541F	CARTOGRAPHER 2	Professionals	CARTOGRAPHER 2
541G	CARTOGRAPHER 3	Professionals	CARTOGRAPHY SUPERVISOR
542H	FACILITIES PLANNER 2	Professionals	FACILITIES SENIOR PLNR
543E	TRANSPORTATION PLANNING SPECIALIST 1	Professionals	TRAN PLAN SPEC 2
543F	TRANSPORTATION PLANNING SPECIALIST 2	Professionals	TRAN PLAN SPEC 3
543G	TRANSPORTATION PLANNING SPECIALIST 3	Professionals	TRAN PLAN SPEC 4
543H	TRANSPORTATION PLANNING SPECIALIST 4	Professionals	TRAN PLAN SPEC 5
594H	SENIOR TELECOMMUNICATIONS SPECIALIST	Professionals	INFORMATION TECHNOLOGY
598M	FACILITY SERVICES COORDINATOR 1	Professionals	FAC SVS COORD 2
598N	FACILITY SERVICES COORDINATOR 2	Professionals	FACILITIES PLANNER
M0291	PERS ASST 2	Professionals	HRC (MS 1)

Job Class Code	Occupational Category (WSDOT Classification)	Feeds Into EEO Group:	TO WHAT (Internal Track)
533J	ASSOCIATE MARINE ENGINEER	Professionals-WSF	MARINE ENGINEER
533K	MARINE ENGINEER	Professionals-WSF	SR MARINE ENG
539V	NAVAL ARCHITECT 1	Professionals-WSF	NAVAL ARCH 2
M0255	CONTRACT COORD 1	Professionals-WSF	CONTRACT COORD 2
385K	SECURITY GUARD 1	Services and/or Maintenance	SECURITY GUARD 2
385L	SECURITY GUARD 2	Services and/or Maintenance	SECURITY GUARD 3
385M	SECURITY GUARD 3	Services and/or Maintenance	
591K	GROUNDS & NURSERY SERVICES SPECIALIST 3	Services and/or Maintenance	GDS & NRS SRV SP 4
595K	UTILITY WORKER 1	Services and/or Maintenance	REST AREA ATT-TRANSPORTATION
626I	TRADES HELPER	Services and/or Maintenance	MAINTENANCE MECHANIC 1
632I	TRUCK DRIVER 1	Services and/or Maintenance	TRUCK DRIVER 2
678H	MAINTENANCE CUSTODIAN	Services and/or Maintenance	CUSTODIAN 1
678I	CUSTODIAN 1	Services and/or Maintenance	CUSTODIAN 2
678J	CUSTODIAN 2	Services and/or Maintenance	CUSTODIAN 3
678K	CUSTODIAN 3	Services and/or Maintenance	CUSTODIAN 4
114E	PROCUREMENT & SUPPLY SPECIALIST 1	Skilled Craftpersons	EQUIP PARTS SP
117I	WAREHOUSE OPERATOR 1	Skilled Craftpersons	WAREHOUSE OPER 2
117J	WAREHOUSE OPERATOR 2	Skilled Craftpersons	WAREHOUSE OPER 3
117K	WAREHOUSE OPERATOR 3	Skilled Craftpersons	WAREHOUSE OPER 4
205G	PRINTING & DUPLICATION SPECIALIST 3	Skilled Craftpersons	REPRO SUPV 2
592Q	LAW ENFORCEMENT EQUIPMENT TECH 1	Skilled Craftpersons	LAW EF EQ TEC 2
592R	LAW ENFORCEMENT EQUIPMENT TECH 2	Skilled Craftpersons	LAW EF EQ TECH LEAD
595G	REST AREA ATTENDANT - TRANSPORTATION	Skilled Craftpersons	MAINTENANCE TECH 1
596I	MAINTENANCE SPECIALIST 2	Skilled Craftpersons	MAINT SP 3
596J	MAINTENANCE SPECIALIST 3	Skilled Craftpersons	MAINT SP 4

Job Class Code	Occupational Category (WSDOT Classification)	Feeds Into EEO Group:	TO WHAT (Internal Track)
596K	MAINTENANCE SPECIALIST 4	Skilled Craftpersons	MAINT SP 5
596O	MAINTENANCE TRAINEE	Skilled Craftpersons	MAINT TECH 1
596P	MAINTENANCE TECHNICIAN 1	Skilled Craftpersons	MAINT TECH 1, BR
596Q	MAINTENANCE TECHNICIAN 2	Skilled Craftpersons	MAINT TECH 3
596R	MAINTENANCE TECHNICIAN 3	Skilled Craftpersons	MAINT LEAD TECH
596S	MAINTENANCE LEAD TECHNICIAN	Skilled Craftpersons	MAINT SUPRV
597E	BRIDGE TENDER	Skilled Craftpersons	MAINT TECH
597F	MAINTENANCE TECHNICIAN 1, BRIDGE	Skilled Craftpersons	MAINT TECH 2, BR
597G	MAINTENANCE TECHNICIAN 2, BRIDGE	Skilled Craftpersons	MAINT LEAD TECH, BR
597H	MAINTENANCE LEAD TECHNICIAN, BRIDGE	Skilled Craftpersons	MNT LD TEC SUS BR
597I	MAINTENANCE SUPERVISOR, BRIDGE	Skilled Craftpersons	MNT SUP, FLOAT BR
597L	MAINTENANCE LEAD TECHNICIAN, SUSPENSION BRIDGE	Skilled Craftpersons	MNT SUPV, SUS BR
600I	EQUIPMENT TECHNICIAN 1	Skilled Craftpersons	EQIP TECH 2
600J	EQUIPMENT TECHNICIAN 2	Skilled Craftpersons	EQIP TECH 3
600K	EQUIPMENT TECHNICIAN 3	Skilled Craftpersons	EQIP TECH 4
600L	EQUIPMENT TECHNICIAN 4	Skilled Craftpersons	EQIP TECH 5
605E	CARPENTER	Skilled Craftpersons	MAINT SPEC TRNSP
626J	MAINTENANCE MECHANIC 1	Skilled Craftpersons	MAINT MECHANIC 2
626K	MAINTENANCE MECHANIC 2	Skilled Craftpersons	MAINT MECHANIC 3
626L	MAINTENANCE MECHANIC 3	Skilled Craftpersons	MAINT MECHANIC 4
626M	MAINTENANCE MECHANIC 4	Skilled Craftpersons	MAINT SP 5
652P	FERRY OPERATOR	Skilled Craftpersons	FERRY OPER, SENIOR
653P	FERRY OPERATOR ASSISTANT	Skilled Craftpersons	FERRY OPER
M0300	SHIPWRIGHT FORE	Skilled Craftpersons-WSF	GEN FOREMAN

Job Class Code	Occupational Category (WSDOT Classification)	Feeds Into EEO Group:	TO WHAT (Internal Track)
M0301	SHIPWRIGHT LEAD	Skilled Craftpersons-WSF	SHIPWRIGHT FORE
M0302	SHIPWRIGHT	Skilled Craftpersons-WSF	SHIPWRIGHT LEAD
M0315	MACHINIST FORE	Skilled Craftpersons-WSF	GEN FOREMAN
M0316	MACHINIST LEAD	Skilled Craftpersons-WSF	MACHINIST FORE
M0317	MACHINIST	Skilled Craftpersons-WSF	MACHINIST LEAD
M0320	ELECTRICIAN FORE	Skilled Craftpersons-WSF	GEN FOREMAN
M0321	ELECTRICIAN LEAD	Skilled Craftpersons-WSF	ELECTRICIAN FORE
M0322	ELECTRICIAN	Skilled Craftpersons-WSF	ELECTRICIAN LEAD
M0324	EH APPRENTICE	Skilled Craftpersons-WSF	ELECTRICIAN
M0340	BOILERMAKER FORE	Skilled Craftpersons-WSF	GEN FOREMAN
M0341	BOILERMAKER LEAD	Skilled Craftpersons-WSF	BOILERMAKER FORE
M0342	BOILERMAKER	Skilled Craftpersons-WSF	BOILERMAKER LEAD
M0350	PIPEFITTER FORE	Skilled Craftpersons-WSF	GEN FOREMAN
M0351	PIPEFITTER LEAD	Skilled Craftpersons-WSF	PIPEFITTER FORE
M0352	PIPEFITTER	Skilled Craftpersons-WSF	PIPEFITTER LEAD
M0360	SHEETMETAL FORE	Skilled Craftpersons-WSF	GEN FOREMAN
M0361	SHEETMETAL LEAD	Skilled Craftpersons-WSF	SHEETMETAL FORE
M0362	SHEETMETAL WRKR	Skilled Craftpersons-WSF	SHEETMETAL LEAD
M0390	INSULATION FORE	Skilled Craftpersons-WSF	GEN FOREMAN
M0391	INSULATION LEAD	Skilled Craftpersons-WSF	INSULATION FORE
M0392	INSULATION	Skilled Craftpersons-WSF	INSULATION LEAD

Job Class Code	Occupational Category (WSDOT Classification)	Feeds Into EEO Group:	TO WHAT (Internal Track)
M0470	E INTERN	Skilled Craftpersons-WSF	Electrician
198E	GRAPHICS ASSISTANT	Technicians	GRAPHICS DSGNR 1
198F	GRAPHIC DESIGNER	Technicians	GRAPHIC DSGNR 2
204J	PHOTOLITHOGRAPHER 1	Technicians	PHOTOG TECH 2
204O	PHOTO TECHNICIAN 1, AERIAL	Technicians	PHOTO TECH 2, ARL
204P	PHOTO TECHNICIAN 2, AERIAL	Technicians	PHOTOGRAMMETRIST
205F	PRINTING & DUPLICATION SPECIALIST 2	Technicians	REPRO SUPV
207E	REPRODUCTION SUPERVISOR 1	Technicians	REPRO SUPV 2
391E	ELECTRICAL INSPECTOR - TRANSPORTATION	Technicians	TRN SYS TEC
401A	TRAFFIC SAFETY SYSTEMS OPERATOR 1	Technicians	TRAF SAFETY SYS OPERATOR 2
401B	TRAFFIC SAFETY SYSTEMS OPERATOR 2	Technicians	TRAF SAFETY SYS OPERATOR 3
450E	RADIO OPERATOR	Technicians	COMMUNICATIONS SPECIALIST - TRANSPORTATION
481A	IT TECHNICIAN 1	Technicians	INFO TECH TEC 2
538R	TRANSPORTATION TECHNICIAN 1	Technicians	TRANSP TECH 2
538S	TRANSPORTATION TECHNICIAN 2	Technicians	TRANSP TECH 3
538V	BRIDGE TECHNICIAN 1	Technicians	BRIDGE TECH 2
544H	TRANSPORTATION PLANNING TECHNICIAN 1	Technicians	TRAN PLAN TECH 2
544I	TRANSPORTATION PLANNING TECHNICIAN 2	Technicians	TRAN PLAN TECH 3
594F	ELECTRONIC COMMUNICATIONS SYST TECH, FI	Technicians	SR TELECOM SPEC
594K	ELECTRONICS SUPERVISOR – TRANSPORTATION	Technicians	TRN SYS TEC
594M	TRANSPORTATION SYSTEMS TECHNICIAN A	Technicians	TRN SYS TEC B
594N	TRANSPORTATION SYSTEMS TECHNICIAN B	Technicians	TRN SYS TEC C

Job Class Code	Occupational Category (WSDOT Classification)	Feeds Into EEO Group:	TO WHAT (Internal Track)
594O	TRANSPORTATION SYSTEMS TECHNICIAN C	Technicians	TRN SYS TEC D
594P	TRANSPORTATION SYSTEMS TECHNICIAN D	Technicians	ELEC SUPR TRANS
599A	AVALANCHE FORECAST AND CONTROL SPECIALIST 1	Technicians	AVL FOR&CNTL SP2
599B	AVALANCHE FORECAST & CONTROL SPEC 2	Technicians	AVLCH CNTR SUPVR
M0701	RESERVE SUPERVISOR	Terminals-WSF	TERM SUPERVISOR
M0702	RELIEF SUPERVISOR	Terminals-WSF	TERM SUPERVISOR
M0703	PROJ TM AG	Terminals-WSF	TERM SUPERVISOR
M0704	RR TERM SUPER	Terminals-WSF	TERM SUPERVISOR
M0705	TICKET SELLER/A	Terminals-WSF	TERMINAL SUPERVISOR
M0707	RELIEF SELLER/A	Terminals-WSF	TERMINAL SUPERVISOR
M0710	TICKET SELLER/P	Terminals-WSF	TERMINAL SUPERVISOR
M0720	TICKET TAKER	Terminals-WSF	TICKET SELLER
M0730	TERM ATTD/WATCH	Terminals-WSF	TICKET SELLER
M0750	DECK TO TERM / AB	Terminals-WSF	TERM SUPERVISOR
M0805	JANITOR	Terminals-WSF	JANITOR FOREMAN
M9990	ON-CALL TERMINAL	Terminals-WSF	TERM ATTD/WATCH
M0460	WIPER	Unlicensed Engine-WSF	OILER

**WSDOT Internal Promotional Availability Methodology-Ends of Track**

Job Class Code	Occupational Category	Current EEO Group	
M0220	W P SPECIALIST	Administrative Support-WSF	
M0226	STAFF AIDE	Administrative Support-WSF	
M0232	ACCT ASST 3	Administrative Support-WSF	
M0239	SAFETY SPEC	Administrative Support-WSF	
M0243	STAFF AIDE	Administrative Support-WSF	
M0252	BUYER 3	Administrative Support-WSF	

<b>WSDOT Internal Promotional Availability Methodology-Ends of Track</b>			
<b>Job Class Code</b>	<b>Occupational Category</b>	<b>Current EEO Group</b>	
M0278	MAINT MATL COORD	Administrative Support-WSF	
M0370	STOREKEEPER FORE	Administrative Support-WSF	
M0743	WEB INFO AGENT	Administrative Support-WSF	
M0745	INFO AGENT	Administrative Support-WSF	
M0650	SHOREGANG FORE	Deck-WSF	
B4074	ADM URBAN COR OF	Officials/Administrators	
B4080	ADM BD PILOT COM	Officials/Administrators	
B4090	DIRECTOR, HUMAN RESOURCES	Officials/Administrators	
B4118	DP SEC POL TRN	Officials/Administrators	
B4120	D/SEC OPER TRANS	Officials/Administrators	
B4140	ASSISTANT SECRETARY, ADMINISTRATION DIV	Officials/Administrators	
B4160	CEO WA STATE FER	Officials/Administrators	
B4180	TRNSP DIST ADM 1	Officials/Administrators	
B4170	DIR AVIATION	Officials/Administrators	
B4190	TRANSPORTATION REGIONAL ADMINISTRATOR	Officials/Administrators	
B4191	BUDGET DIRECTOR	Officials/Administrators	
B4230	DIRECTOR, HIGHWAYS AND LOCAL PROGRAMS	Officials/Administrators	
B4250	DIR INTERGOV REL	Officials/Administrators	
B4342	PORT CAPTAIN	Officials/Administrators	
B4350	PORT ENG, MR	Officials/Administrators	
B4352	SR PORT ENGINEER	Officials/Administrators	
B4380	CFO/ASSIST SECY, STRATEGIC PLNG & PROG	Officials/Administrators	
B4390	ASSIST SECY, ENGINEERING AND REGNL OPERS	Officials/Administrators	
B4392	DIR OFF INF TECH	Officials/Administrators	
B4395	AK WAY VIADUCT COMM OUTREACH DIR (COD)	Officials/Administrators	
EX018	SECRETARY DOT	Officials/Administrators	
539L	HORTICULTURIST	Professionals	

<b>WSDOT Internal Promotional Availability Methodology-Ends of Track</b>			
<b>Job Class Code</b>	<b>Occupational Category</b>	<b>Current EEO Group</b>	
533E	INSPECTOR SPECIALIST, MARINE	Professionals-WSF	
533N	MARINE MECHANICAL ENGINEER	Professionals-WSF	
M0256	CONTRACT COORD 2	Professionals-WSF	
M0279	PURCHASING AGENT	Professionals-WSF	
M0385	PLANNER/EH	Professionals-WSF	
M0800	JANITOR FOREMAN	Services and/or Maintenance	
652Q	FERRY OPERATOR, SENIOR	Skilled Craftpersons	
M0381	TERM FOREPERSON	Skilled Craftpersons	
M0330	TRUCKDRIVER LEAD	Skilled Craftpersons-WSF	

#### **EEO-4 Report**

The following EEO-4 Report provides a job group analysis of the WSDOT workforce. This report provides the total number of employees based on job category, salary, race, and gender. WSDOT is required by federal regulation to complete an EEO-4 Report annually. The following is the latest EEO-4 Report from fiscal year 2011. An updated EEO-4 is submitted to FHWA every fiscal year. WSDOT will submit an updated EEO-4 in July 2012.

WASHINGTON STATE DEPARTMENT OF TRANSPORTATION												
JOB CATEGORIES	ANNUAL SALARY (In thousands 000)	TOTAL (COLUMNS B-K)	MALE					FEMALE				
			NON- HISPANIC ORIGIN		HISPANIC	ASIAN OR PACIFIC ISLANDER	AMERICAN INDIAN OR ALASKAN NATIVE	NON- HISPANIC ORIGIN		HISPANIC	ASIAN OR PACIFIC ISLANDER	AMERICAN INDIAN OR ALASKAN NATIVE
			WHITE B	BLACK C	D	E	F	WHITE G	BLACK H	I	J	K
OFFICIALS AND ADMINISTRATOR	1. \$0.1-15.9											
	2. 16.0-19.9											
	3. 20.0-24.9											
	4. 25.0-32.9											
	5. 33.0-42.9											
	6. 43.0-54.9	3						3				
	7. 55.0-69.9	34	19		1			14				
	8. 70.0 PLUS	672	470	10	8	34	4	128	3	3	10	2
<b>TOTAL</b>		709	489	10	9	34	4	145	3	3	10	2
PROFESSIONALS	9. \$0.1-15.9											
	10. 16.0-19.9											
	11. 20.0-24.9											
	12. 25.0-32.9	1	1									
	13. 33.0-42.9	45	9					31	1		2	2
	14. 43.0-54.9	217	58	1	3	5	1	126	4	5	12	2
	15. 55.0-69.9	1,650	1,024	20	30	93	5	420	14	10	29	5
	16. 70.0- PLUS	1,007	759	9	7	45	9	160	3		13	2
<b>TOTAL</b>		2920	1851	30	40	143	15	737	22	15	56	11
TECHNICIANS	17. \$0.1-15.9											
	18. 16.0-19.9	1						1				
	19. 20.0-24.9											
	20. 25.0-32.9	1						1				
	21. 33.0-42.9	43	29	1	2	1		8		1	1	
	22. 43.0-54.9	293	179	12	7	5	1	76		3	7	3
	23. 55.0-69.9	351	260	5	8	10	5	56	2	1	2	2
	24. 70.0- PLUS	10	10									
<b>TOTAL</b>		699	478	18	17	16	6	142	2	5	10	5
PROTECTIVE SERVICE	25. \$0.1-15.9											
	26. 16.0-19.9											
	27. 20.0-24.9											
	28. 25.0-32.9											
	29. 33.0-42.9											
	30. 43.0-54.9											
	31. 55.0-69.9											
	32. 70.0- PLUS											
<b>TOTAL</b>												
PARA- PROFESSIONAL	33. \$0.1-15.9											
	34. 16.0-19.9											
	35. 20.0-24.9											
	36. 25.0-32.9											
	37. 33.0-42.9											
	38. 43.0-54.9											
	39. 55.0-69.9											
	40. 70.0- PLUS											
<b>TOTAL</b>												
ADMINISTRATIVE SUPPORT	41. \$0.1-15.9											
	42. 16.0-19.9											
	43. 20.0-24.9	1						1				
	44. 25.0-32.9	23	2	1		3	1	18	3	1	8	1
	45. 33.0-42.9	286	43	4	1	3	1	208	3	6	8	9
	46. 43.0-54.9	162	57	3	5	4	1	73	4	3	9	3
	47. 55.0-69.9	21	3					15			2	1
	48. 70.0- PLUS	39	22	2		2	1	10				2
<b>TOTAL</b>		532	127	10	6	9	3	325	7	10	19	16
SKILLED CRAFT	49. \$0.1-15.9											
	50. 16.0-19.9											
	51. 20.0-24.9											
	52. 25.0-32.9	19	17					2				
	53. 33.0-42.9	534	472	6	11	6	13	25		1		
	54. 43.0-54.9	635	570	9	17	16	9	12		1		1
	55. 55.0-69.9	130	121			1	2	5		1		
	56. 70.0- PLUS	1	1									
<b>TOTAL</b>		1319	1181	15	28	23	24	44		3		1
SERVICE MAINTENANCE	57. \$0.1-15.9											
	58. 16.0-19.9											
	59. 20.0-24.9	1						1				
	60. 25.0-32.9	45	20	4	3	1	2	14			1	
	61. 33.0-42.9	50	34	2				12			2	
	62. 43.0-54.9	559	377	19	16	20	15	100	2		6	4
	63. 55.0-69.9	1	1									
	64. 70.0- PLUS											
<b>TOTAL</b>		656	432	25	19	21	17	127	2		9	4
<b>65. TOTAL FULL TIME (LINES 1-64)</b>		<b>6835</b>	<b>4558</b>	<b>108</b>	<b>119</b>	<b>246</b>	<b>69</b>	<b>1520</b>	<b>36</b>	<b>36</b>	<b>104</b>	<b>39</b>
<b>2. OTHER THAN FULL-TIME EMPLOYEES (Including temporary employees)</b>												
			casian/ W	African American/ Black	Sum of Hispanic/ Latino	Sum of Asian/ Pacific Islander	Sum of American Indian/ Alaska Native	Caucasia n/ White	African American/ Black	Sum of Hispanic/ Latino	Sum of Asian/ Pacific Islander	Sum of American Indian/ Alaska Native
66. OFFICIALS/ADMIN		2	1					1				
67. PROFESSIONALS		76	54			1		20		1		
68. TECHNICIANS												
69. PROTECTIVE SERVICE												
70. PARA-PROFESSIONAL												
71. ADMIN. SUPPORT		66	51		1	1		13				
72. SKILLED CRAFT		183	85	4	2	1	3	79	2	2	5	
73. SERVICE/MAINTENANCE		104	97		2			5				
<b>74. TOTAL OTHER THAN FULL TIME (Lines 66-73)</b>		<b>431</b>	<b>288</b>	<b>4</b>	<b>5</b>	<b>3</b>	<b>3</b>	<b>118</b>	<b>2</b>	<b>3</b>	<b>5</b>	
<b>3. NEW HIRES DURING FISCAL YEAR (Permanent full time only)</b>												
			casian/ W	African American/ Black	Sum of Hispanic/ Latino	Sum of Asian/ Pacific Islander	Sum of American Indian/ Alaska Native	Caucasia n/ White	African American/ Black	Sum of Hispanic/ Latino	Sum of Asian/ Pacific Islander	Sum of American Indian/ Alaska Native
75. OFFICIALS/ADMIN		6	3			1		2				
76. PROFESSIONALS		14	8					6				
77. TECHNICIANS												
78. PROTECTIVE SERVICE												
79. PARA-PROFESSIONAL												
80. ADMIN. SUPPORT		2	1					1				
81. SKILLED CRAFT		11	7					4				
82. SERVICE/MAINTENANCE		17	15	1		1						
<b>83. TOTAL NEW HIRES(Lines 75-82)</b>		<b>50</b>	<b>34</b>	<b>1</b>		<b>2</b>		<b>13</b>				

## Employee Representation and Labor Market (Availability) Analysis

### Workforce Analysis

Ultimately, the purpose of an Affirmative Action plan is to identify and remedy areas of “adverse impact”. Adverse impact occurs when individuals within affected groups (such as women and minorities) are selected for hiring and/or promotional opportunities less frequently than individuals in the majority class (Caucasian). Statistically speaking, adverse impact occurs when individuals in an affected class (such as women and minorities) are selected at less than 80% of the rate for selection of the majority group (Caucasian). This is generally referred to as the “four-fifths” rule. The results of the following analyses indicate where adverse impact exists in the WSDOT workforce.

It should be noted that differences in selection rate may not necessarily constitute adverse impact where the differences are based on small numbers and therefore are not statistically significant. However, WSDOT considers even low results of underutilization to be evidence of potential adverse impact and will monitor those instances very closely. When resources allow, WSDOT will make a good faith effort toward increasing the number of qualified women, minorities, and other individuals within all affected classes.

In the charts below, the green boxes indicate where WSDOT has met its Affirmative Action goals based on job category and protected class. All other areas on the charts offer an opportunity for WSDOT to improve its diversity in all affected classes.

### WSDOT Workforce Utilization and Availability (Goals) By Job Group

EEO Groups	African American /Black		American Indian / Alaska Native		Asian / Pacific Islander		Hispanic / Latino		Female	
	Current	Goal	Current	Goal	Current	Goal	Current	Goal	Current	Goal
Officials and Administrators	1.8%	5.7%	0.8%	1.1%	6.2%	5.4%	1.7%	5.4%	23.0%	32.7%
Professionals	1.8%	4.5%	0.9%	1.1%	6.8%	8.4%	1.9%	4.3%	28.8%	32.7%
Technicians	3.1%	2.7%	1.5%	1.8%	4.0%	8.5%	3.2%	3.8%	24.3%	36.6%
Administrative Support	3.5%	5.5%	3.2%	2.5%	5.1%	8.8%	3.1%	3.5%	66.1%	67.0%
Skilled Crafts	1.1%	2.8%	1.9%	2.6%	1.7%	6.8%	2.4%	6.1%	3.7%	15.3%
Service Maintenance	3.6%	5.1%	3.0%	3.1%	4.0%	4.7%	2.8%	7.0%	21.2%	21.8%
<b>WSDOT Total</b>	<b>2.2%</b>	<b>4.3%</b>	<b>1.6%</b>	<b>1.8%</b>	<b>5.0%</b>	<b>7.4%</b>	<b>2.3%</b>	<b>4.9%</b>	<b>25.6%</b>	<b>31.7%</b>

EEO Groups	Vietnam Era Veterans		Disabled Veterans		Persons with a Disability		Persons Over 40	
	Current	Goal	Current	Goal	Current	Goal	Current	Goal
Officials and Administrators	3.8%	7.8%	0.4%	1.1%	2.1%	5.7%	88.9%	N/A
Professionals	4.4%	5.9%	0.3%	1.1%	3.1%	5.5%	74.8%	N/A
Technicians	4.6%	6.6%	0.5%	1.1%	3.1%	6.6%	68.2%	N/A
Administrative Support	1.1%	3.9%	0.3%	1.1%	6.5%	8.3%	82.0%	N/A
Skilled Crafts	4.6%	11.7%	0.2%	1.1%	2.5%	8.4%	80.7%	N/A
Service Maintenance	1.3%	4.8%		1.1%	3.4%	8.7%	76.3%	N/A
<b>WSDOT Total</b>	<b>3.7%</b>	<b>7.0%</b>	<b>0.3%</b>	<b>1.1%</b>	<b>3.2%</b>	<b>6.8%</b>	<b>77.6%</b>	<b>N/A</b>

### Workforce Utilization Analysis

As noted above, adverse impact for the entire WSDOT workforce is calculated using the general 80% rule. A compilation of workforce utilization charts can be found in Appendix Tab D.

An analysis of the WSDOT workforce and relative labor market revealed adverse impact for the following groups:

Officials/ Administrators: African American/Black, American Indian/Alaskan Native, Hispanic/Latino, Female, Vietnam Era Veteran, Disabled Veteran, and Persons with Disabilities.

Professional Engineers: African American/Black, Asian/Pacific Islander, Hispanic/Latino, Vietnam Era Veteran, Disabled Veteran, and Persons with Disabilities.

Professionals: African American/Black, Hispanic/Latino, Vietnam Era Veteran, Disabled Veteran, and Persons with Disabilities.

Administrative Support: African American/Black, Asian/Pacific Islander, Vietnam Era Veteran, Disabled Veteran, and Persons with Disabilities.

Skilled Crafts: African American/Black, American Indian/Alaskan Native, Asian/Pacific Islander, Hispanic/ Latino, Female, Vietnam Era Veteran, Disabled Veteran, and Persons with Disabilities.

Technicians: American Indian/Alaskan Native, Asian/Pacific Islander, Hispanic/Latino, Female, Vietnam Era Veteran, Disabled Veteran, and Persons with Disabilities.

Service Maintenance: American Indian/Alaskan Native, Asian/Pacific Islander, Hispanic/Latino, Vietnam Era Veteran, Disabled Veteran, and Persons with Disabilities.

Masters and Mates-WSF: American Indian/Alaskan Native, Asian Pacific Islander, Hispanic/Latino, Vietnam Era Veteran, Disabled Veteran, and Persons with Disabilities.

Licensed Engine-WSF: African American/Black, American Indian/Alaska Native, Asian/Pacific Islander, Hispanic/Latino, Female, Vietnam Era Veteran, Disabled Veteran, and Persons with Disabilities.

Professional-WSF: African American/Black, American Indian/Alaska Native, Hispanic/Latino, and Disabled Veteran.

Skilled Crafts-WSF: African American/Black, American Indian/Alaskan Native, Hispanic/Latino, Female, Vietnam Era Veteran, Disabled Veteran, and Persons with Disabilities.

Unlicensed Engine: African American/Black, American Indian/Alaska Native, Asian/Pacific Islander, Hispanic/Latino, Female, Vietnam Era Veteran, Disabled Veteran, and Persons with Disabilities.

Terminals-WSF: African American/Black, Asian/Pacific Islander, Hispanic/Latino, Vietnam Era Veteran, and Disabled Veteran.

Administrative Support-WSF: American Indian/Alaskan Native, Asian/Pacific Islander, Hispanic/Latino, Vietnam Era Veteran, Disabled Veterans, and Persons with Disabilities.

Deck-WSF: African American/Black, Asian/Pacific Islander, Hispanic/Latino, Vietnam Era Veteran, Disabled Veteran, and Persons with Disabilities.

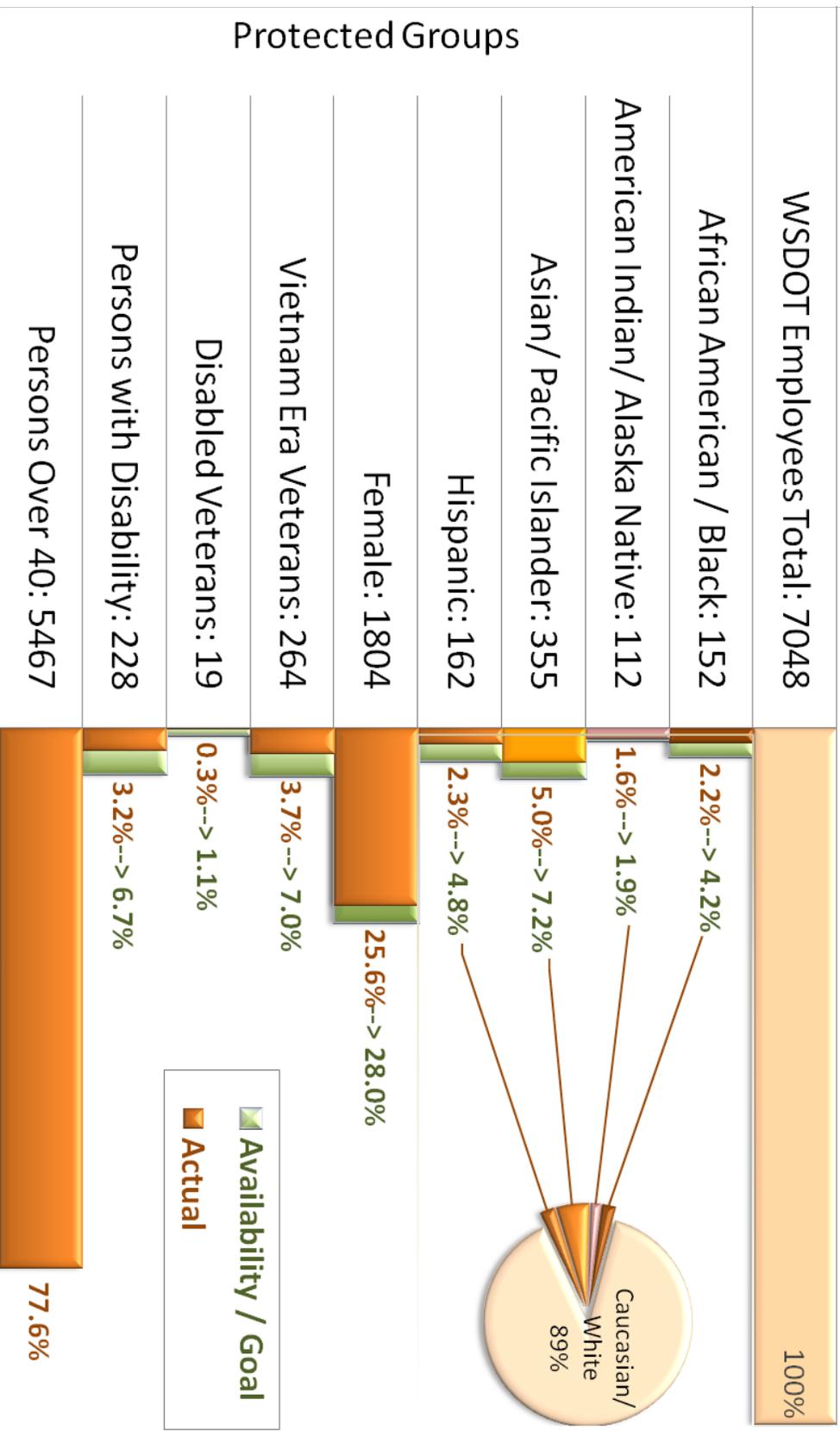
## **Employee Profile**

The chart on the following page represents the WSDOT statewide workforce “employee profile”. This data reflects the percentages of women, minorities, and all other affected groups as compared to the total number of employees.<sup>1</sup> The orange bars represent current percentages in the internal workforce while the green bars indicate the goal to be met. Presently, WSDOT is fully utilized in Persons over 40.

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<sup>1</sup> Percentages reflect permanent Merit System 1 employees (≥50%) and all active WSF Merit System 5 employees. Source: DOP Data Warehouse for June 2011.

## WSDOT Workforce Utilization as of June 30, 2011

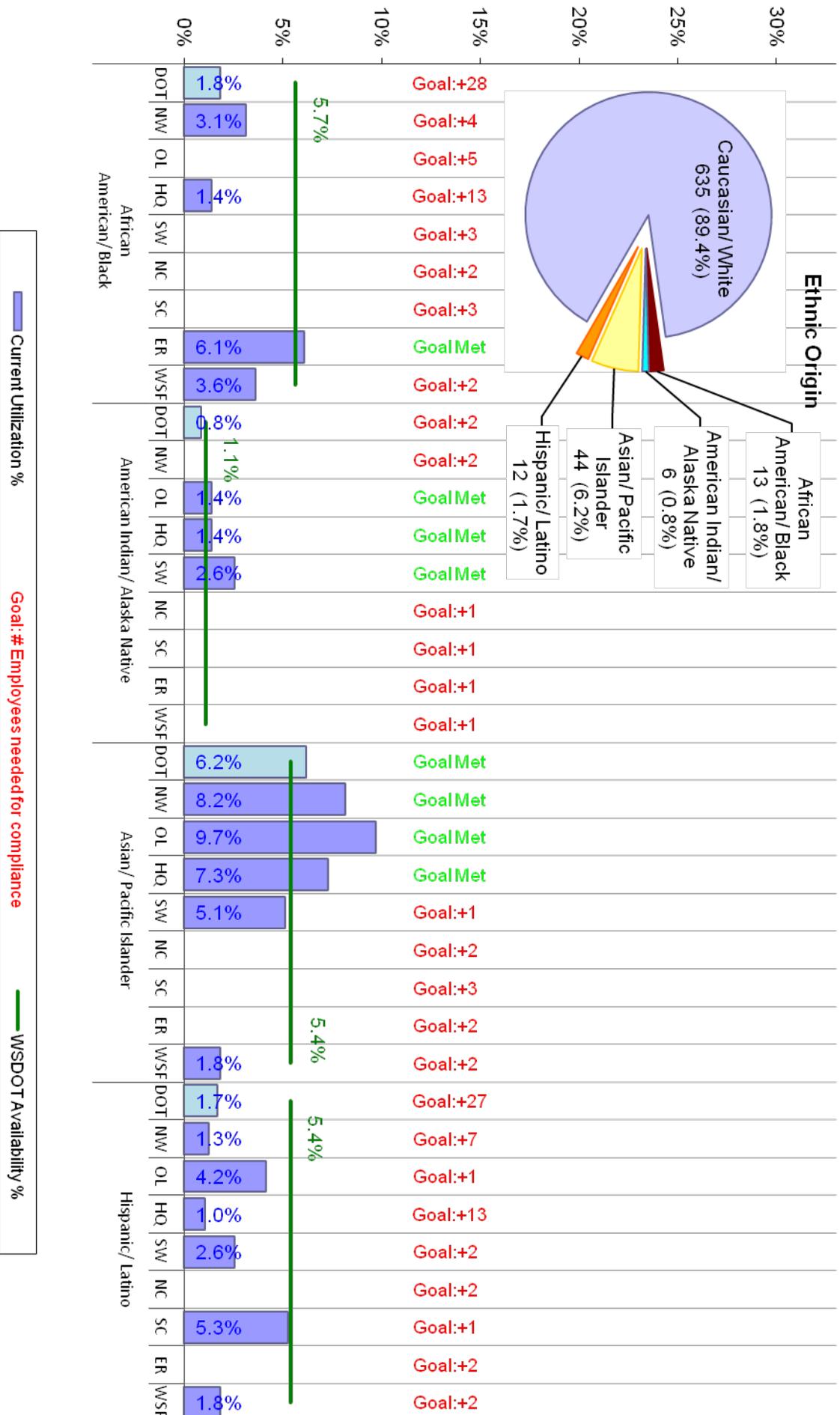


## **Workforce Analysis by Job Group: FY2011 by Region**

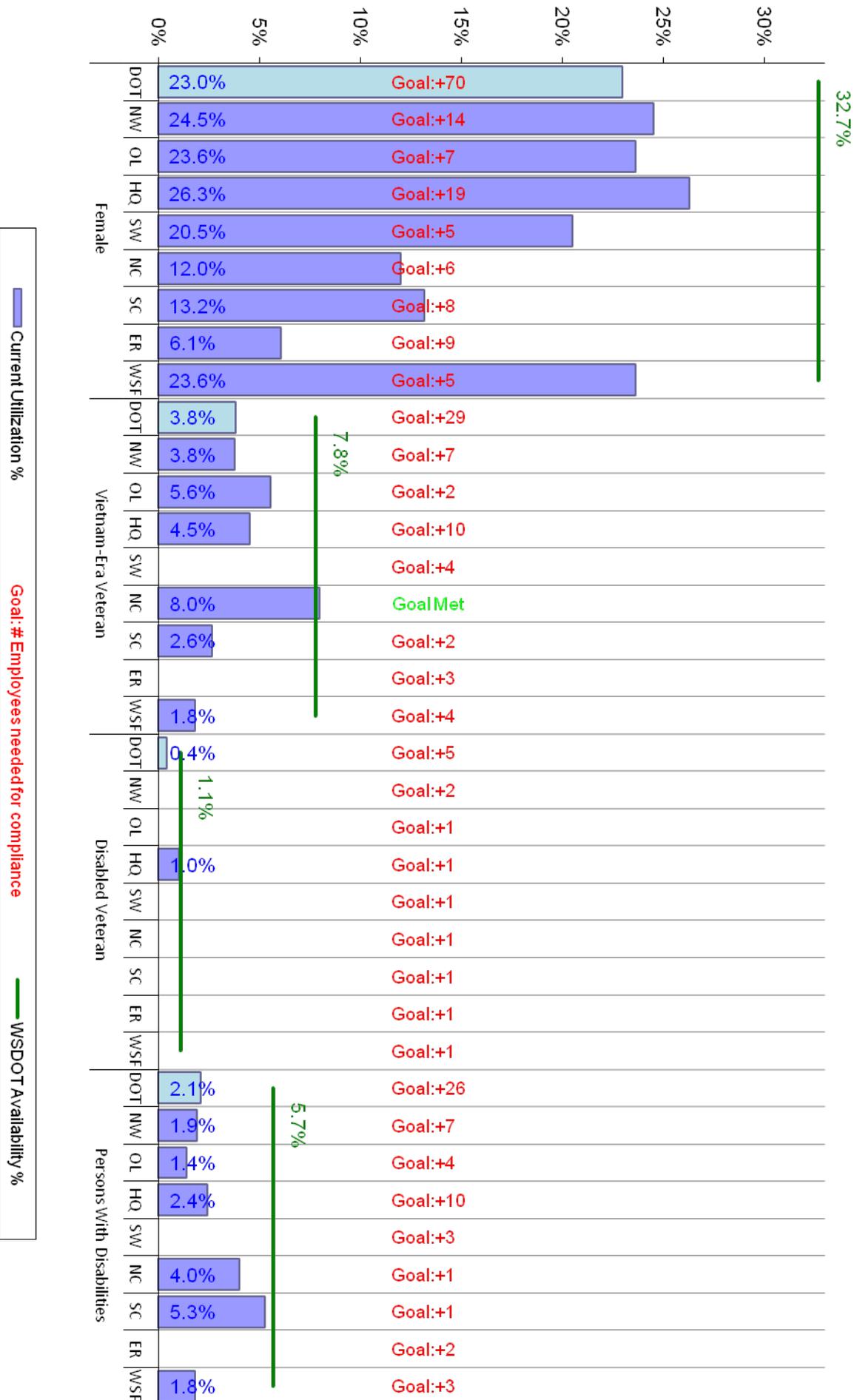
The charts on the following pages provide a workforce comparison for fiscal year 2011, by region, with goals for each affected class.

As noted above, the job categories include: *Officials/Administrators, Professional Engineers, Professionals, Professionals-WSF, Masters and Mates-WSF, Licensed Engine-WSF, Technicians, Skilled Crafts, Skilled Crafts-WSF, Unlicensed Engine-WSF, Administrative Support, Administrative Support-WSF, Terminals-WSF, Service/Maintenance, and Deck-WSF.*

**WSDOT UTILIZATION ANALYSIS by REGION**  
**JOB GROUP: Officials/Administrators**  
 June 30, 2011



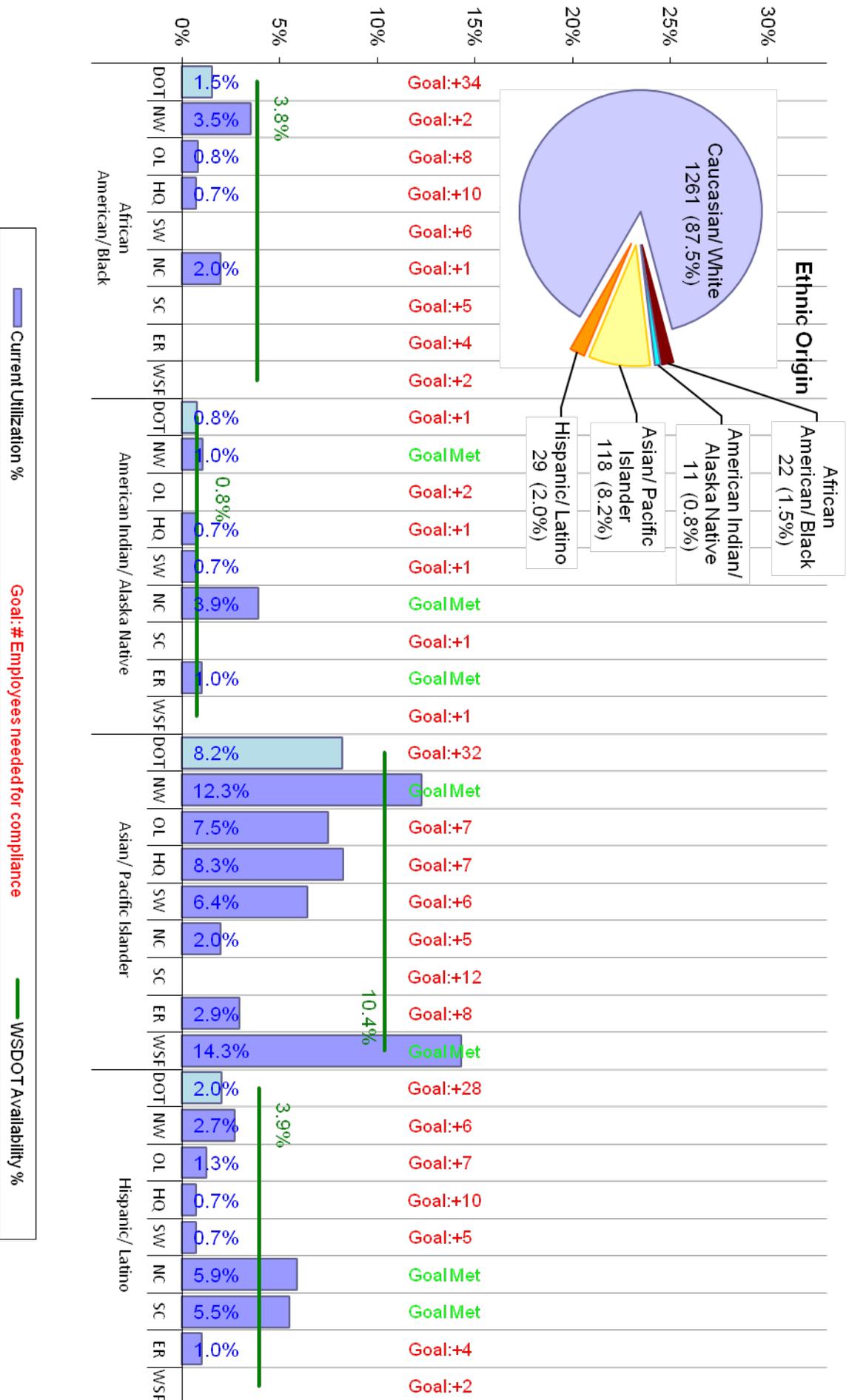
**WSDOT UTILIZATION ANALYSIS by REGION**  
**JOB GROUP: Officials/Administrators**  
**June 30, 2011**



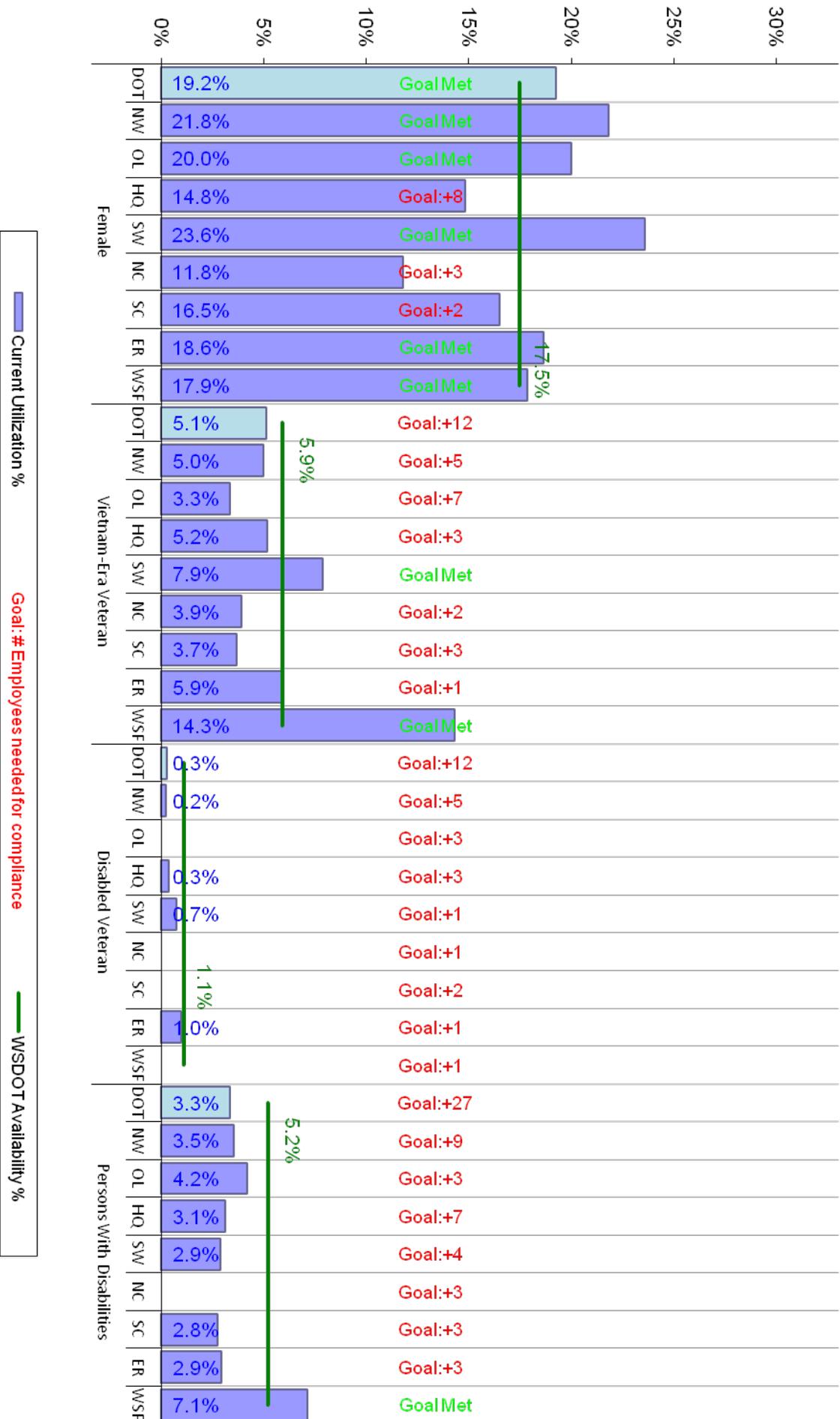
# WSDOT UTILIZATION ANALYSIS by REGION

## JOB GROUP: Professional Engineers

June 30, 2011



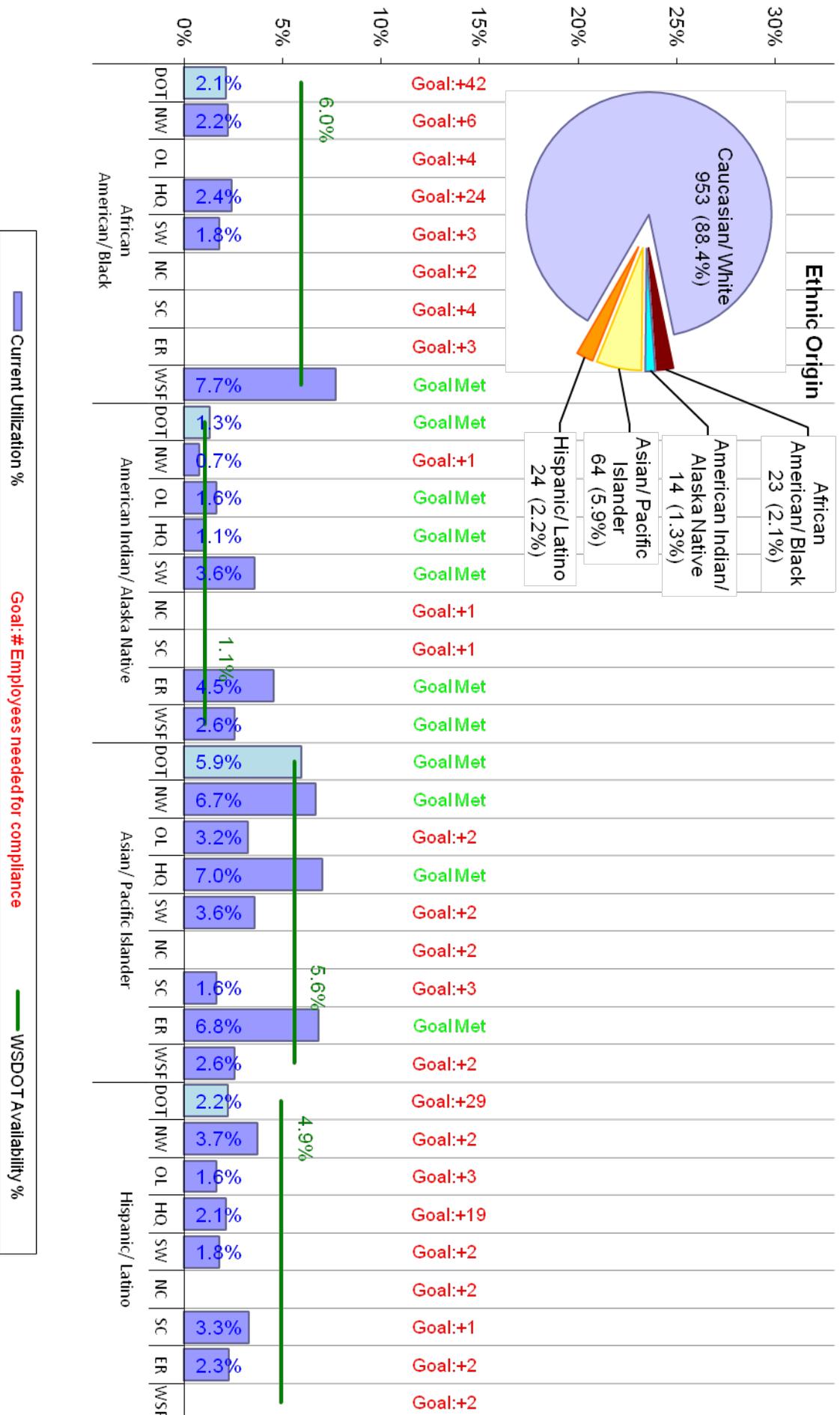
**WSDOT UTILIZATION ANALYSIS by REGION**  
**JOB GROUP: Professional Engineers**  
 June 30, 2011



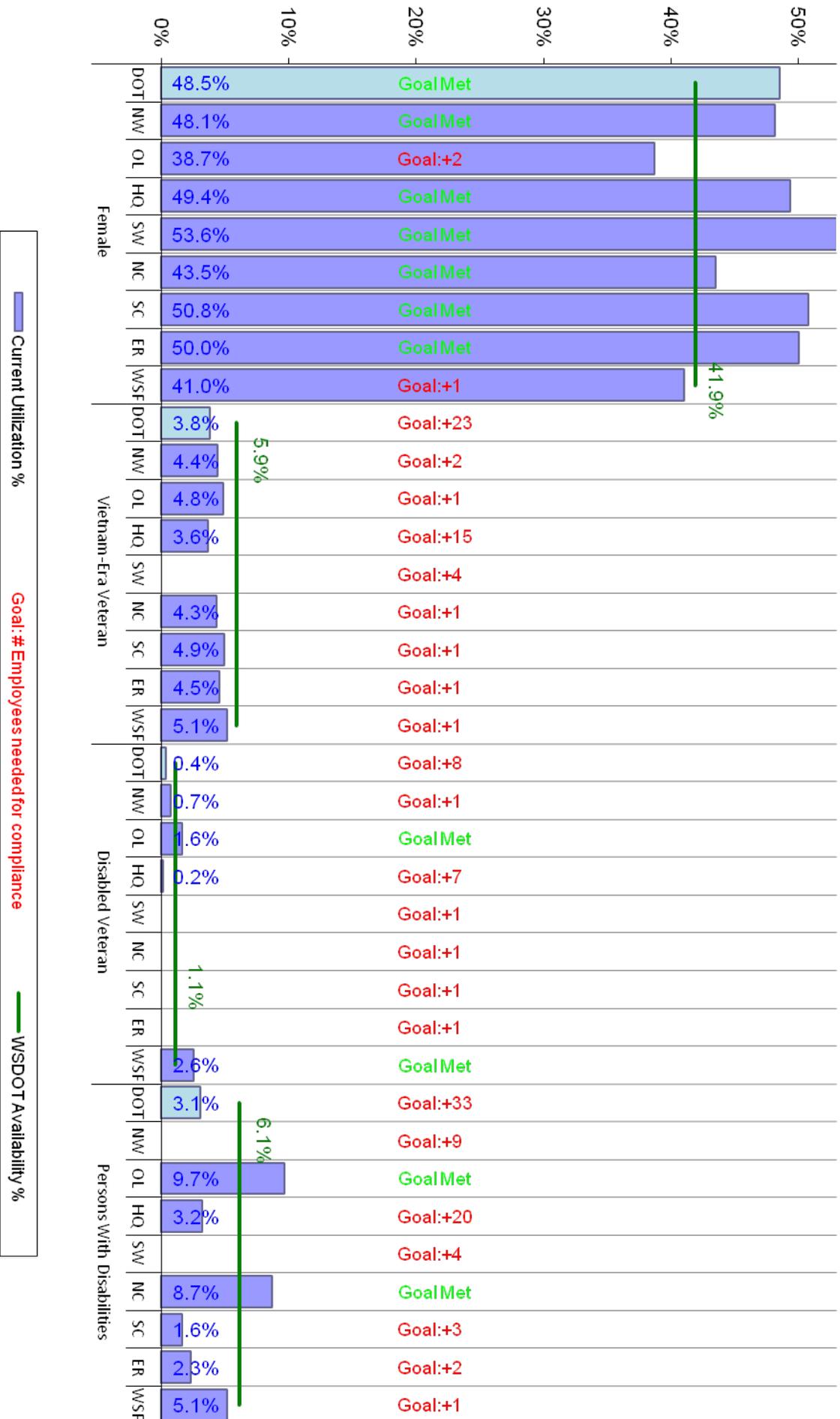
# WSDOT UTILIZATION ANALYSIS by REGION

## JOB GROUP: Professionals

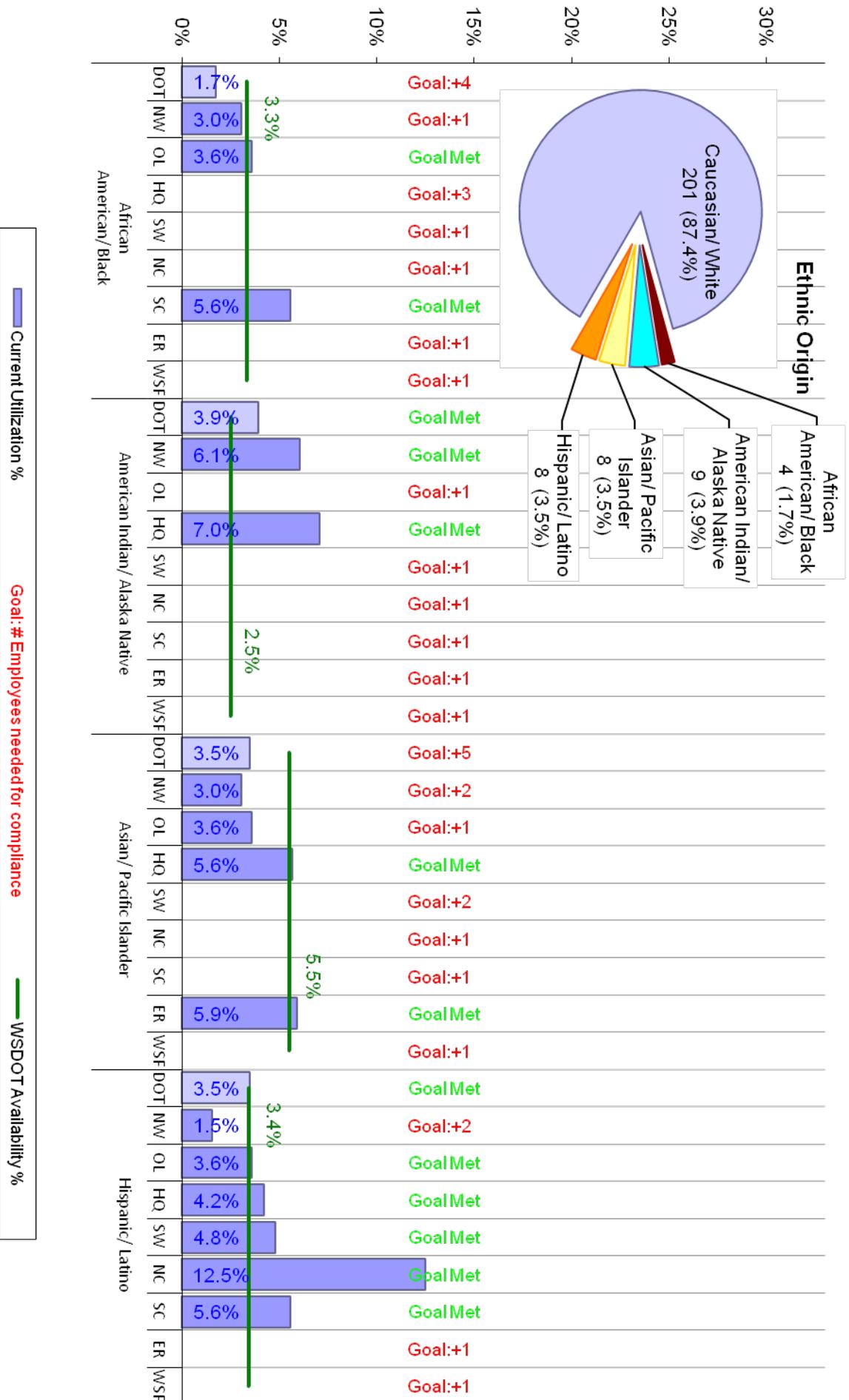
June 30, 2011



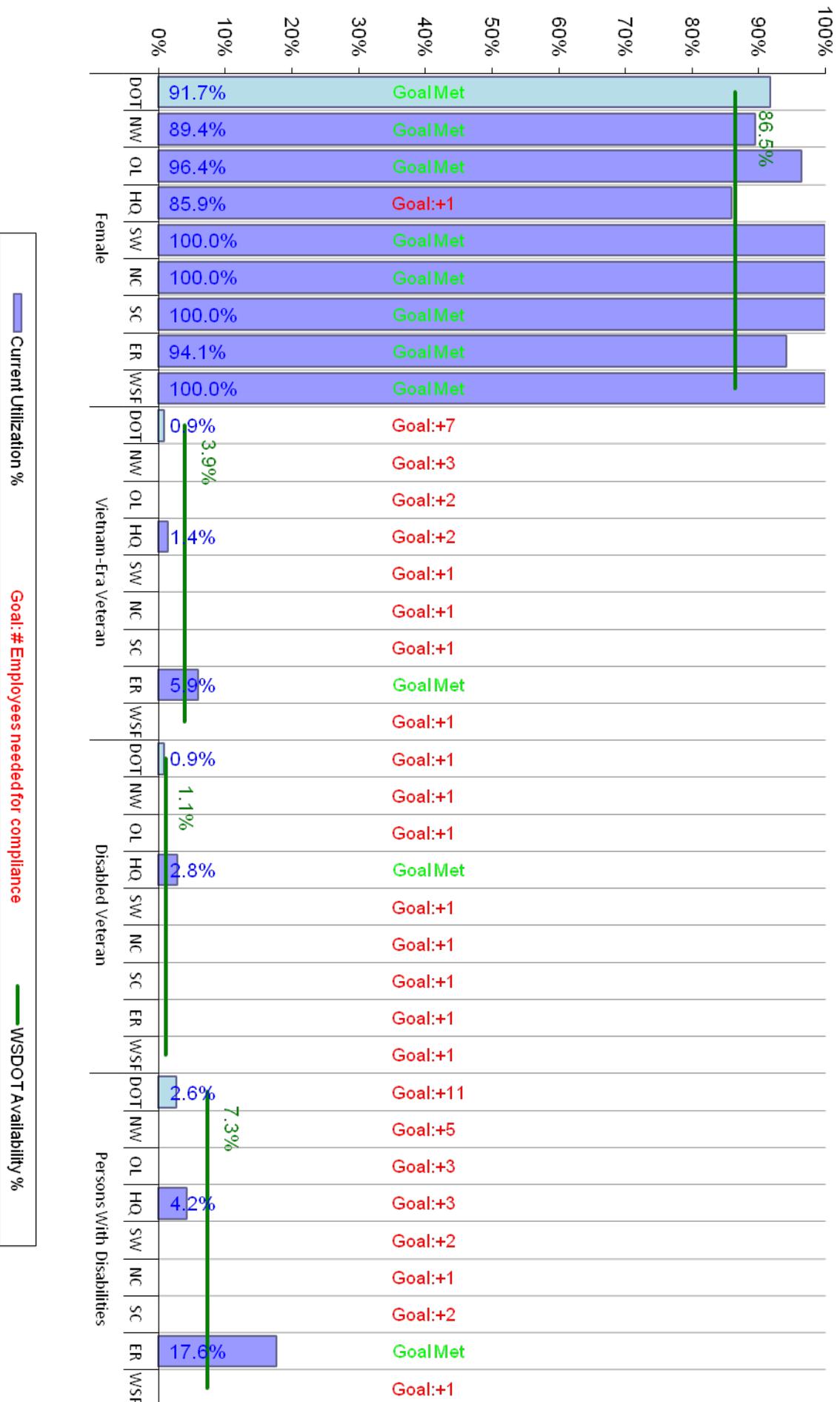
**WSDOT UTILIZATION ANALYSIS by REGION**  
**JOB GROUP: Professionals**  
**June 30, 2011**



**WSDOT UTILIZATION ANALYSIS by REGION**  
**JOB GROUP: Administrative Support**  
 June 30, 2011



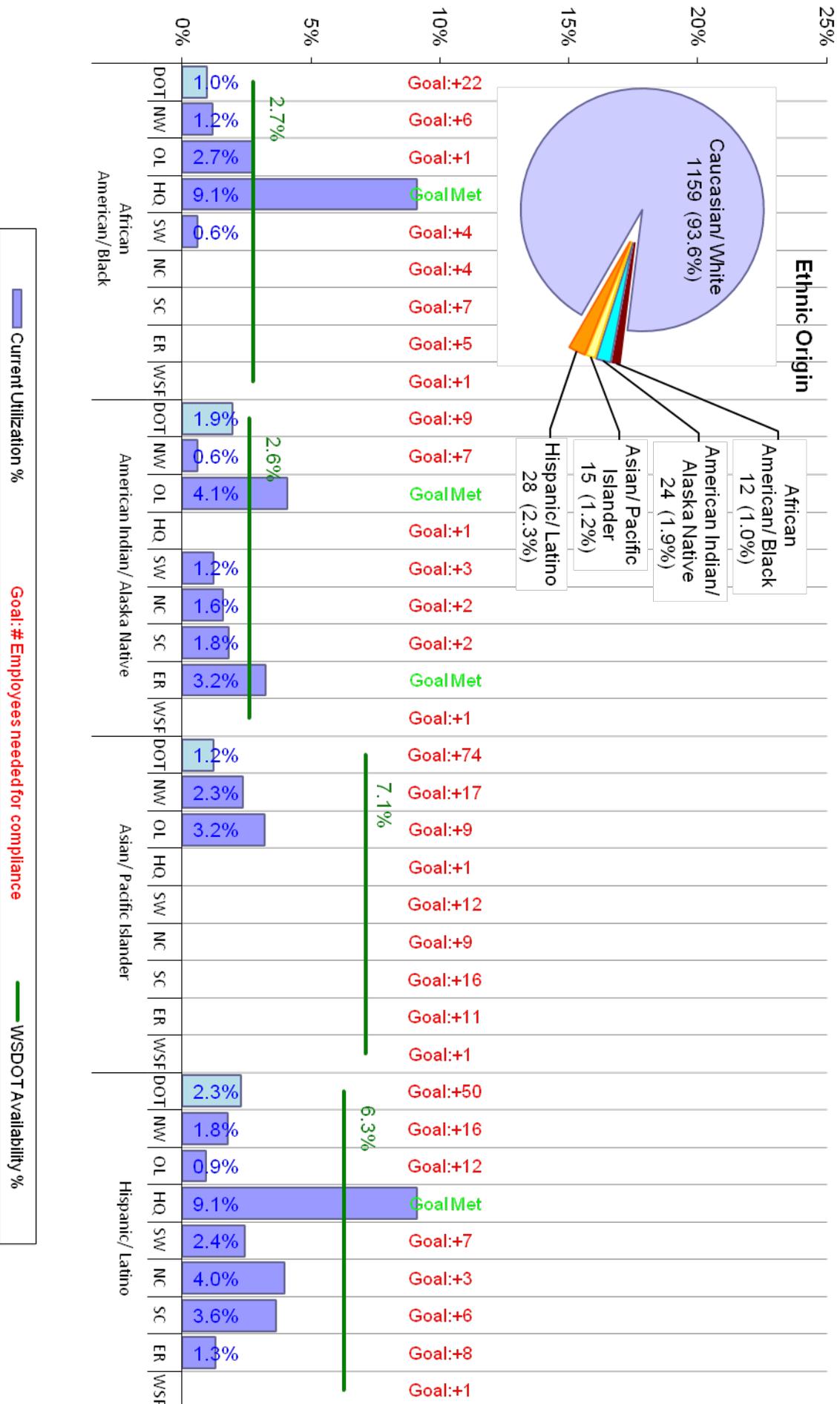
**WSDOT UTILIZATION ANALYSIS by REGION**  
**JOB GROUP: Administrative Support**  
**June 30, 2011**



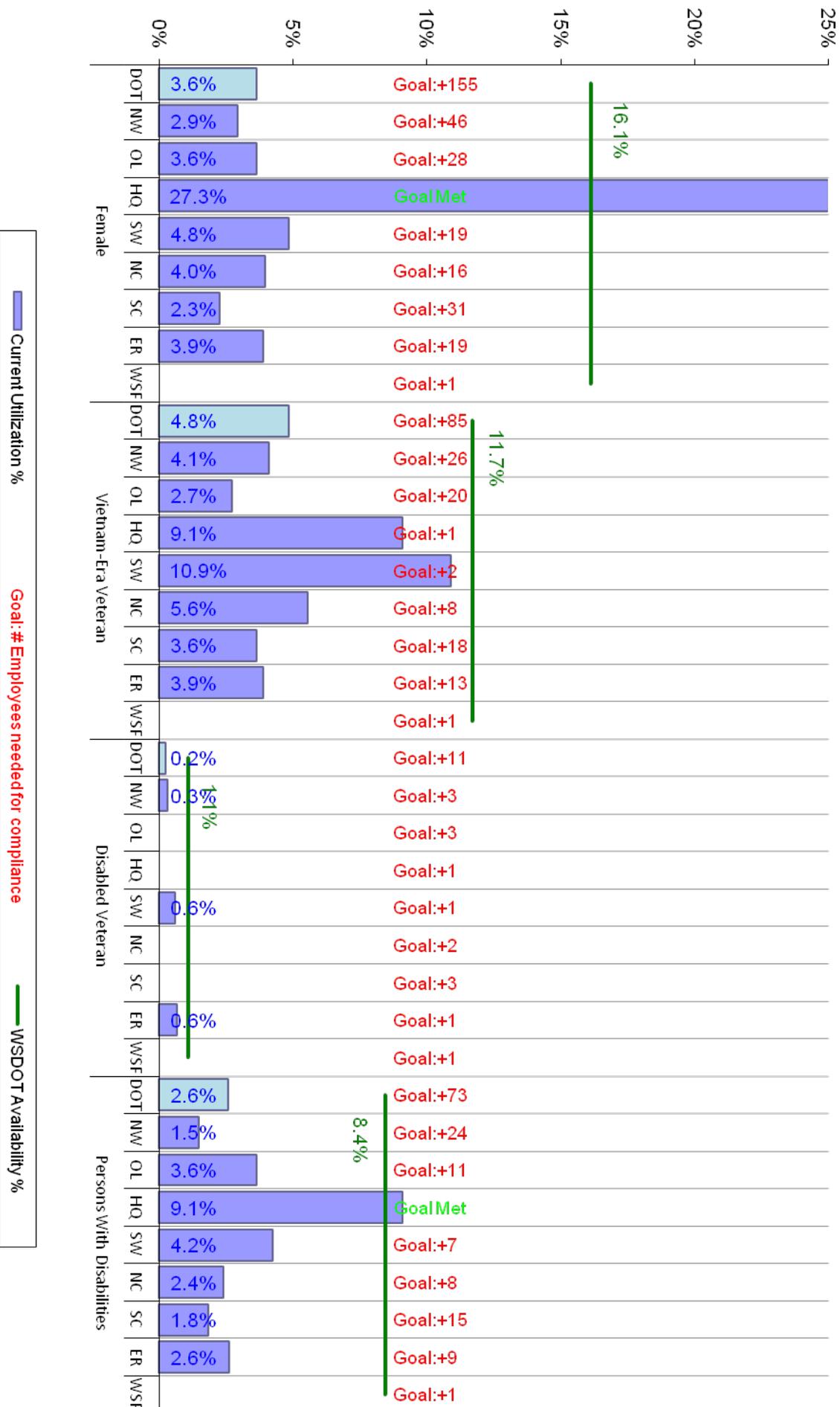
# WSDOT UTILIZATION ANALYSIS by REGION

## JOB GROUP: Skilled Craftpersons

June 30, 2011



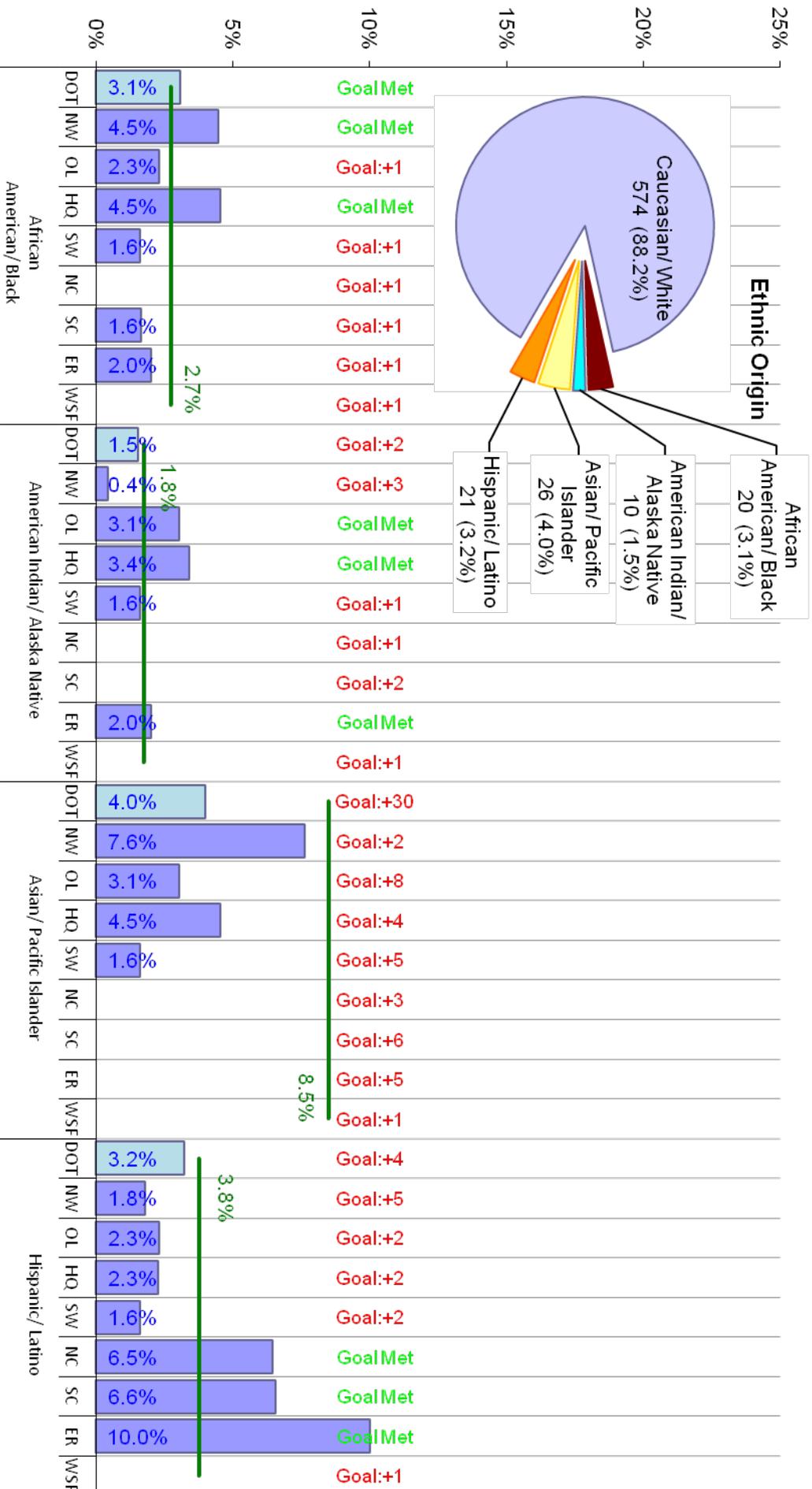
**WSDOT UTILIZATION ANALYSIS by REGION**  
**JOB GROUP: Skilled Craftpersons**  
**June 30, 2011**



# WSDOT UTILIZATION ANALYSIS by REGION

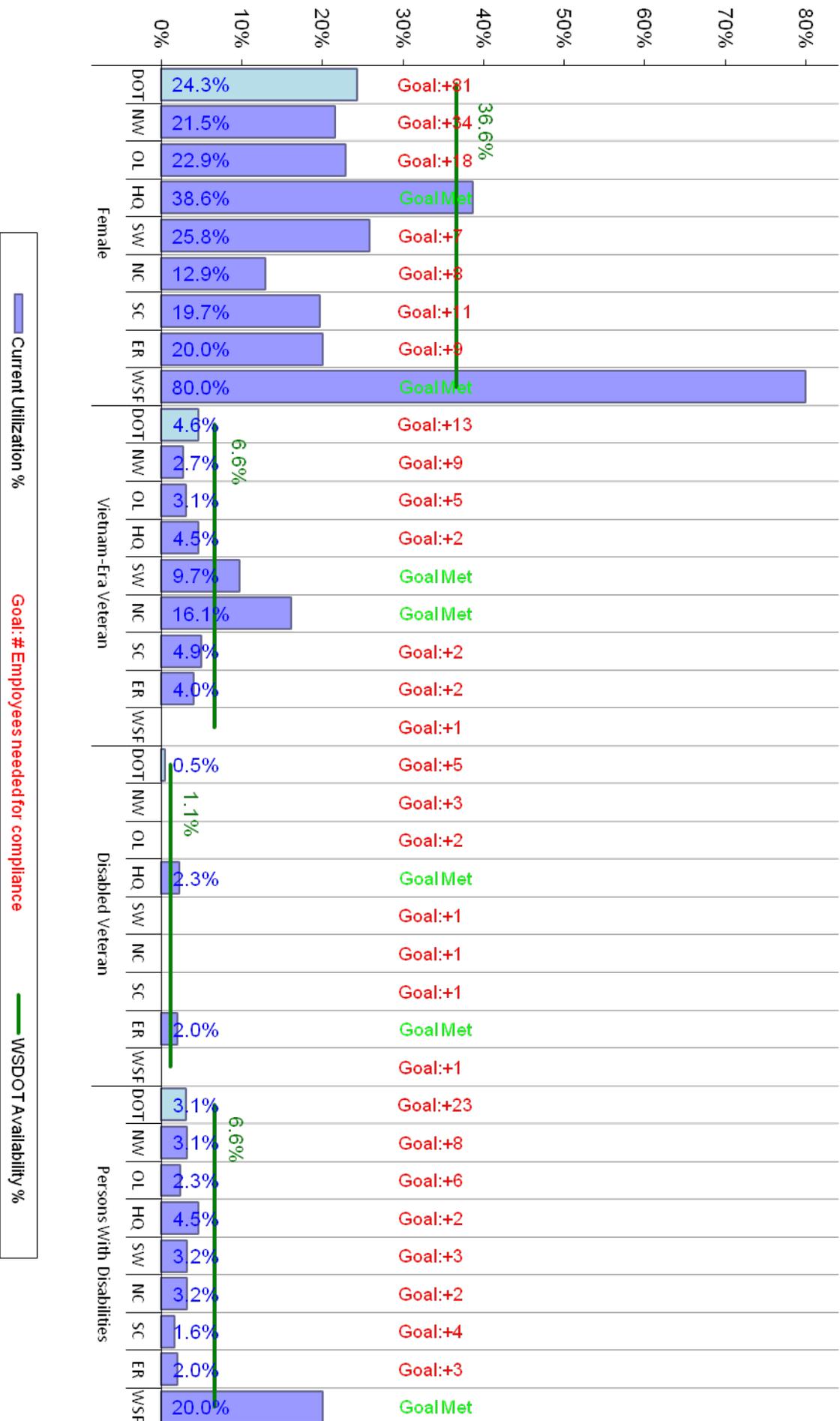
## JOB GROUP: Technicians

June 30, 2011



■ Current Utilization %
 ■ Goal: # Employees needed for compliance
 — WSDOT Availability %

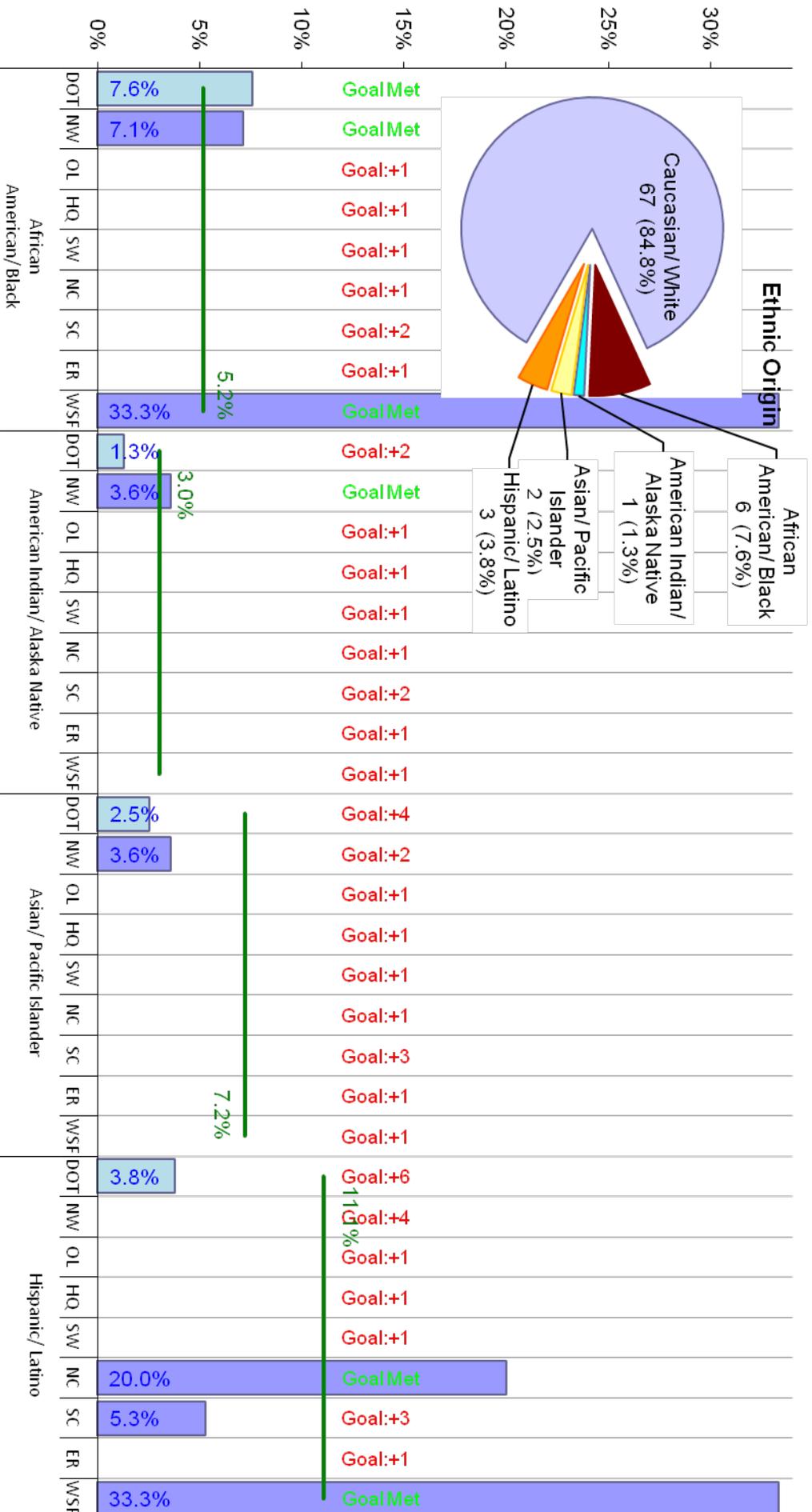
**WSDOT UTILIZATION ANALYSIS by REGION**  
**JOB GROUP: Technicians**  
 June 30, 2011



# WSDOT UTILIZATION ANALYSIS by REGION

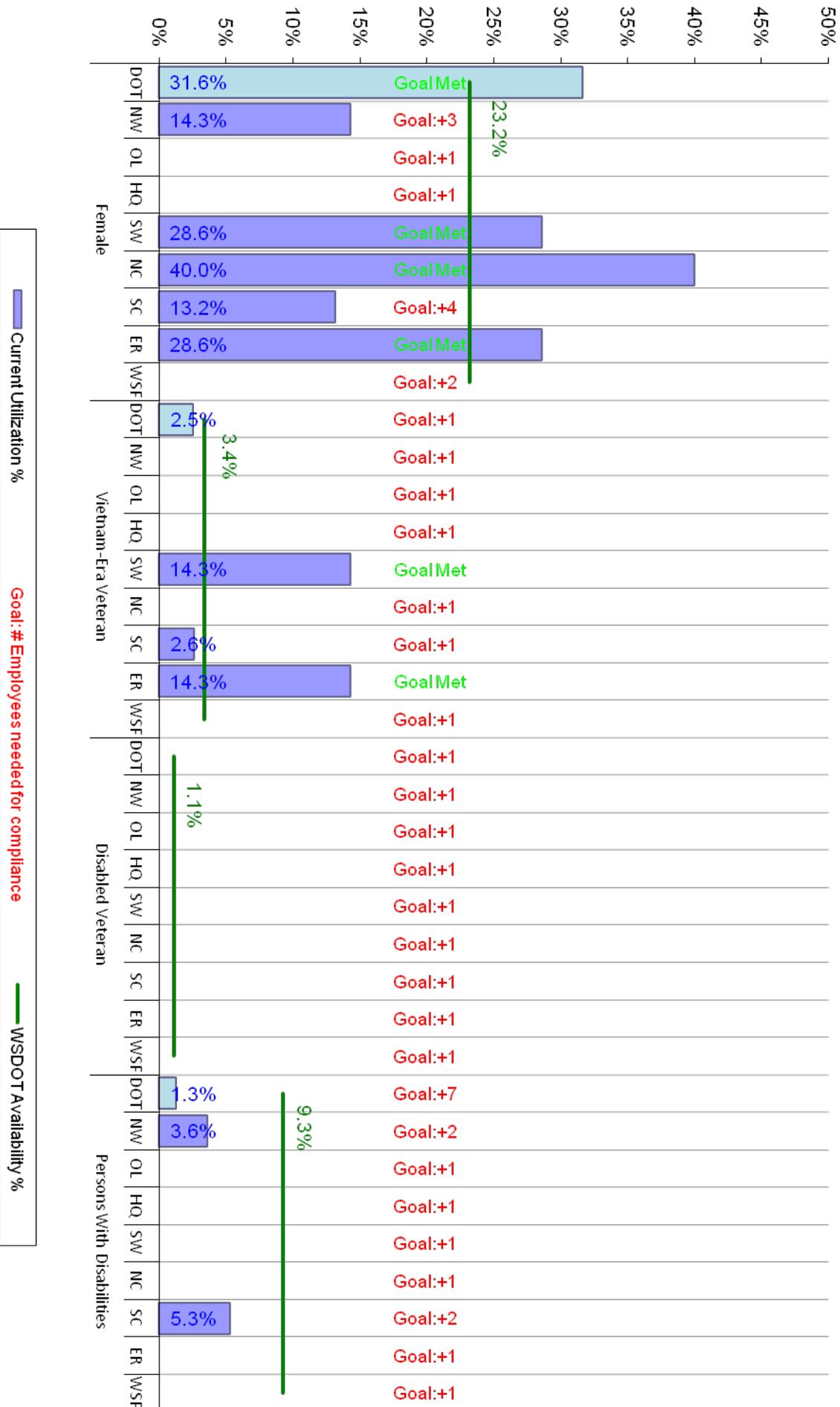
## JOB GROUP: Services / Maintenance

June 30, 2011



■ Current Utilization %
 ■ Goal: # Employees needed for compliance
 — WSDOT Availability %

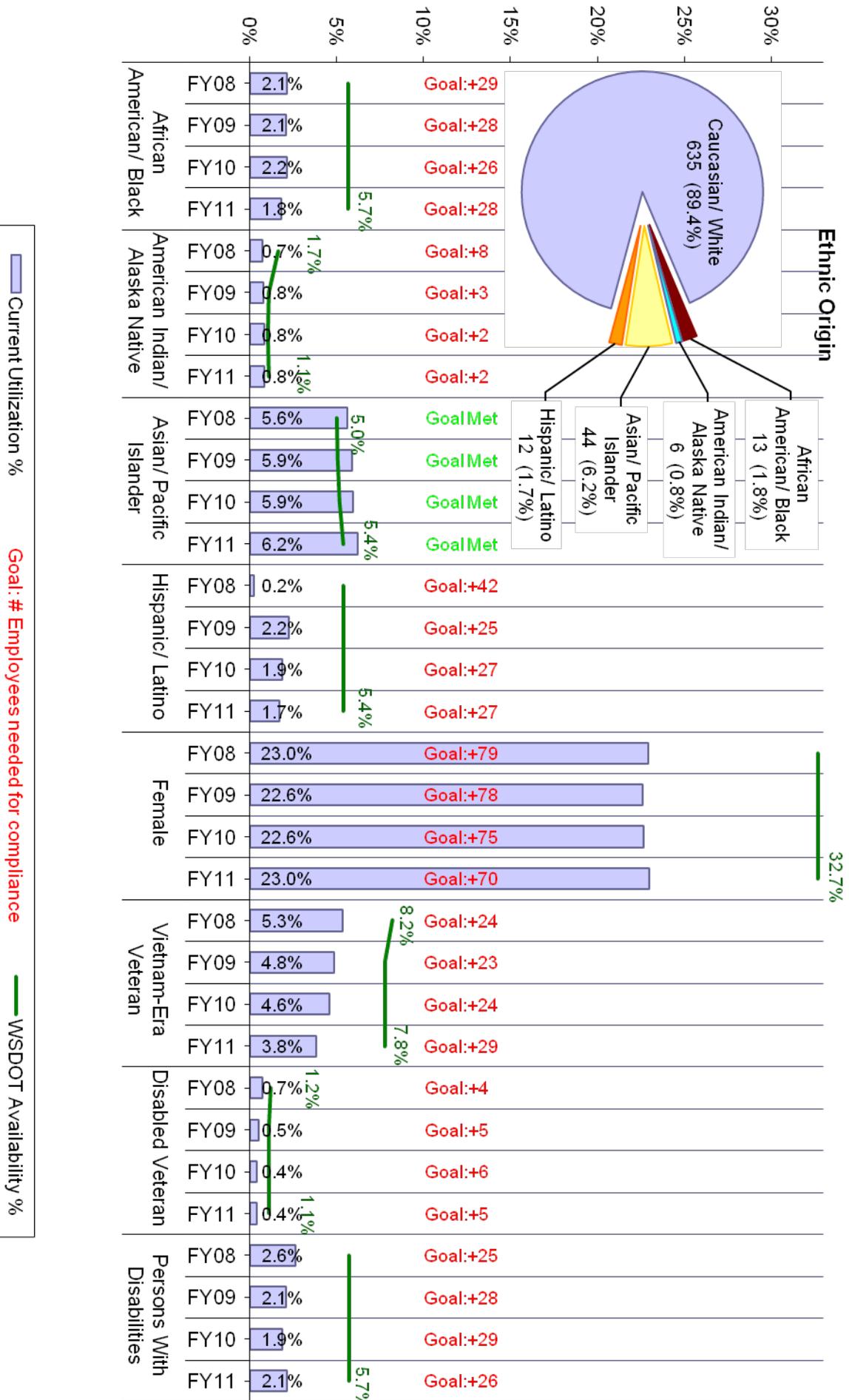
**WSDOT UTILIZATION ANALYSIS by REGION**  
**JOB GROUP: Services / Maintenance**  
 June 30, 2011



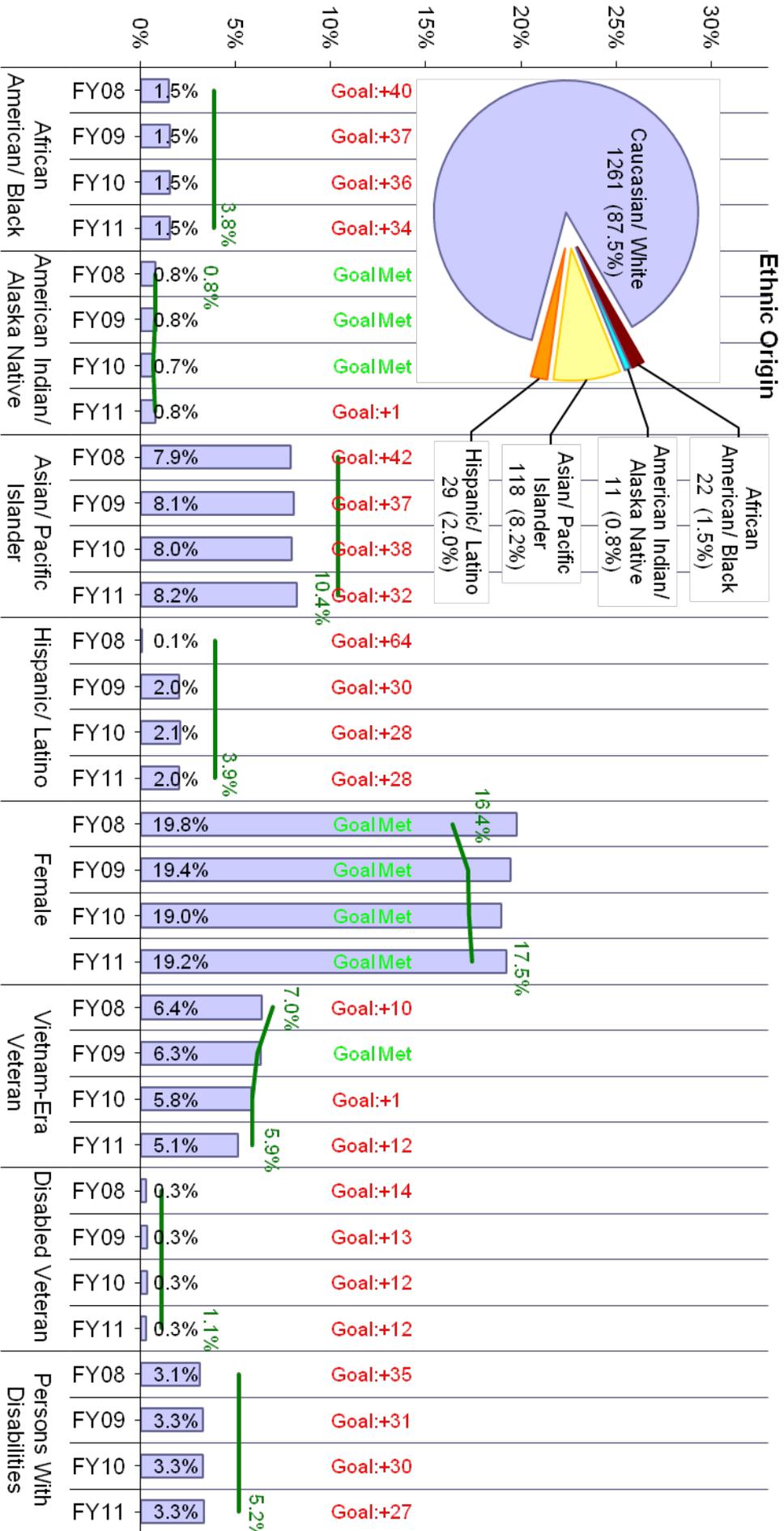
### **Workforce Analysis by Job Group: FY2011 vs. FY2008, FY2009, and FY2010**

The charts on the following pages provide a comparison and progression of workforce utilization by job group for fiscal years 2008, 2009, 2010, and 2011. The charts also provide the Affirmative Action goals to be met for affected classes in each job category, for each fiscal year. WSDOT was not able to meet Affirmative Action goals for some categories due to a legislatively mandated hiring freeze and reduction in force environment in the last two budget cycles. All executives, managers, and hiring authorities have been made aware of areas of underutilization and will partner with the Affirmative Action Coordinator in making a good faith effort toward reaching parity.

**WSDOT AGENCY-WIDE UTILIZATION ANALYSIS**  
**JOB GROUP: Officials/Administrators**  
**FY 2011 versus FY2008, FY2009, FY2010**



**WSDOT AGENCY-WIDE UTILIZATION ANALYSIS**  
**JOB GROUP: Professional Engineers**  
**FY 2011 versus FY2008, FY2009, FY2010**

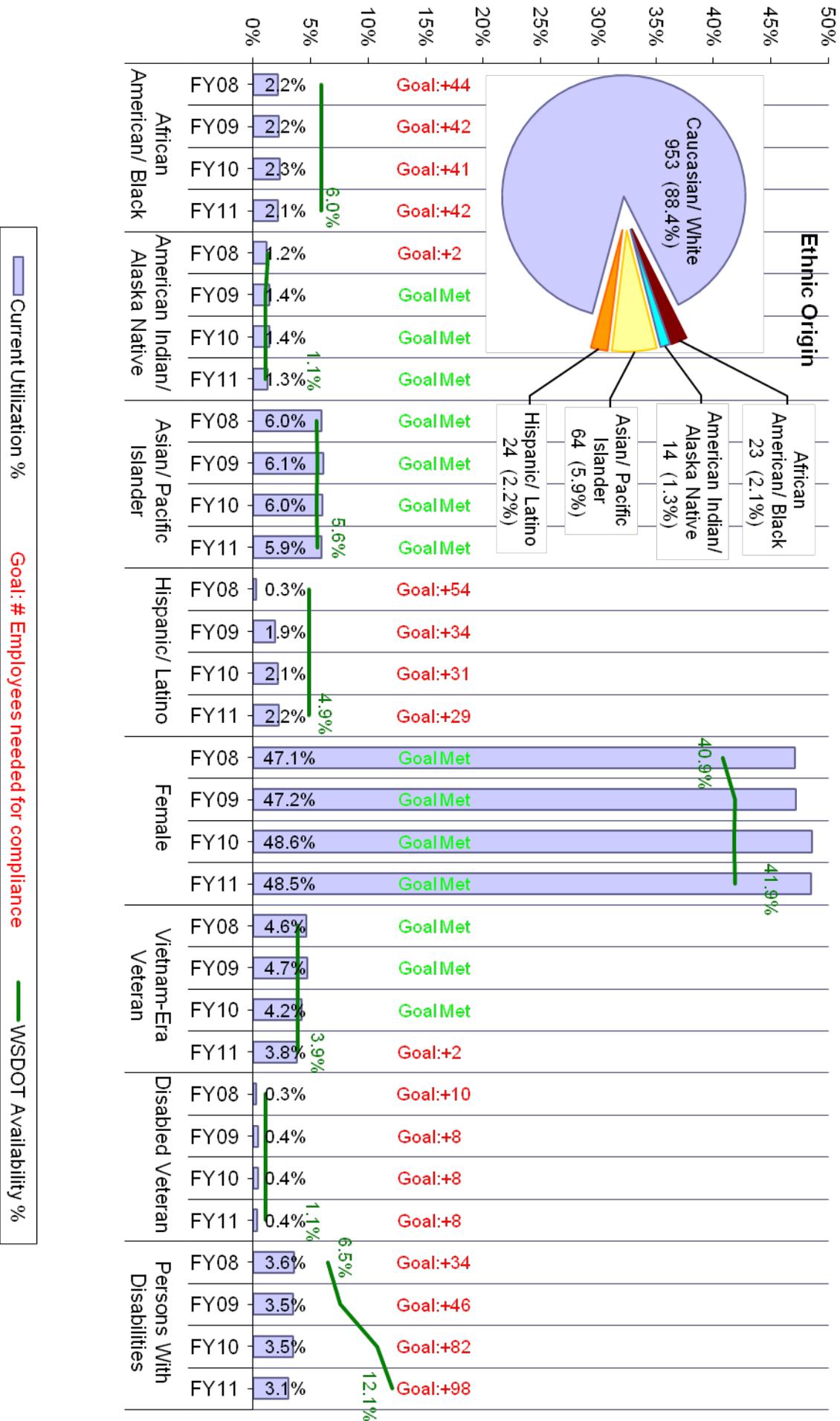


Current Utilization %

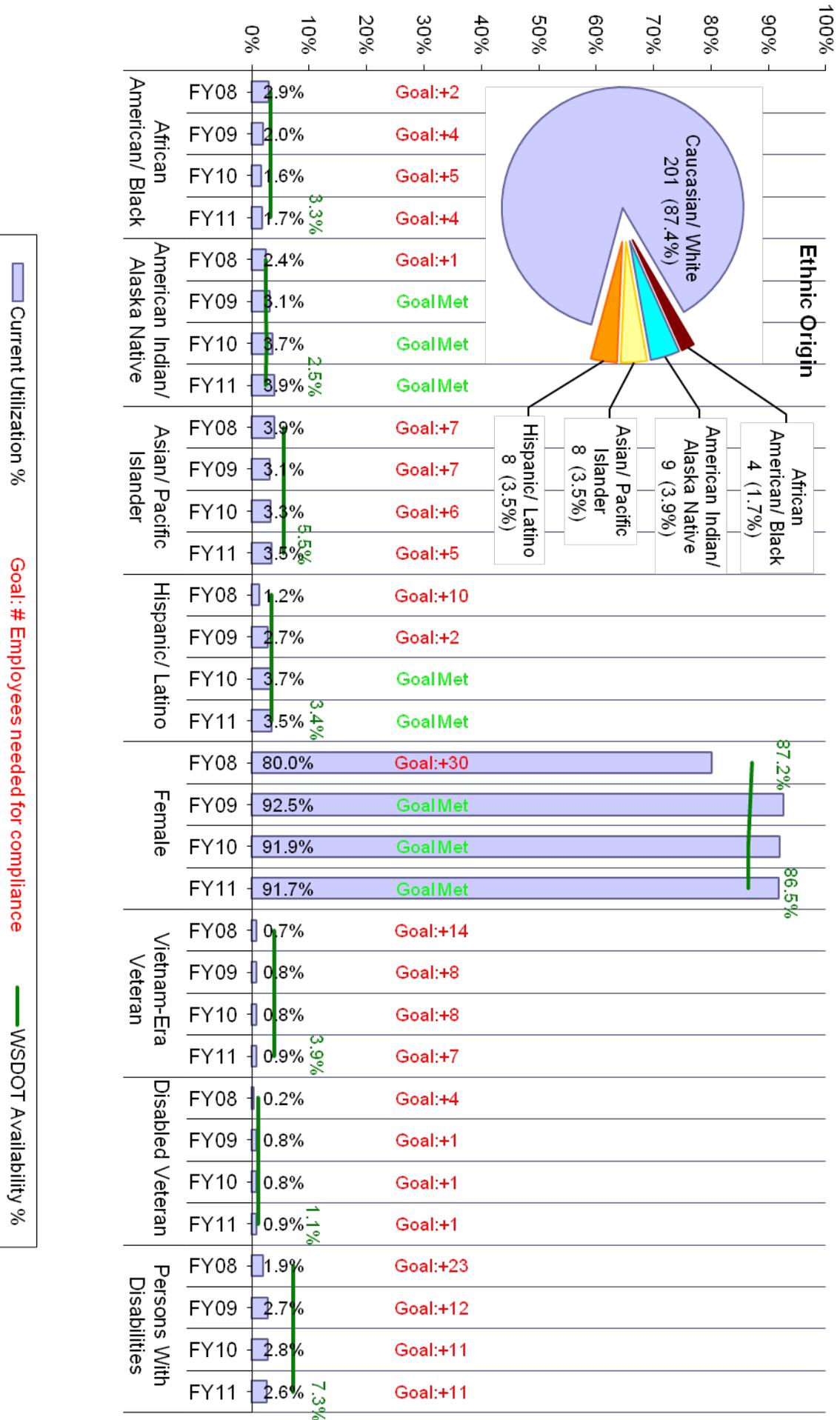
Goal: # Employees needed for compliance

WSDOT Availability %

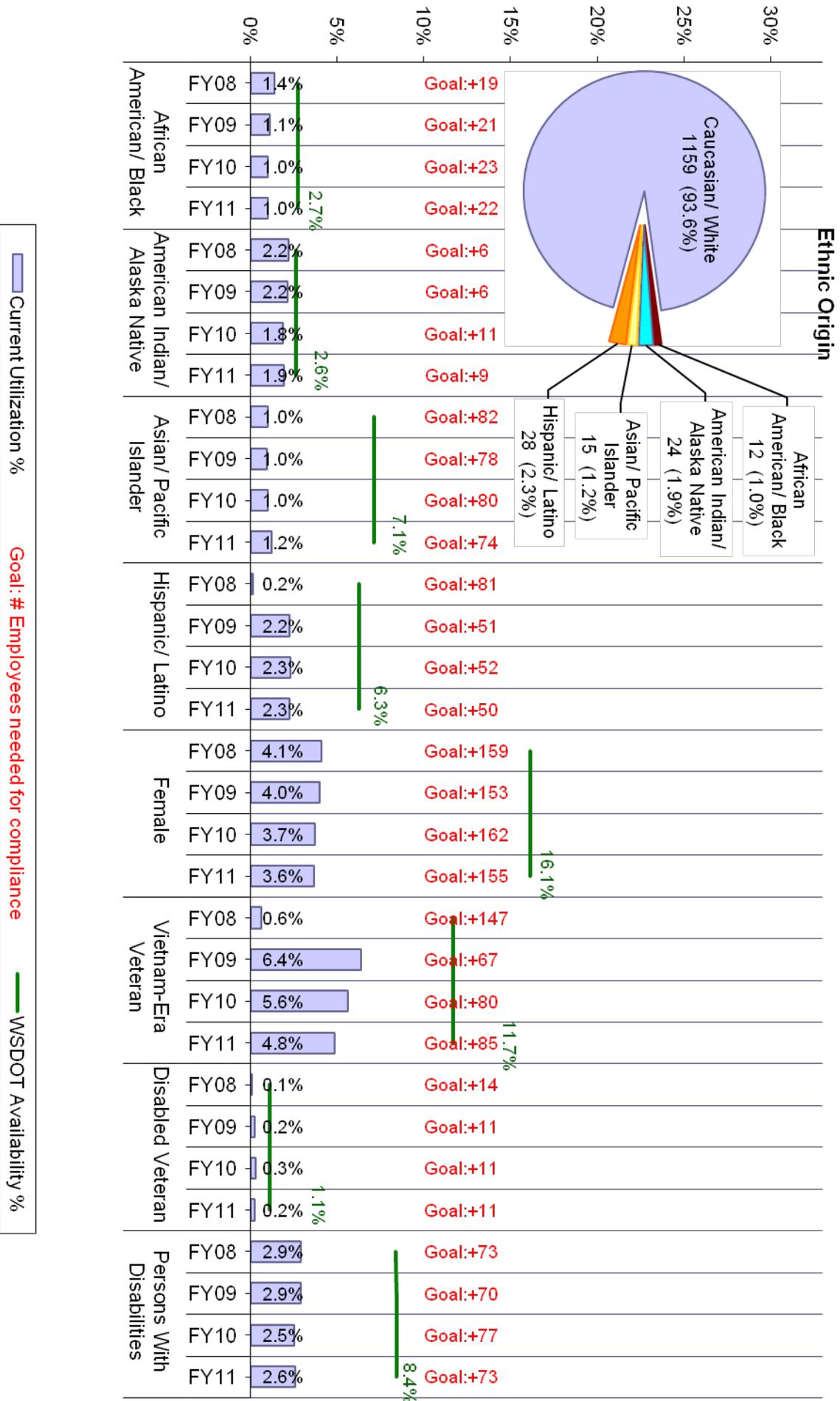
**WSDOT AGENCY-WIDE UTILIZATION ANALYSIS**  
**JOB GROUP: Professionals**  
**FY 2011 versus FY2008, FY2009, FY2010**



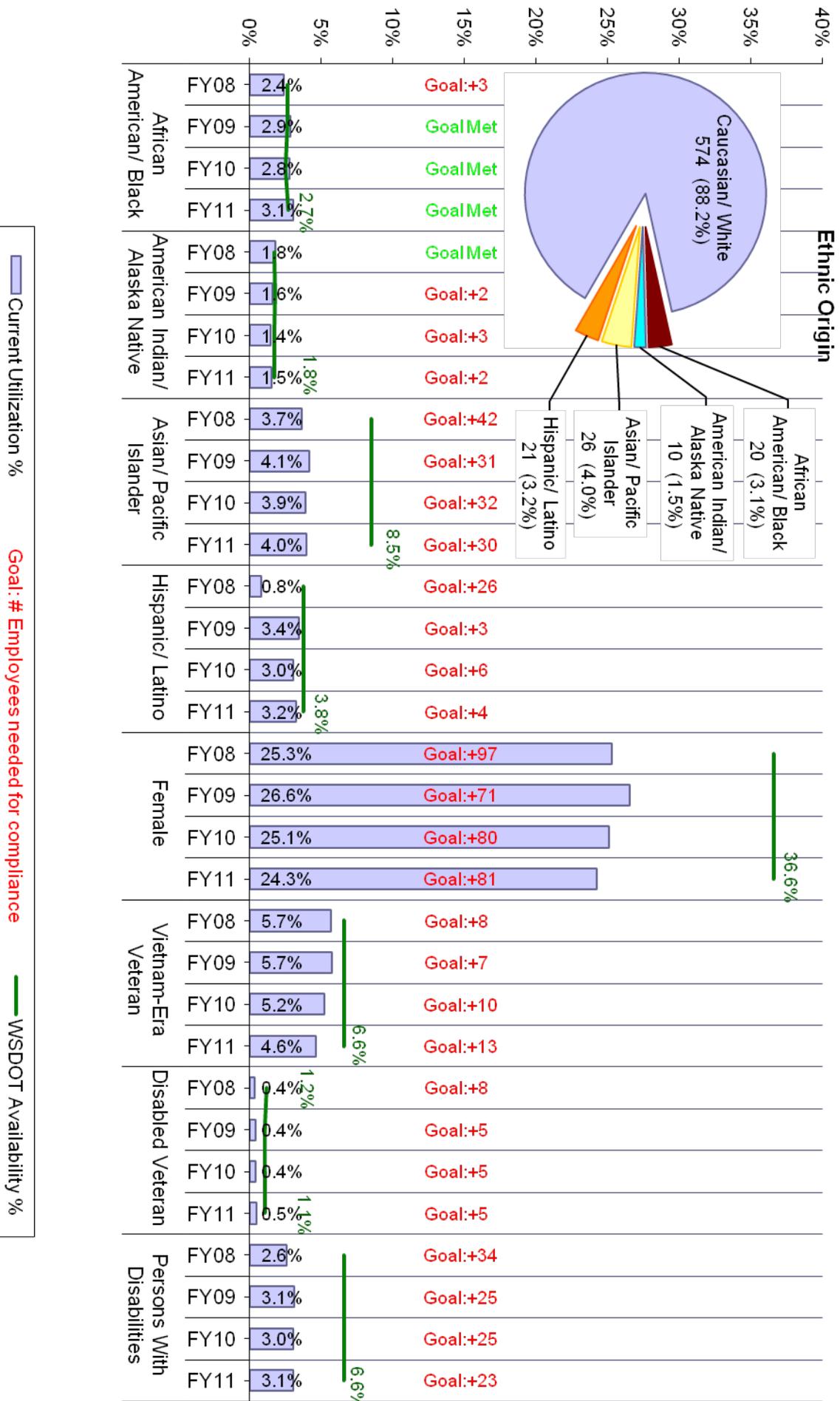
**WSDOT AGENCY-WIDE UTILIZATION ANALYSIS**  
**JOB GROUP: Administrative Support**  
**FY 2011 versus FY2008, FY2009, FY2010**



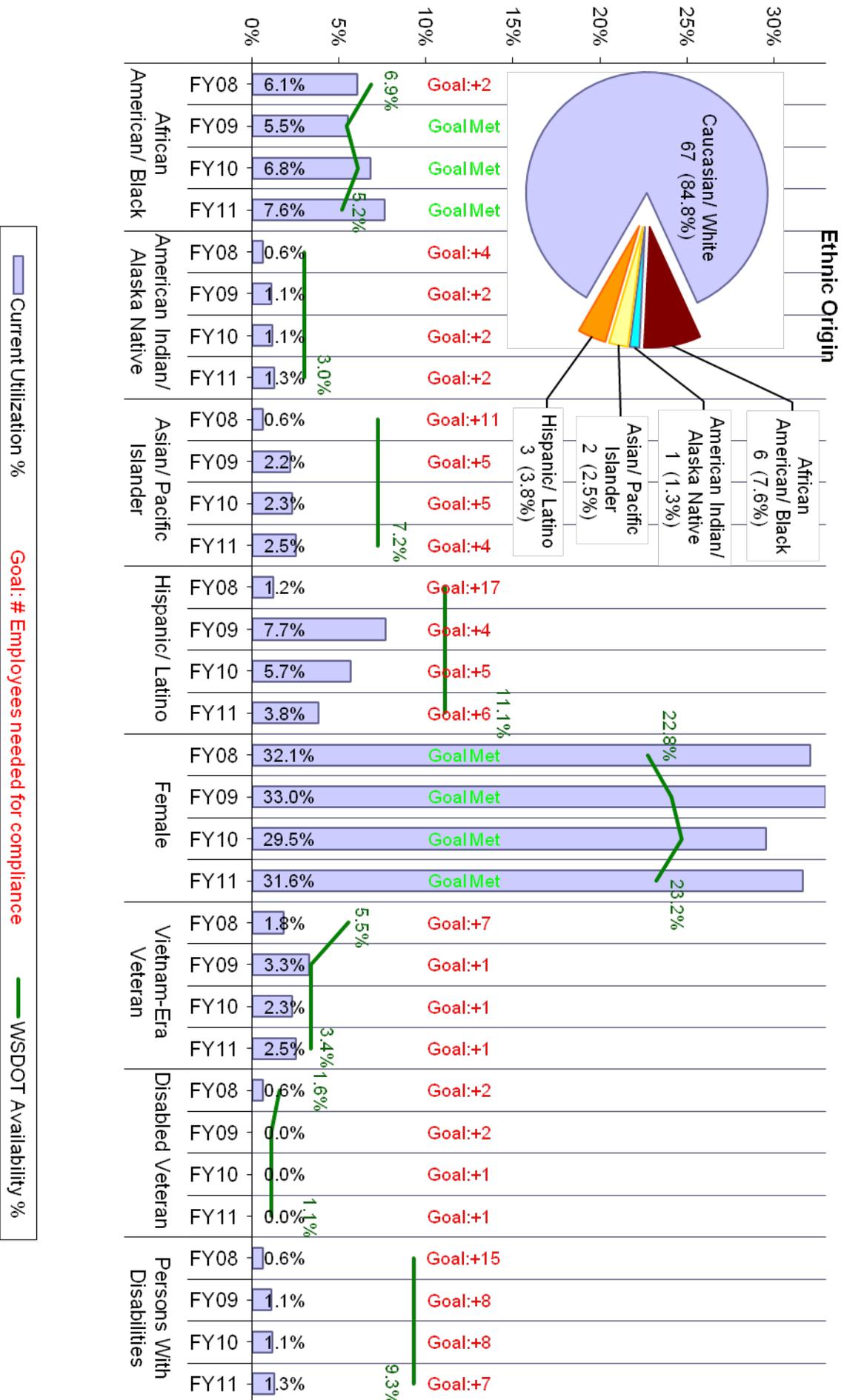
**WSDOT AGENCY-WIDE UTILIZATION ANALYSIS**  
**JOB GROUP: Skilled Craftpersons**  
**FY 2011 versus FY2008, FY2009, FY2010**



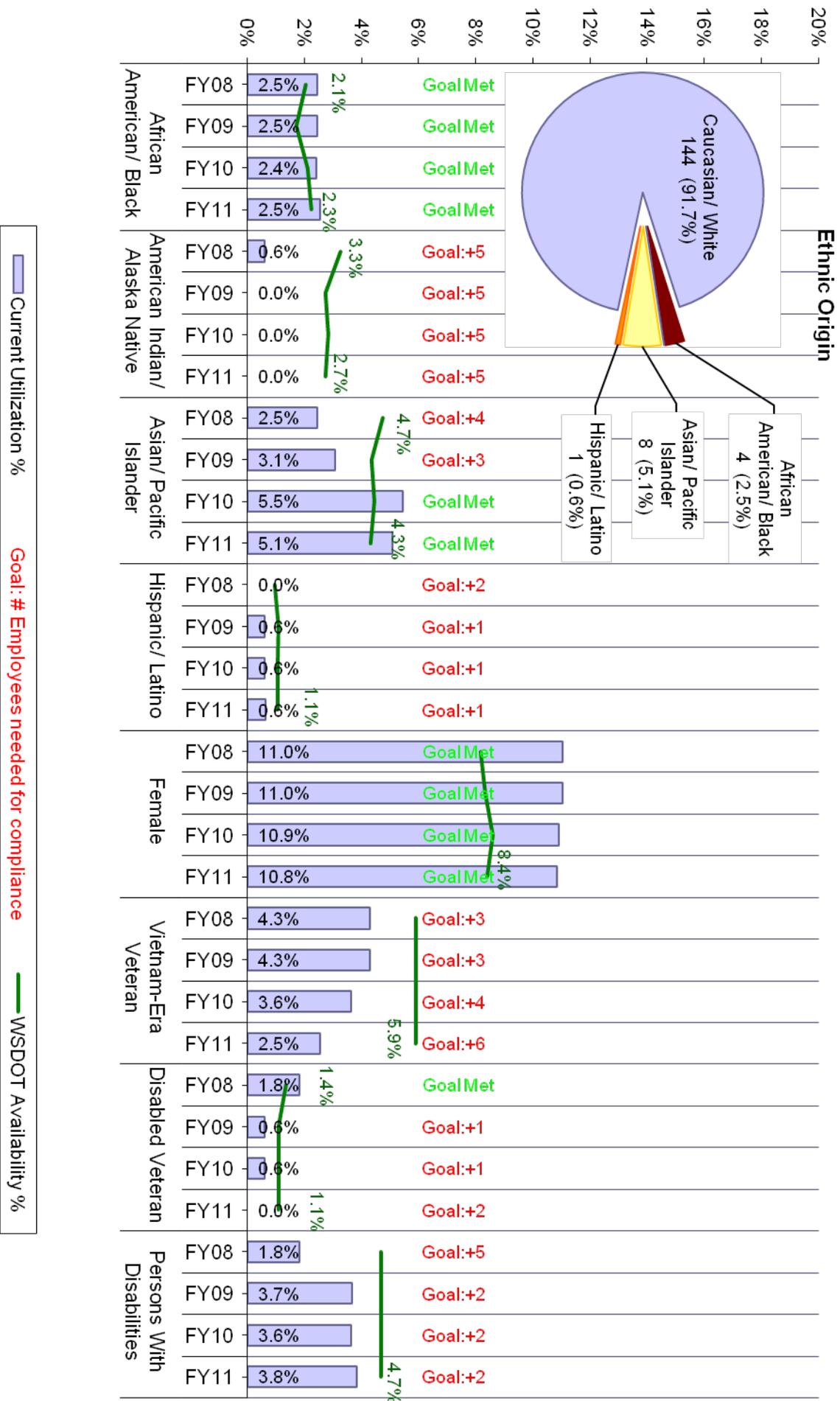
**WSDOT AGENCY-WIDE UTILIZATION ANALYSIS**  
**JOB GROUP: Technicians**  
**FY 2011 versus FY2008, FY2009, FY2010**



**WSDOT AGENCY-WIDE UTILIZATION ANALYSIS**  
**JOB GROUP: Services / Maintenance**  
**FY 2011 versus FY2008, FY2009, FY2010**

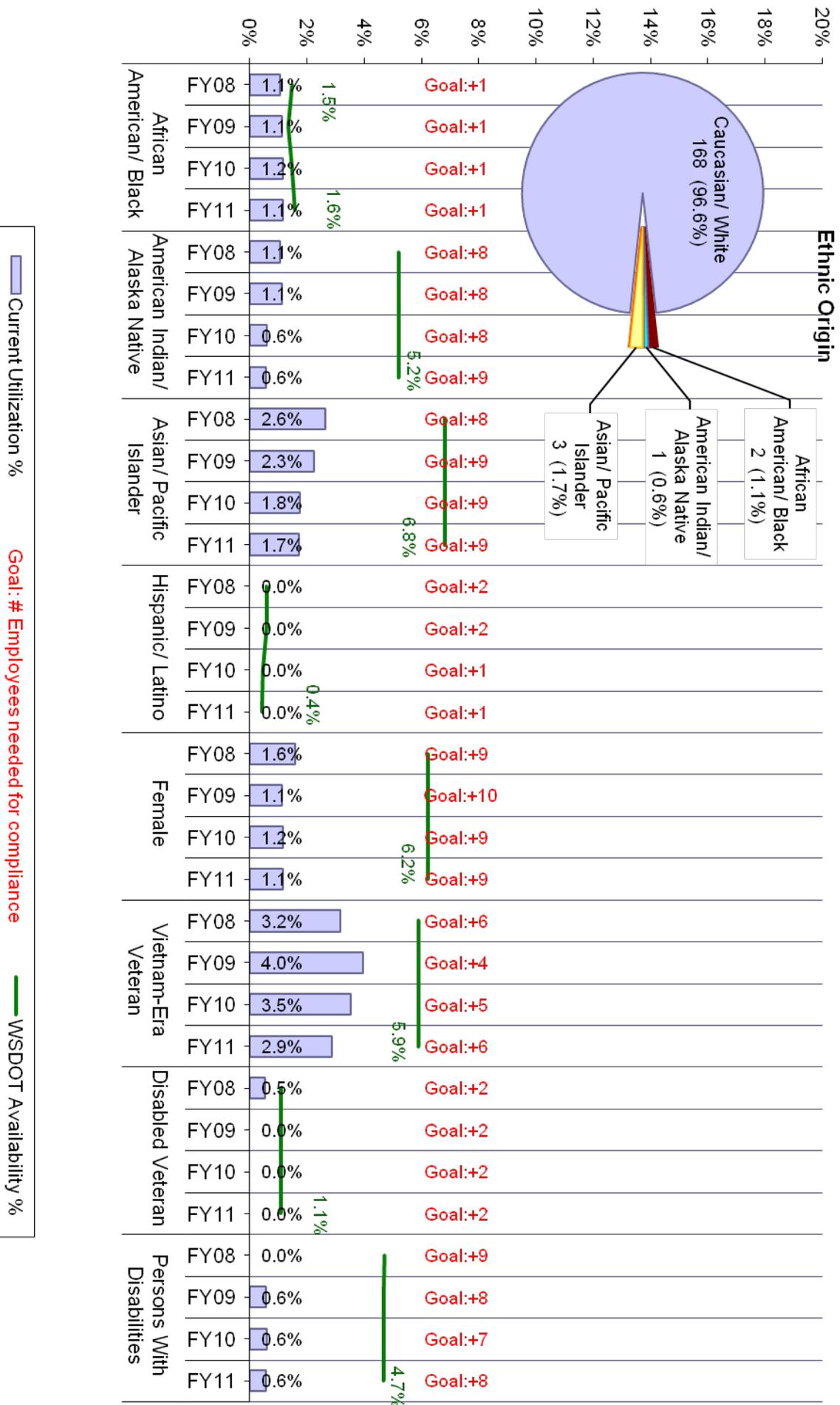


**WSDOT AGENCY-WIDE UTILIZATION ANALYSIS**  
**JOB GROUP: Masters and Mates-W/SF**  
**FY 2011 versus FY2008, FY2009, FY2010**

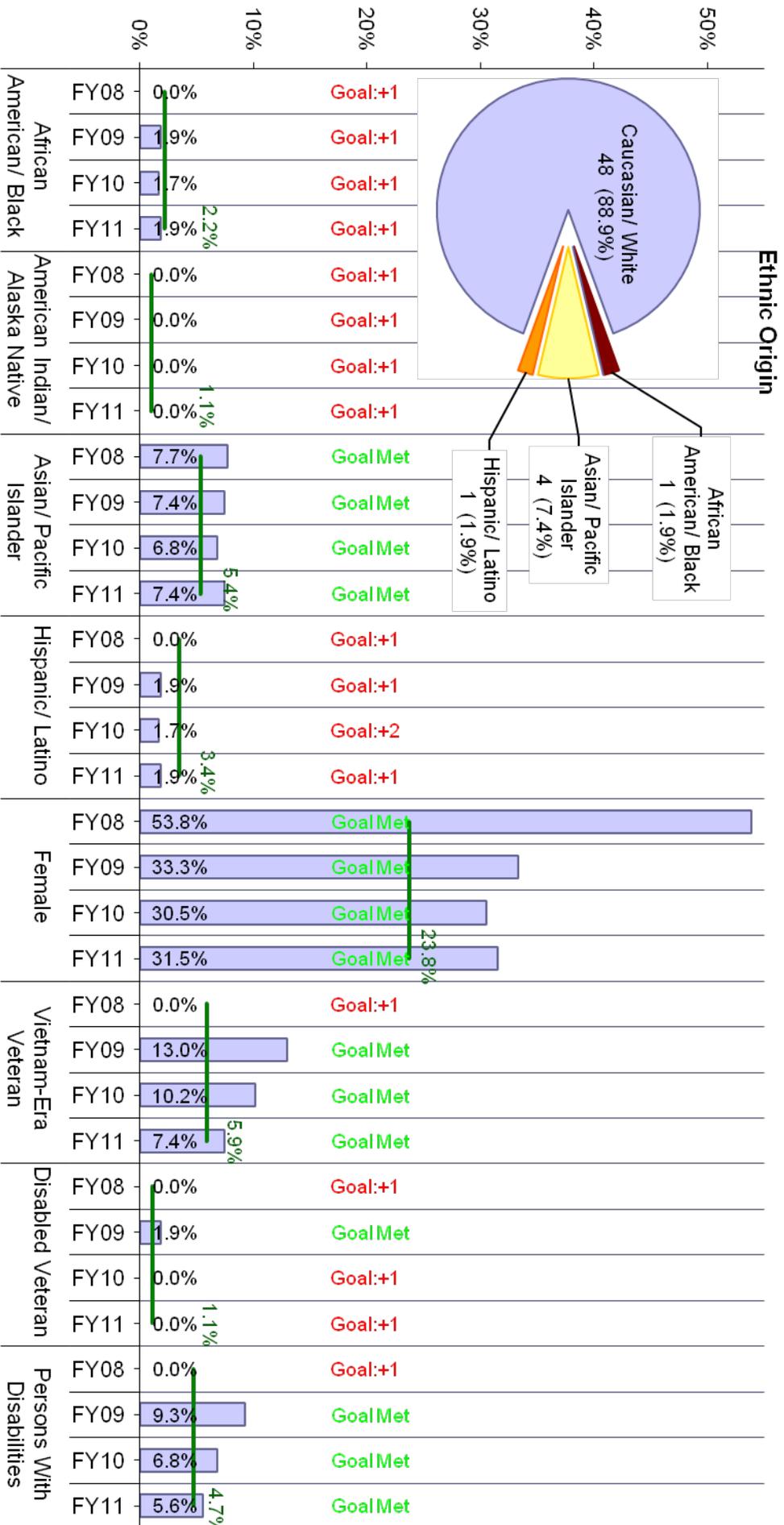


█ Current Utilization %     
 █ Goal: # Employees needed for compliance     
 — WSDOT Availability %

**WSDOT AGENCY-WIDE UTILIZATION ANALYSIS**  
**JOB GROUP: Licensed Engine-W/SF**  
**FY 2011 versus FY2008, FY2009, FY2010**

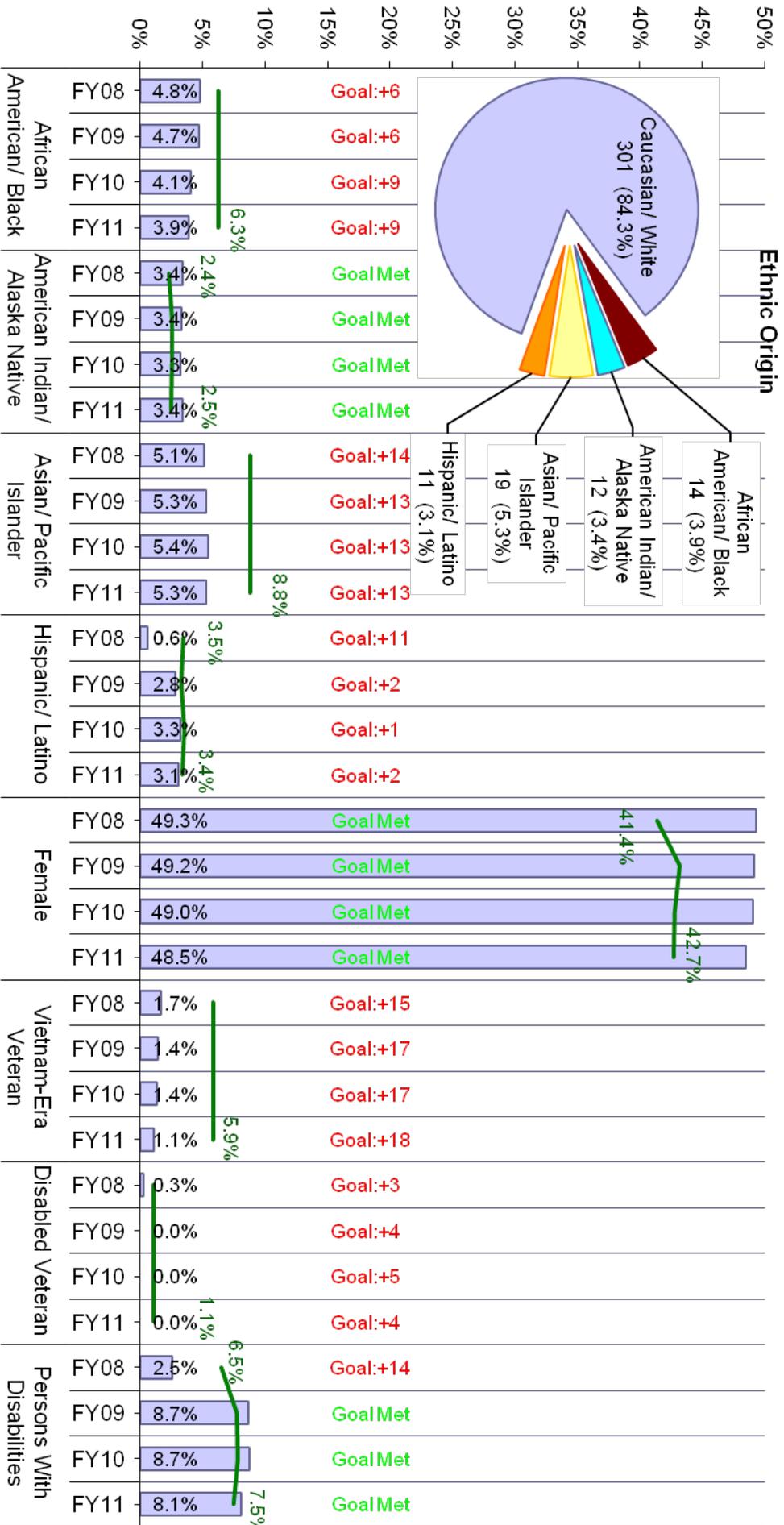


**WSDOT AGENCY-WIDE UTILIZATION ANALYSIS**  
**JOB GROUP: Professionals-WSF**  
**FY 2011 versus FY2008, FY2009, FY2010**

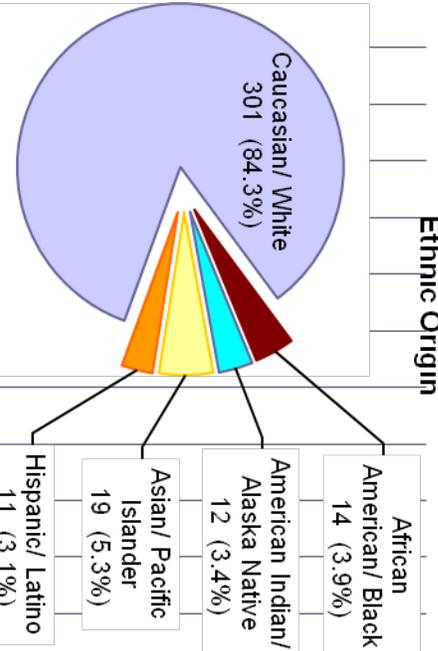


■ Current Utilization %     
 ■ Goal: # Employees needed for compliance     
 — WSDOT Availability %

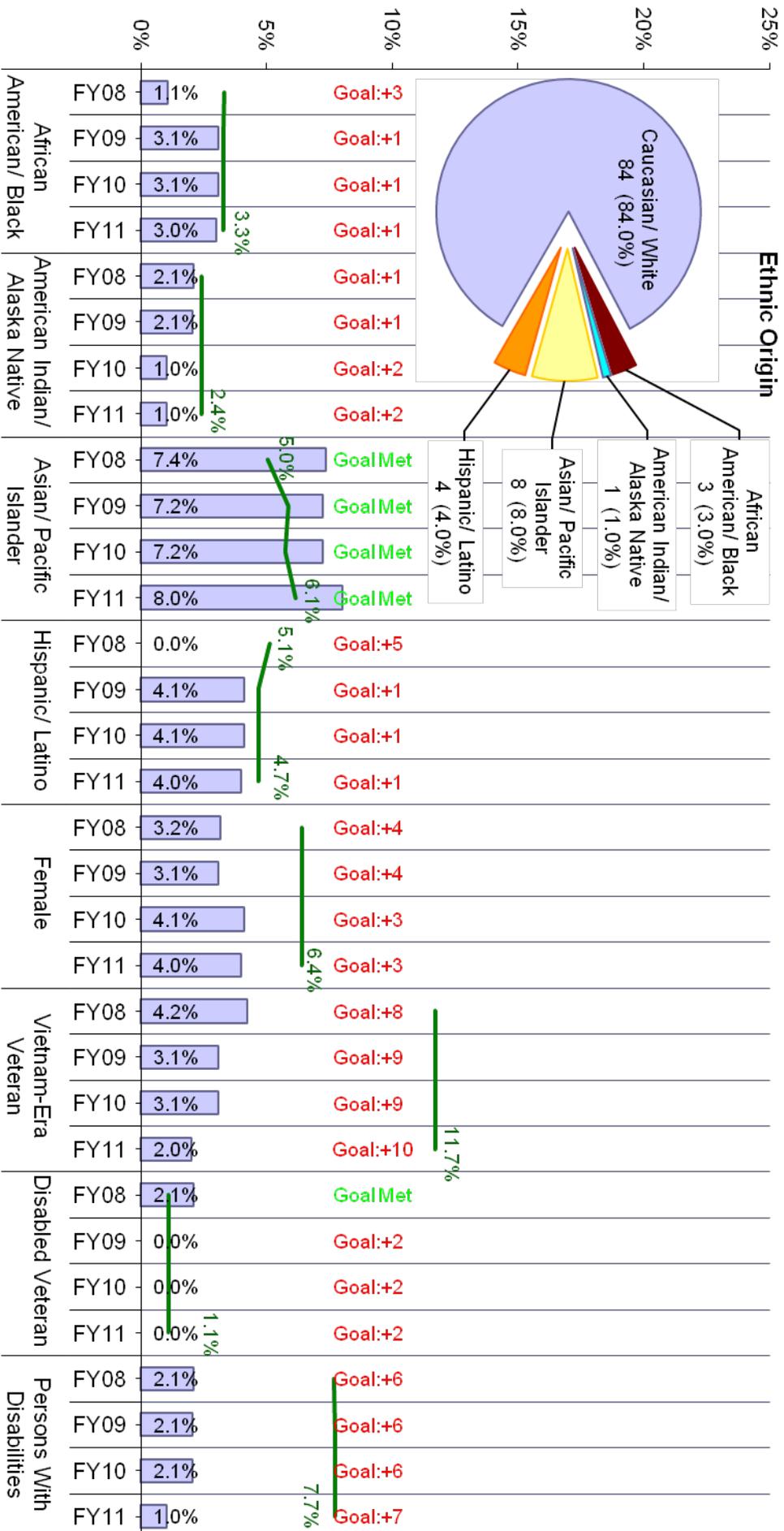
**WSDOT AGENCY-WIDE UTILIZATION ANALYSIS**  
**JOB GROUP: Terminals-WSF**  
**FY 2011 versus FY2008, FY2009, FY2010**



Current Utilization %    
 Goal: # Employees needed for compliance    
  WSDOT Availability %

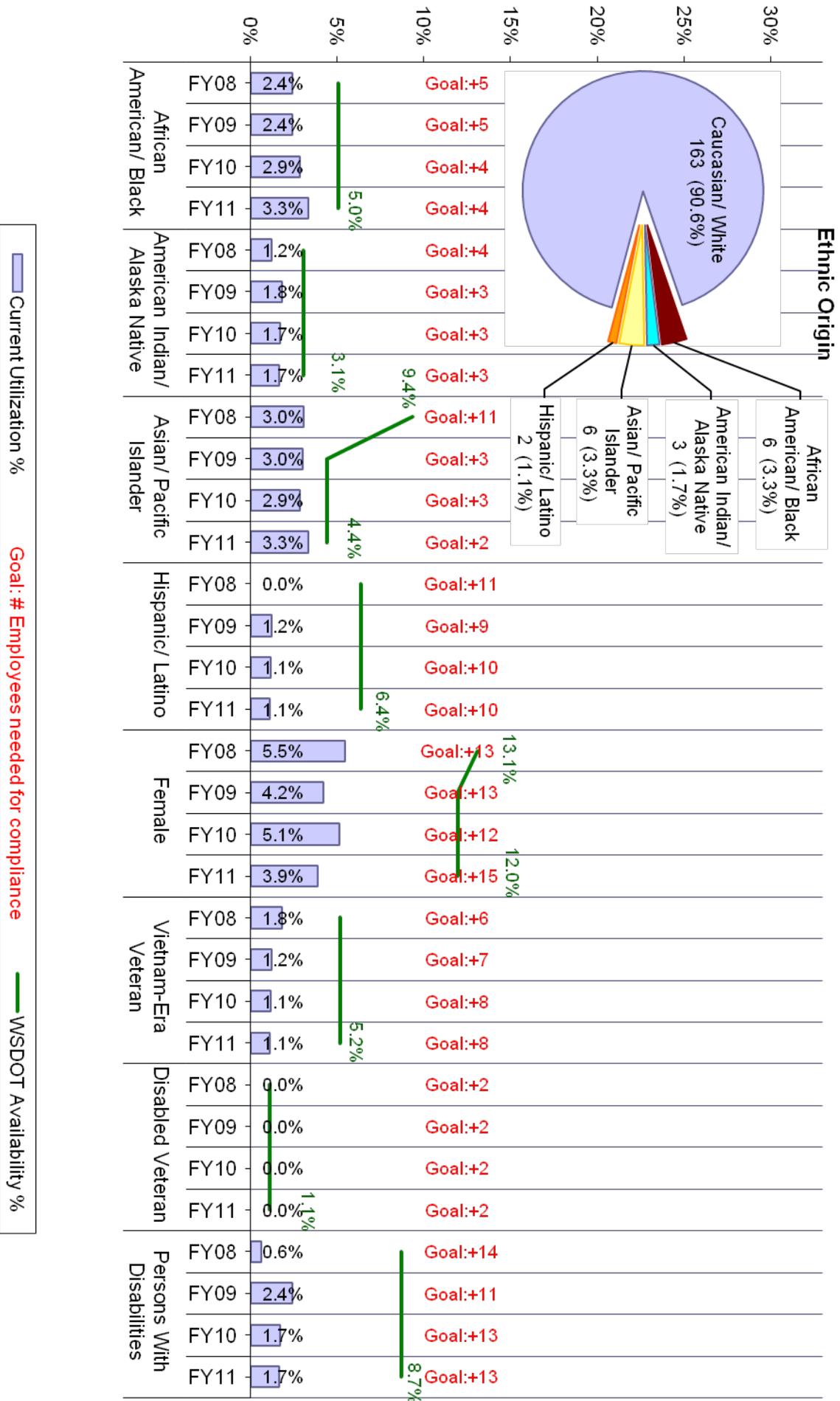


**WSDOT AGENCY-WIDE UTILIZATION ANALYSIS**  
**JOB GROUP: Skilled Craftpersons WSF**  
**FY 2011 versus FY2008, FY2009, FY2010**

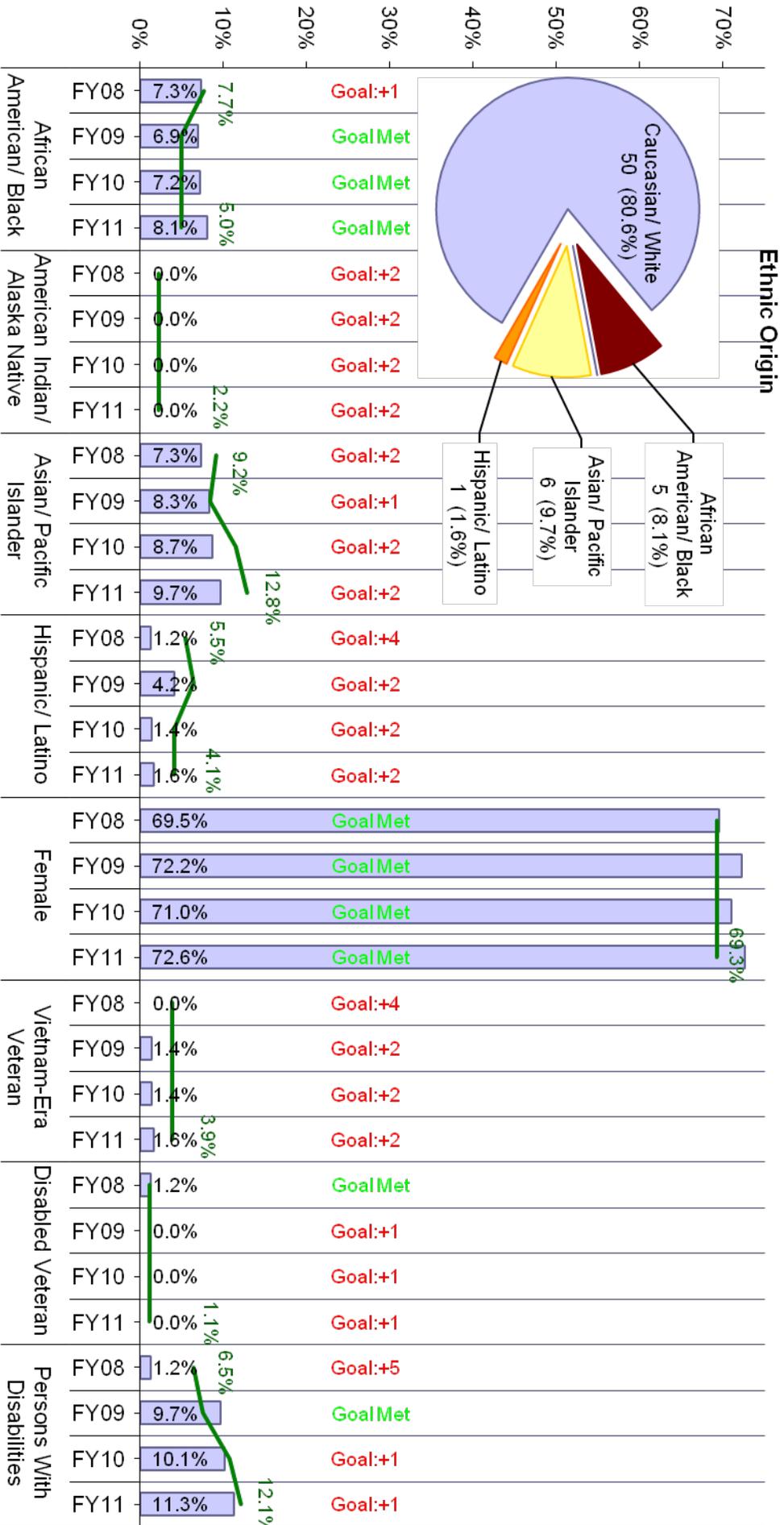


Current Utilization %
  Goal: # Employees needed for compliance
  WSDOT Availability %

**WSDOT AGENCY-WIDE UTILIZATION ANALYSIS**  
**JOB GROUP: Unlicensed Engine-WSF**  
**FY 2011 versus FY2008, FY2009, FY2010**

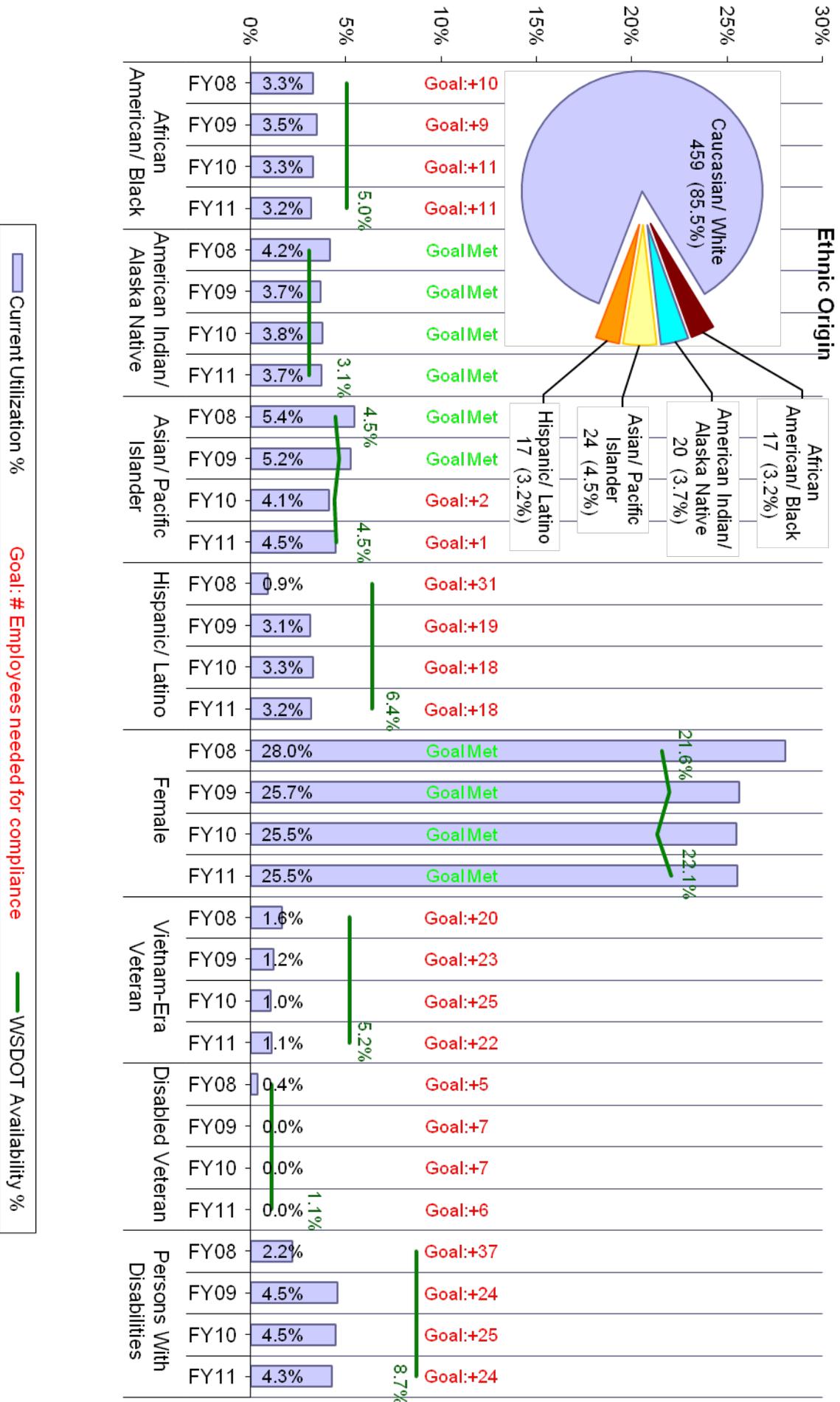


**WSDOT AGENCY-WIDE UTILIZATION ANALYSIS**  
**JOB GROUP: Administrative Support-W/SF**  
**FY 2011 versus FY2008, FY2009, FY2010**



Current Utilization %
  Goal: # Employees needed for compliance
  WSDOT Availability %

**WSDOT AGENCY-WIDE UTILIZATION ANALYSIS**  
**JOB GROUP: Deck-WSF**  
**FY 2011 versus FY2008, FY2009, FY2010**



## IV. Employment Practices

### ADA/504 Compliance and Reasonable Accommodation Data

WSDOT Headquarters, Regions, and Ferries Division report accommodation activities to the agency ADA and 504 Compliance Manager annually. Since 2007, Washington State law (RCW 49.60) has defined the term disability more broadly than the federal Americans with Disabilities Act (ADA). As a result, 36% of the accommodations granted met the criteria under both laws, while 64% were granted under the state law only.

During fiscal year 2011, a total of 375 WSDOT employees indicated a need to initiate the reasonable accommodation process. This is an increase of 16 employees from the previous fiscal year. A total of 362 employees received 480 accommodations. Last year, 349 employees received 479 accommodations. At the end of the reporting period, accommodation requests for 13 employees were pending medical information, approval, or implementation. Accommodation requests were not approved for 13 employees. This is down from 10 employees during the previous reporting period. More specific detail is provided in Table 2.

The department reported obtaining a total of 283 technical assistance consultations. Last year, there were 349 such consultations reported. Sources of assistance are identified in Table 3.

Table 1: Reasonable Accommodations Provided	Number of Employees	Percentage of Accommodations
Leave that goes <u>beyond</u> FMLA, Shared, Annual, or Sick Leave (e.g., Leave without Pay)	81	16.9%
Acquiring or modifying equipment	33	6.9%
Adjusted Work Schedule	36	17.5%
Telecommuting	9	1.9%
Family Medical Leave	78	20.8%
Light Duty	138	28.8%
Adjusting or modifying policies	2	0.4%
Job Restructuring (Duties/Methods)	19	4.0%
Making Existing Facilities Readily Accessible	10	2.1%

Reassignment to a vacant position	5	1.3%
Independent Medical Examination	43	9.0%
Interpreter/reader	1	0.2%
Shared Leave	17	4.5%
Change in Supervisory Methods	1	0.2%
<b>Total Number of Accommodations</b>	<b>473</b>	

Table 2: Reasons for Not Providing Accommodation	Number of Employees	Percentage of Accommodations
Requested Accommodation would fundamentally alter the nature or operation of WSDOT's business	1	7.7%
Requested Accommodation would be ineffective in that it would <u>not</u> remove a barrier in performing an essential job function	1	7.7%
Inadequate medical documentation	4	30.8%
Accommodation would modify essential job functions	5	38.5%
Accommodation would lower performance or production standard	2	15.4%
<b>Total</b>	<b>13</b>	

Table 3: Technical Assistance Obtained	Number of Inquiries	Percentage of Inquiries
Attorney General	3	1.1%
Ergonomic Assessment	16	5.7%
Job Accommodation Network	3	1.1%

Reasonable Accommodation Coordination Team	260	91.9%
Northwest ADA and IT Center	1	0.4%
<b>Total</b>	<b>283</b>	

WSDOT initiates an Involuntary Disability Separation if an employee is unable to perform, with accommodation, the essential job functions of the current position held by the employee, or an available, vacant and funded alternative position for which the employee is qualified. Employees may request a Voluntary Disability Separation if medical information is provided confirming the individual cannot work due to a disabling condition. The General Government Transition Pool provides reemployment assistance to separated employees that are later able to return to work or are able to work in positions at other agencies. WSDOT employees expected to be permanently unable to work may be eligible to receive disability retirement benefits through the Public Employees Retirement System.

Table 4: Disability Separations	
Involuntary Disability Separations	12
Voluntary Disability Separations	2
<b>Total Disability Separations</b>	<b>14</b>

### Accessibility Training

All deck and terminal employees are attending day long classroom training classes on accessibility issues. As part of the curriculum WSDOT has developed a specific, 90 minute training on *Equal Access*. In this training personnel are trained on disability etiquette, respectful language, and disability related policies specific to ferries. The training class is interactive, through use of Turning Point Software, and uses a common sense approach to problem solving and ensuring all passengers are given equal access to Washington State Ferries.

### WSDOT Workforce Business Strategy

In September 2011, WSDOT drafted, *Transforming our state's transportation system for the 21<sup>st</sup> century* – WSDOT's Workforce Business Strategy. This document takes a comprehensive look at the many variables affecting WSDOT projects, funding, infrastructure, workforce, and future revenue. The economic downturn that is affecting Washington State, as well as the rest of the nation, has forced across-the-board budget cuts throughout Washington State agencies. Also, WSDOT projects funded by the

2003 and 2005 gas taxes will soon be completed and future state and federal funding levels are uncertain. As such, the Washington State legislature has directed WSDOT to reduce its workforce by 800 full-time employees by 2015. Organizational and business model changes are taking place at Headquarters and the Regions to increase collaboration and maximize coordination in program delivery.

Between 2008 and 2011, WSDOT's overall workforce has decreased by 4.5 percent. This includes a reduction in WMS positions from 691 to 607 and a reduction in classified positions from 6,530 to 6,290. The focus has been on our highway-delivery system with the recognition in 2008 that the Nickel and TPA program delivery will be largely complete by 2015. WSDOT took steps to prepare for future workforce levels by actively downsizing. In the 2009-2011 biennium, the agency eliminated 134 funded engineering and administrative positions. During this same time, WSDOT has implemented new or updated delivery strategies, such as using general engineering consultants, offering more alternative contracting, improving risk identification and management, streamlining environmental permitting, focusing on performance contracting, and combining multiple projects into one contract to lower public impacts or costs and to gain administrative efficiencies.

WSDOT leaders have been reducing workforce levels since 2008. By the end of 2015, WSDOT will have reduced the workforce in the highway construction program from current levels by approximately 800 FTEs.

### **Key Drivers for Workforce Reductions**

The Highway Construction Program (I & P) will get smaller:

- Budget reduction of 44 percent will occur between the 2011-2013 biennium and the 2013-2015 biennium.
- Ongoing funding is anticipated to be more than 80 percent smaller than the peak of the Nickel and TPA program
- The Nickel and TPA programs were almost 100 percent bonded; therefore, the 14.5-cent gas tax will be used to pay bond debt for approximately the next 25 to 30 years. That means the projects get to the public sooner, but it also means no additional new projects can be built with that money.

The Highway Construction Program work is shifting from preliminary design/environmental/final design (and right-of-way acquisition) to construction:

- Although the program in 2011-2013 is about the same size as the 2009-2011 biennium, the level of workforce needed to deliver the program and the accompanying projects is lower. This is because more of the program funding is

going toward construction activities, which are less workforce intensive than design, environmental and right-of-way activities.

- To deliver a design effort worth \$1 million, it takes about 6 FTEs. To deliver a construction effort worth \$1 million, it takes about 1 FTE if it was contracted out using a design/bid/build process, and less than 1 FTE if it was contracted out as a design-build project.
- Workforce efforts vary between the design and construction phases due to the fact that a greater proportion of state workforce perform the design effort on a project, while the construction of the project is done by contractors with only oversight activities performed by state workforce.

Additional information on implementing the WSDOT Workforce Business Strategy can be found in Appendix Tab B.

To support employees during a reduction in force, WSDOT has created the *Sustainable Workforce* web page. The *Sustainable Workforce* page provides information meant to assist and inform employees on how a layoff process works. The information provided includes FAQ's, Layoff (RIF) Information, and Career Transition Services. As layoffs are based largely on seniority, employees may also view Seniority Reports online from the OHR website.

Employees concerned about layoffs or other personal or work-related issues may also contact the Employee Assistance Program (EAP). The EAP assists Washington State Government employees and family members in resolving problems. There is no cost for consulting the EAP.

Additional information on Sustainable Workforce and the EAP can be found in Appendix Tab G.

## **New Hires, Promotions, Separations, Applicant Flow, Disciplinary Actions, Investigations, and Training**

### **New Hire Analysis**

New hires include new permanent full-time and part-time appointments into WSDOT, and rehires after a break in service. A total number of 81 new hires and rehires were made during the 2011 fiscal year. This is a significant decrease from the 255 new hires from the previous fiscal year. This decrease is a direct result of the legislative "hiring freeze" imposed on Washington State agencies and reduction in force environment within WSDOT during the reporting period. Adverse impact is also affected by the "internal only" hiring practice currently enforced by collective bargaining agreements

statewide. The chart below provides a detail of all new hires in fiscal year 2011. Statistical significant adverse impact was found for Employees over 40.

JOB GROUP: Statewide		TOTAL NUMBER OF NEW HIRES / REHIRS:					81			
(Note: highlighted areas indicates data to be run and inserted each reporting period.)										
	Total Employees	Non-Minority	African American/Black	American Indian/Alaska Native	Asian American/Pacific Islander	Hispanic/Latino	Total Minority	Female	Male	
Current Workforce	7048	6267	152	112	355	162	781	1804	5244	
Total New Hires / Rehires	81	75	3	0	3	0	6	13	68	
Hiring Rate	1.15%	1.20%	1.97%	0.00%	0.85%	0.00%	0.77%	0.72%	1.30%	
80% Factor			0.96%	0.96%	0.96%	0.96%	0.96%	1.04%		
Adverse Impact (Y/N)			NO	YES	YES	YES	YES	YES		
Proportion of Employees			2.37%	1.76%	5.36%	2.52%	11.08%	25.60%		
Percentage of the proportion of Employees			1.22%	1.18%	1.18%	1.17%	1.15%	1.15%		
Statistical Significance of Adverse Impact			NOT SIGNIFICANT	NOT SIGNIFICANT	NOT SIGNIFICANT	NOT SIGNIFICANT	NOT SIGNIFICANT	NOT SIGNIFICANT		
	Total Employees	Non-Vietnam Era Veteran	Vietnam Era Veteran	Non-Disabled Veteran	Disabled Veteran	Non-Disabled	Disabled	Employees under 40	Employees Over 40	
Current Workforce	7048	6784	264	7029	19	6820	228	1581	5467	
Total New Hires / Rehires	81	81	0	80	1	80	1	44	37	
Hiring Rate	1.15%	1.19%	0.00%	1.14%	5.26%	1.17%	0.44%	2.78%	0.68%	
80% Factor			0.96%		0.91%		0.94%		2.23%	
Adverse Impact (Y/N)			YES		NO		YES		YES	
Proportion of Employees			3.75%		0.27%		3.23%		77.57%	
Percentage of the proportion of Employees			1.15%		1.15%		1.15%		1.15%	
Statistical Significance of Adverse Impact			NOT SIGNIFICANT		NOT SIGNIFICANT		NOT SIGNIFICANT		SIGNIFICANT	

## Promotions

Promotions include permanent WSDOT employees that received permanent fulltime and part-time appointments to WSDOT positions at a higher salary range. There were 543 promotions during the 2011 fiscal year, as detailed in the chart below. Statistical significant adverse impact was found for Vietnam Era Veterans, Persons with Disabilities, and Employees over 40.

JOB GROUP: Statewide		TOTAL NUMBER OF PROMOTIONS:					543			
(Note: highlighted areas indicates data to be run and inserted each reporting period.)										
	Total Employees	Non-Minority	African American/Black	American Indian/Alaska Native	Asian American/Pacific Islander	Hispanic/Latino	Total Minority	Female	Male	
Available for Promotion	7336	6553	146	114	357	166	783	1852	5484	
Total Promotions	543	495	7	7	24	10	48	130	413	
Promotions Rate	7.40%	7.55%	4.79%	6.14%	6.72%	6.02%	6.13%	7.02%	7.53%	
80% Factor			6.04%	6.04%	6.04%	6.04%	6.04%	6.02%		
Adverse Impact (Y/N)			YES	NO	NO	YES	NO	NO		
Proportion of Employees Available for Promotion			2.18%	1.71%	5.17%	2.47%	10.67%	25.25%		
Percentage of the proportion of Employee Available for promotion			7.49%	7.53%	7.51%	7.52%	7.40%	7.40%		
Statistical Significance of Adverse Impact			NOT SIGNIFICANT	NOT SIGNIFICANT	NOT SIGNIFICANT	NOT SIGNIFICANT	NOT SIGNIFICANT	NOT SIGNIFICANT		
	Total Employees	Non-Vietnam Era Veteran	Vietnam Era Veteran	Non-Disabled Veteran	Disabled Veteran	Non-Disabled	Disabled	Employees under 40	Employees Over 40	
Available for Promotion	7336	7074	262	7316	20	7108	228	1793	5543	
Total Promotions	543	532	11	541	2	536	7	238	305	
Promotions Rate	7.40%	7.52%	4.20%	7.39%	10.00%	7.54%	3.07%	13.27%	5.50%	
80% Factor			6.02%		5.92%		6.03%		10.62%	
Adverse Impact (Y/N)			YES		NO		YES		YES	
Proportion of Employees Available for Promotion			3.57%		0.27%		3.11%		75.56%	
Percentage of the proportion of Employee Available for promotion			7.40%		7.40%		7.40%		7.40%	
Statistical Significance of Adverse Impact				SIGNIFICANT		NOT SIGNIFICANT		SIGNIFICANT		SIGNIFICANT

## Separations

There were a total of 492 separations in fiscal year 2011. That includes 43 involuntary separations, 426 voluntary separations, and 23 “other” separations that were not considered HR actions, such as death or permanent disability as determined by Labor and Industries, for example. Statistical Significance of Adverse Impact was found for Hispanic/Latino and Disabled Veterans.

JOB GROUP: Statewide	TOTAL NUMBER OF TERMINATIONS:						43			
(Note: highlighted areas indicates data to be run and inserted each reporting period.)										
	Total Employees	Non-Minority	African American/Black	American Indian/Alaska Native	Asian American/Pacific Islander	Hispanic/Latino	Total Minority	Female	Male	
Current Workforce	7048	6267	152	112	355	162	781	1804	5244	
Total Terminations	43	33	2	2	3	3	10	13	30	
Termination Rate	0.61%	0.53%	1.32%	1.79%	0.85%	1.85%	1.28%	0.72%	0.57%	
120% Factor			0.63%	0.63%	0.63%	0.63%	0.63%	0.69%		
Adverse Impact (Y/N)			YES	YES	YES	YES	YES	YES		
Proportion of Employees			2.37%	1.76%	5.36%	2.52%	11.08%	25.60%		
Proportion Employee Proportion			0.55%	0.55%	0.54%	0.56%	0.61%	0.61%		
Statistical Significance of Adverse Impact			NOT SIGNIFICANT	NOT SIGNIFICANT	NOT SIGNIFICANT	SIGNIFICANT	SIGNIFICANT	NOT SIGNIFICANT		
	Total Employees	Non-Vietnam Era Veteran	Vietnam Era Veteran	Non-Disabled Veteran	Disabled Veteran	Non-Disabled	Disabled	Employees under 40	Employees Over 40	
Current Workforce	7048	6784	264	7029	19	6820	228	1581	5467	
Total Terminations	43	42	1	42	1	42	1	12	31	
Termination Rate	0.61%	0.62%	0.38%	0.60%	5.26%	0.62%	0.44%	0.76%	0.57%	
120% Factor			0.74%		0.72%		0.74%		0.91%	
Adverse Impact (Y/N)			NO		YES		NO		NO	
Proportion of Employees			3.75%		0.27%		3.23%		77.57%	
Proportion Employee Proportion			0.61%		0.61%		0.61%		0.61%	
Statistical Significance of Adverse Impact			NOT SIGNIFICANT		SIGNIFICANT		NOT SIGNIFICANT		NOT SIGNIFICANT	

## Applicant Flow Data Analysis

WSDOT tracked 7,904 applicants and 195 appointments. The chart below represents a total of all applicant flow data. Statewide results of Adverse Impact for WSDOT EEO Groups follows.

JOB GROUP:	Statewide						Total Applicants: 7906		
	Total Number of Selections: 195								
	Total	Non-Minority	African American/Black	American Indian/Alaska Native	Asian American/Pacific Islander	Hispanic/Latino	Total Minority	Female	Male
Responded Applicants	7906	6100	552.1	345.2	538.6	370.2	1806	2074	5690
Number of Appointments	195	180	2	3	10	2	17	47	148
Selection Rate	2.47%	2.95%	0.36%	0.87%	1.86%	0.54%	0.94%	2.27%	2.60%
80% Factor			2.36%	2.36%	2.36%	2.36%	2.36%	2.08%	
Adverse Impact (Y/N)			YES	YES	YES	YES	YES	NO	
Proportion of Applicants Available for Hire			8.30%	5.36%	8.11%	5.72%	22.84%	26.71%	
Percentage of the Proportion of Applicants Available for Hire			2.74%	2.84%	2.86%	2.81%	2.49%	2.51%	
Statistical Significance of Adverse Impact			SIGNIFICANT	SIGNIFICANT	NOT SIGNIFICANT	SIGNIFICANT	SIGNIFICANT	NOT SIGNIFICANT	
	Total	Non-Vietnam Era Veteran	Vietnam Era Veteran	Non-Disabled Veteran	Disabled Veteran	Non-Disabled	Disabled	Under 40	Over 40
Responded Applicants	7906	7304	320	7286	264	7261	430	4468	3240
Number of Appointments	195	192	3	195	0	194	1	92	103
Selection Rate	2.47%	2.63%	0.94%	2.68%	0.00%	2.67%	0.23%	2.06%	3.18%
80% Factor			2.10%		2.14%		2.14%		1.65%
Adverse Impact (Y/N)			YES		YES		YES		NO
Proportion of Applicants Available for Hire			4.20%		3.50%		5.59%		42.03%
Percentage of the Proportion of Applicants Available for Hire			2.56%		2.58%		2.54%		2.53%
Statistical Significance of Adverse Impact			NOT SIGNIFICANT		SIGNIFICANT		SIGNIFICANT		NOT SIGNIFICANT

Officials / Administrators: African American/Black, American Indian/Alaska Native, Asian/Pacific Islander, Hispanic/Latino, Disabled Veteran, and Persons with Disabilities (No Statistical Significance of Adverse Impact was found for this Job Group)

Professional Engineers: African American/Black, American Indian/Alaska Native, Asian/Pacific Islander, Hispanic/Latino, Vietnam Era Veteran, Disabled Veteran, and Persons with Disabilities (No Statistical Significance of Adverse Impact was found for this Job Group)

Professionals: African American/Black, American Indian/Alaska Native, Asian American/Pacific Islander, Hispanic/Latino, Disabled Veterans, Persons with Disabilities, and Persons Over 40 (No Statistical Significance of Adverse Impact was found for this Job Group)

Administrative Support: African American/Black, American Indian/Alaska Native, Asian/Pacific Islander, Hispanic/Latino, Vietnam Era Veteran, Disabled Veteran, and Persons with Disabilities (No Statistical Significance of Adverse Impact was found for this Job Group)

Skilled Crafts: African American/Black, American Indian/Alaska Native, Hispanic/Latino, Vietnam Era Veteran, Disabled Veteran, and Persons with Disabilities (Statistical Significance of Adverse Impact was found for Persons with Disabilities and the Total Minority group)

Technicians: African American/Black, American Indian/Alaska Native, Asian/Pacific Islander, Hispanic/Latino, Vietnam Era Veteran, Disabled Veteran, Persons with Disabilities, and Persons Over 40 (No Statistical Significance of Adverse Impact was found for this Job Group)

Service Maintenance: African American/Black, American Indian/Alaska Native, Hispanic/Latino, Vietnam Era Veteran, Disabled Veteran, and Persons with Disabilities (No Statistical Significance of Adverse Impact was found for this Job Group)

Professionals-WSF: There were no hiring activities for this Job Group during the reporting period.

Terminals-WSF: African American/Black, American Indian/Alaska Native, Asian American/Pacific Islander, Hispanic/Latino, Female, Vietnam Era Veteran, Disabled Veteran, and Persons with Disabilities (No Statistical Significance of Adverse Impact was found for this Job Group)

Administrative Support-WSF: Vietnam Era Veteran, Disabled Veteran, and Persons with Disabilities (No Statistical Significance of Adverse Impact was found for this Job Group)

Deck-WSF: There were no hiring activities for this Job Group during the reporting period.

Recruitment strategies associated with the selection of under-utilized affected group members include a vast array of external resources. The complete list can be found on the Office of Human Resources website under Diversity Recruitment Links at: <http://wwwi.wsdot.wa.gov/HR/Staff/DivLinks.htm#news>.

Applicant flow reporting to appointing authorities and HR staff is critical in assessing recruitment achievements and challenges. The collection of applicant flow data is now compiled in NeoGov, a tracking system implemented by the Washington State Department of Personnel and utilized by OHR Recruitment and Career Services. This system has enhanced the process of entering, reviewing, and extracting recruitment data statewide. The NeoGov system has the capacity to generate reports on a timely basis for review by agency divisions or regions as needed.

### Disciplinary Actions

WSDOT conducted a total of 167 disciplinary actions during the reporting period. The following charts detail each action by gender and race.

Disciplinary Actions - July 1, 2010 to June 30, 2011													
Preferred Race	Drug & Alcohol		Ethics		Leave		Performance		Safety		Violence		Total
	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	
American Indian / Alaskan Native			1					4					5
Asian			1	2	1		1	4		1			10
Black / African American	1		1					2					4
Hispanic	1	1					1	2					5
White	2	8	4	15	5	3	25	46		22	1	12	143
<b>Total</b>	<b>4</b>	<b>9</b>	<b>7</b>	<b>17</b>	<b>6</b>	<b>3</b>	<b>27</b>	<b>58</b>	<b>0</b>	<b>23</b>	<b>1</b>	<b>12</b>	<b>167</b>
	13		24		9		85		23		13		
<b>Sanction</b>													
Preferred Race	Demotion		Letter of Reprimand		Other		Reduction in Pay		Suspension		Termination		Total
	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	
American Indian / Alaskan Native				1				1		1	1	1	5
Asian			1	3		1	1	1		1	1	1	10
Black / African American			1						1	1		1	4
Hispanic				1		1					2	1	5
White	1	1	10	50	6	20	6	16	7	17	7	2	143
<b>Total</b>	<b>1</b>	<b>1</b>	<b>12</b>	<b>55</b>	<b>6</b>	<b>22</b>	<b>7</b>	<b>18</b>	<b>8</b>	<b>20</b>	<b>11</b>	<b>6</b>	<b>167</b>
	2		67		28		25		28		17		

The data above reflects a total of 11 female terminations to 6 male terminations. While this may appear to reflect an adverse impact to females, all disciplinary actions are taken in accordance with the agency's policy in accordance with just cause.

## Investigations

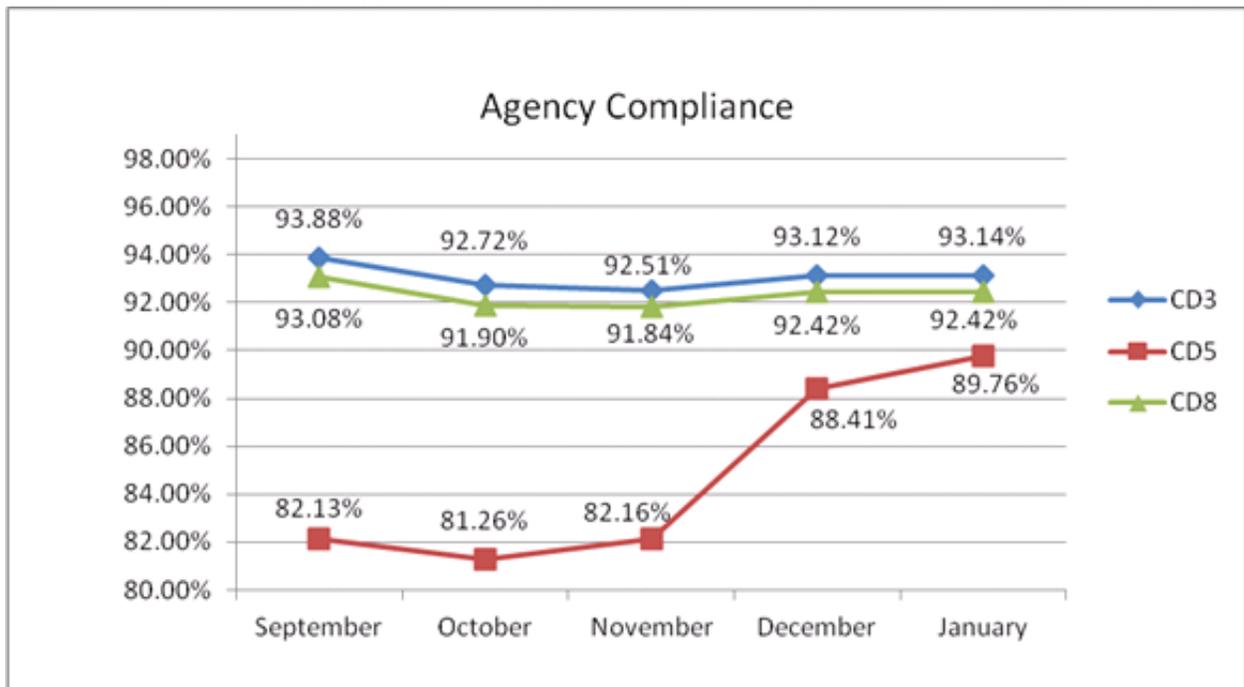
WSDOT investigated 32 new cases, 15 internal and 17 external, consisting of 55 bases of complaints during the reporting period. Of these, 15 investigations included more than one basis of complaint. WSDOT closed 11 internal investigations, and an additional 11 external investigations were completed. As of June 30, 2011, 10 investigations, 4 internal and 6 external, remained active.

A comparison table of 2010 and 2011 investigation activity is provided below. A flow chart of the investigation process is provided in Appendix Tab E.

<b>WSDOT EEO Investigations</b>																		
<b>Fiscal Year 2010 and 2011 Comparison</b>																		
Types of Complaints:	Race/Color		National Origin		Religion		Age		Sex/ Gender		Disability		Retaliation		Veteran/ Military Status		Sexual Orientation	
	2010	2011	2010	2011	2010	2011	2010	2011	2010	2011	2010	2011	2010	2011	2010	2011	2010	2011
Internal	4	4	2	1	0	0	4	6	5	6	6	0	5	4	0	0	0	0
External	7	5	3	4	1	0	4	6	4	5	4	6	8	8	0	0	0	0
<b>Total</b>	<b>11</b>	<b>9</b>	<b>5</b>	<b>5</b>	<b>1</b>	<b>0</b>	<b>8</b>	<b>12</b>	<b>9</b>	<b>11</b>	<b>10</b>	<b>6</b>	<b>13</b>	<b>12</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
# Violations	1	0	0	0	0	0	0	0	2	1	3	1	1	1	0	0	0	0
# Violations Difference		-1		0		0		0		-1		-2		0		0		0
Difference Internal		0		-1		0		2		1		-6		-1		0		0
Difference External		-2		1		-1		2		1		2		0		0		0
<b>Total Difference</b>		<b>-2</b>		<b>0</b>		<b>-1</b>		<b>4</b>		<b>2</b>		<b>-4</b>		<b>-1</b>		<b>0</b>		<b>0</b>

## Training

Presently, WSDOT requires all employees take mandatory diversity training. *Valuing Diversity* (CD3), *Sexual Harassment and Discrimination Prevention* (CD5), and *Disability Awareness* (CD8) are required upon hire. Employees are required to take a refresher course for *Sexual Harassment and Discrimination Prevention* every five years. Managers and supervisors are required to take refresher training for *Sexual Harassment/Discrimination Prevention* every three years. The chart below reflects monthly progress from September 2011 through January 2012 for mandatory training compliance numbers statewide.



A complete detail of statewide reports for Hiring, Promotions, Separations, Applicant Flow, Disciplinary Actions, Investigations, and Training is provided in Appendix Tab E.

## V. Strategies, Improvements, and Good Faith Efforts

### Strategies

A compilation of shared Affirmative Action strategies gathered during the development of this plan can be found on Page 9.

### Improvements

#### Training

Since July 2011, WSDOT has taken a comprehensive approach in ensuring that all employees have completed mandatory diversity training. Through these efforts, training compliance numbers have improved from 82% overall in September 2011 to 89% overall in January 2012.

#### Internal Census

In November 2011, WSDOT conducted an internal census to gather employee profile information for the entire workforce. The purpose of the internal census was to update the WSDOT workforce database, Human Resource Management System (HRMS), from which workforce utilization data is gathered. WSDOT has not updated employee profile information in many years, so the information gathered helped in further developing an accurate data set to be used for future reporting purposes. The census questions focused specifically on demographic information such as gender, race/ethnicity, veteran status, disability status, etc.

During the 30-day internal census, the ADA and Diversity Affairs Office conducted a statewide outreach tour to promote the survey and strongly encourage employees to participate. The internal census was voluntary, so not all employees participated. Overall, there were 3,201 viable responses to the internal census, or 44% of the total workforce. The break-down of employee participation by two-digit organization code can be found in the following chart.

<b>ORG</b>	<b># of EEs</b>	<b>Responded to Survey</b>	<b>Percentage</b>
20	12	12	100%
23	17	14	82%
27	15	12	80%

<b>ORG</b>	<b># of EEs</b>	<b>Responded to Survey</b>	<b>Percentage</b>
29	14	12	86%
30	535	321	60%
31	282	181	64%
33	309	251	81%
34	107	48	45%
35	30	21	70%
36	1754	248	14%
41	1211	513	42%
42	331	148	45%
43	781	342	44%
44	503	312	62%
45	574	252	44%
46	480	277	58%
58	272	173	64%
63	41	36	88%
67	29	19	66%
69	9	9	100%
	<b>7306</b>	<b>3201</b>	<b>44%</b>

The following chart provides a summary of internal census participants by race/ethnicity. Of the 3,201 total participants, 2,509 chose to not answer the race/ethnicity questions.

<b>Race/Ethnicity</b>	<b>Count</b>	<b>Percentage</b>
American Indian or Alaskan Aleut	23	0.72%
Asian	48	1.50%
Black or African American	31	0.97%
Native Hawaiian or other Pacific Islander	6	0.19%
Hispanic or Latino	31	0.97%
White or Caucasian	553	17.28%
<b>Blank</b>	2,509	78.38%
	<b>3,201</b>	100.00%

The Office of Human Resources will continue to update employee profiles as part of an ongoing attempt to ensure that HRMS reflects the most current, up-to-date, available workforce data. Every two years, WSDOT will request that all employees review and validate their respective profile data

### **People First Language**

In January 2012 the ADA and Diversity Affairs Office launched a web article advocating for a people-centered approach to language. The article shed light on disparaging terms such as, “confined to”, “special”, and “suffers from” and encouraged staff to use descriptors that are more reflective of the life experiences of people with disabilities.

The January article was part of a larger piece on “Disability Etiquette” that can be found on the ADA and Diversity Affairs website. A copy of the January article and additional information on respectful language can be found in Appendix Tab G.

### **Learning Management System**

In April 2012, WSDOT will launch a new training management tool in Learning Management System (LMS). LMS is a web-based program with enhanced and updated features which allow the user to interface with the system. LMS will increase efficiencies in training and development. Comprehensive training will be offered statewide to enhance the skill sets of employees responsible for entering data into LMS. LMS will also increase the capacity of training coordinators statewide to utilize the tool for tracking and scheduling compliance training.

## **Good Faith Efforts**

### **Supervisory Skills Training**

The Staff Development Office is currently developing a new management training titled, "Developing the People who Develop our People". This new training will be offered to all managers and supervisors and will focus on improving communication, managing conflict, coaching and mentoring skills, administrative duties, budgeting, and other skills as appropriate. This training is still in the development stages and Staff Development hopes to launch the program in early 2013.

### **Diversity Events and Activities**

The WSDOT diversity program will encompass diversity and cultural celebrations and activities from across Washington State. Employees will be encouraged to participate through newsletter articles, luncheons, and website updates. WSDOT will develop meaningful activities that include guest speakers and panel discussions and ultimately create a work environment that promotes equity and inclusion. Given limited resources for internal activities, WSDOT will also encourage participation at events hosted by other state agencies and local groups. Information on recent events and activities promoted by WSDOT can be found in Appendix Tab G.

In June 2012 WSDOT will be reinstating the Diversity Advisory Group (DAG). The DAG will ultimately provide recommendations and consultation regarding diversity issues within WSDOT. The DAG will be comprised of minority and female members as well as managers and employees from various job levels within WSDOT.

### **Recruitment and Outreach**

WSDOT is working toward a comprehensive state-wide strategy in the outreach, recruitment, hire and retention of diverse candidates. The WSDOT Affirmative Action Coordinator is partnering with OHR Recruitment and Career Services and all hiring authorities to ensure that a good faith effort is put toward outreach in underutilized areas. As noted previously, however, WSDOT will be in a reduction in force mode at least through 2015, therefore external hiring and recruitment will be limited. Hiring from a diverse candidate pool may be further limited when positions can be filled by an eligible employee from the statewide layoff list as mandated. The Affirmative Action Coordinator will meet quarterly with all executives and managers to review the status of the WSDOT workforce and provide support accordingly.

All managers will be responsible for implementing, maintaining, and being actively involved in developing and monitoring recruiting activities within their offices. All hiring authorities will work closely with the Office of Human Resources (OHR) Recruitment

and Career Services in researching and incorporating innovative recruiting techniques that target under-represented populations as resources allow.

### **Promotions**

WSDOT managers and hiring authorities will establish flexible internal training programs that encourage career advancement and employee development. As resources allow, employees interested in career changes will be encouraged to participate in training and educational opportunities that not only increase knowledge in present positions, but also prepares the individual for future opportunities.

### **Separations**

All managers will carefully monitor employee separations to determine adverse impact to under-utilized groups.

- Exit Interviews  
An electronic exit interview database is available for employees leaving WSDOT. All employees are encouraged to utilize this tool upon departing employment. The exit interview survey can be found on the OHR website at:  
<http://wwwi.wsdot.wa.gov/HR/Managers/ExitInterview.htm>.
- Layoff and Reduction in Force (RIF) Information  
Employees can obtain information regarding policies and procedures for RIF actions on the OHR website at:  
<http://wwwi.wsdot.wa.gov/HR/Employees/layoff.htm>.

### **Retention**

WSDOT managers will make every effort to retain existing employees however the current economic climate and budget deficit will ultimately lead to an additional reduction in force. With many major highway projects coming to completion by 2015, WSDOT has been legislatively mandated, through budget proviso, to consolidate and become more efficient. A reduction in workforce in the highway construction program by at least 800 full-time employees will occur by 2015.

### **Training**

Since July 2011, WSDOT has made a concerted effort to ensure that all employees have completed mandatory diversity training. Through these efforts, compliance numbers have improved from 82% overall in September 2011 to 89% overall in January 2012.

All employees, including managers and supervisors, are required to take mandatory diversity training as well as sexual harassment training. Presently, WSDOT requires all employees to take *Valuing Diversity, Sexual Harassment and Discrimination Prevention*,

and *Disability Awareness* upon hire. Employees are required to take a refresher course for *Sexual Harassment and Discrimination Prevention* every five years. Managers and supervisors are required to take refresher training for *Sexual Harassment/Discrimination Prevention* every three years.

Additional emphasis will be made to ensure that in addition to mandatory training, efforts are put in place to maximize training opportunities, such as:

- All managers and supervisors will ensure that employees that conduct interviews are trained in proper interviewing techniques to ensure equal, fair, and unbiased selection of candidates.
- As resources allow, managers will encourage promotion and retention of existing staff through skill-advancement training and educational support.
- Managers and supervisors will encourage employees to attend diversity events and activities as this will enhance cross-cultural knowledge and foster an inclusive work environment.

### **Career Counseling and Development**

The following outlines strategies and emphasis areas to support development and opportunities for current and potential employees.

- All interested employees will be encouraged to work with OHR Recruitment and Career Services where resume writing and successful interview skills can be developed.
- Employees are encouraged to seek out development opportunities such as those offered by Toastmasters and other organizations.
- Employees are encouraged to attend diversity events and activities.
- Employees will be recognized and acknowledged for a job well-done.
- Employees are encouraged to submit suggestions that lead to more efficient and effective business practices.

### **Reasonable Accommodation**

All managers and supervisors will work closely with the ADA and Diversity Affairs Office to ensure appropriate and timely response to reasonable accommodation requests. Managers and supervisors are expected to be familiar with Chapter 25 of the Human Resources Desk Manual in regard to procedures for handling reasonable accommodations, as well as Secretary's Executive Order, E 1081.00.

### **Job Structure and Upward Mobility**

By completing current job classification and position review, managers will be able to ensure appropriate job structure and mobility. Through annual performance evaluations, managers will assist employees in identifying the next steps in their

respective careers. Managers will work with interested employees in creating career development plans.

- Managers and supervisors, in partnership with OHR, will review all job classifications and position descriptions on an annual basis to ensure unbiased, necessary qualifications and job duties are reflected.
- All performance evaluations will be completed accurately and on time. Managers and supervisors will be evaluated on accurate and effective job performance as well as on individual efforts to practice and promote equal opportunity and affirmative action within their work units.
- Every employee will be evaluated on performance annually. Clear expectations and accountability are critical for a successful program and productive employees. Performance objectives and goals will be set for the proceeding year and employees will be encouraged to meet performance goals that foster education and career advancement.

### **Periodic Review and Audit**

This Affirmative Action Plan will be discussed and reviewed regularly with managers and supervisors, and updated as appropriate. All managers and supervisors are expected to be familiar with agency policies and procedures as set forth in Secretary's Executive Orders 1014.04 and 1081.00 as well as The Human Resources Desk Manual, Chapter 29, in regard to *Equal Opportunity in the Workplace* and Chapter 25, in regard to *Reasonable Accommodation*.

- In partnership with OHR and the Affirmative Action Coordinator, all managers will review workforce utilization quarterly and will continue to make every good faith effort toward increasing utilization of under-represented groups.
- Equal Employment Opportunity and Affirmative Action will be discussed in regular discussions with managers, supervisors, and employees and will be an agenda item on regularly scheduled staff meetings.
- To ensure effective strategies, all managers will review this plan at least annually.

## **Afterword**

The Washington State Department of Transportation is fully committed to the concept and practice of Equal Employment Opportunity and Affirmative Action in all aspects of employment.

In the development of this Affirmative Action Plan, WSDOT has used terminology such as “underutilized”, “under-represented”, “barrier”, etc. It should not be construed as an admission by WSDOT that any problem area exists, or that women, minorities, or individuals with disabilities have been or are being intentionally underutilized or discriminated against by WSDOT or that WSDOT is in violation of federal or state Equal Employment laws.

WSDOT conducts all employment practices in accordance with agency policies, collective bargaining agreements, and federal and state regulations. Any goals or strategies established in the making of this plan are to be used as suggestions in a good faith effort to ensure Equal Employment Opportunity. The goals and strategies identified, and the effect of such goals and strategies, are not intended to discriminate against any individuals or group of individuals with respect to employment opportunities for which he, she, or they are qualified. All employment decisions at WSDOT are made based on job-related criteria.

This Affirmative Action Plan does not constitute an express or implied contract between WSDOT and its employees, job applicants, or other persons. Nothing in the Affirmative Action Plan provides any individual or group with a private right of action against WSDOT.

## **Appendix**

<b><u>Document</u></b>	<b><u>Tab</u></b>
WSDOT Strategic Implementation Plan	<b>A</b>
2012 State of Transportation	
RCW 47.04.280	
The Gray Notebook	
<hr/>	
WSDOT Workforce Business Strategy	<b>B</b>
Secretary's Executive Order – E 1014.04	
Secretary's Executive Order – E 1081.00	
Human Resources Desk Manual	
• Chapter 25	
• Chapter 29	
Letters of Delegation for EEO Duties	
23 CFR pt. 230	
Circular 4704.1	
RCW 41.06.150	
WAC 357-25	
<hr/>	
Methodology	<b>C</b>
Job Group Conversion	
<hr/>	
Workforce Utilization Analysis	<b>D</b>
<hr/>	
New Hires	<b>E</b>
Promotions	
Separations	
Applicant Flow	

Disciplinary Actions

Investigations

Training Compliance

Region and Division Plans and Strategies

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Sustainable Workforce

**G**

Employee Assistance Program

People First Language and Disability  
Etiquette

Diversity Events and Activities