

Equal Employment Opportunity and Affirmative Action Program

Finance and Administration
2007 – 2011 Fiscal Years



**Washington State
Department of Transportation**

Finance and Administration
310 Maple Park Avenue SE
P.O. Box 47400
Olympia, WA 98504-7400

Table of Contents

Accounting Services	1
Administrative Services	5
Budget Services	9
Human Resources	13
Information Technology	17
Internal Audit	22
Risk Management	27

Accounting Services Equal Opportunity and Affirmative Action Program

What is an Equal Employment Opportunity Program?

An Equal Employment Program (EEO) sets forth results-oriented policies and commitments of good faith efforts to attain and fairness and equity in the administration of all of Washington State Department of Transportation (WSDOT) employment practices such as recruitment, hiring, pay, benefits, job assignments, leave, promotions, and more. The program promotes the creation of a diverse workforce, and an inclusive, open work environment that is free from discrimination and harassment based on race, color, national origin, creed/religion, gender, age, disability, sexual orientation, and Disabled Veteran, Vietnam Era Veteran, and marital status.

What is an Affirmative Action Plan?

An Affirmative Action Plan (AA) is an integral part of an EEO Program. It details positive steps to overcome the effects of past or present barriers to assure that the WSDOT workforce is reflective of the available labor pools of the communities that we serve. An AA plan ensures equitable participation, and discourages and remedies discriminatory actions.

Why must Accounting Services have an Affirmative Action Plan?

Federal regulations (CFR 23 Part 230), State regulations (RCW 41.06.150 and WAC 357-25) and the Governor's Executive Order (93-07) requires WSDOT to prepare, submit, and annually maintain a program promoting affirmative action and equal employment opportunity. WSDOT Executive Order 1014.00 and Chapter 1 of the OEO Desk Manual state, "Each executive manager is to establish and maintain an affirmative action program within the organization he or she is responsible for".

How do AA Plans benefit Accounting Services beyond compliance?

- Increases in minorities, females, and an aging population have significantly changed the labor pool. Recruitment strategies that access all available labor markets are the only way WSDOT can attract and retain the best talent.
- More than 50% of the workforce for state DOTs will be eligible for retirement in the next 10 years, double the rate for the nation. ("The Workforce Challenge: Recruiting, Training, and Retaining Qualified Workers for Transportation and Transit Agencies". Transportation Research Board, *TR News* vol. 229, November – December 2003.)

- Research indicates that promoting equal opportunity and valuing cultural differences can significantly improve organizational performance. Direct and indirect links to the bottom line include an increase in adaptability and flexibility; reduction of costs associated with turnover, absenteeism and low productivity; and increased effectiveness in serving an increasingly diverse customer base. (Lockwood, N.R. [2005, June] Society of Human Resource Management Research Quarterly.)

How are goals established and progress monitored?

The affirmative action goal for an affected group is equal to the affected group's availability. Updated availability data is incorporated into OEO's Utilization Analysis reports, for managers and Human Resource Consultants to be able to monitor progress.

Accounting Services Affirmative Action Program Commitments

Job Structuring and Upward Mobility

- We will promote training, certification, in-training opportunities and upward mobility opportunities for all employees and focusing especially on protected classes.

Recruitment, Promotion, and Placement

- OHR conducts our recruitments. We expect them to target recruitment advertising to underutilized groups for vacancies and will cover the additional costs for advertising.

Retention and Separations

- In an effort to retain our workforce, we will seek input from employees regarding job satisfaction, desire for development and promotional opportunities, and concerns related to their work environment.

Responsibilities, Reviews, and Remedies

- We acknowledge and will focus on areas of underutilization in our analysis report.
- We will ensure that all staff has completed required awareness training in a timely manner. In addition, we will encourage and make available training opportunities that are not required, but would be of benefit, such as tribal relations.

Statewide WSDOT Activities That Support EEO & AA Programs

Diversity Training

WSDOT Office of Equal Opportunity (OEO) Diversity Training is mandatory for all WSDOT employees, providing information on the Department's policies and programs. OEO Diversity Training includes three modules: *Valuing Diversity*, *Sexual Harassment/Discrimination Prevention*, and *Disability Awareness*. WSDOT's Washington State Ferries also provides these modules encompassed in a training program entitled, "Respectful Workplace Training". In addition, new employees are made aware of policies in new employee packets and new employee orientations.

Civil Rights Complaints and Investigations

OEO conducts fair and impartial investigations and seeks to resolve issues through informal processes, including mediation. Employees may file a complaint with the WSDOT Office of Equal Opportunity if they believe they have been subjected to discrimination or harassment on the basis of their race, religion, color, creed, national origin, age, marital status, sex, sexual orientation, status as a disabled or Vietnam-era veteran, or the presence of any form of disability. Managers can request OEO informal or formal inquiries and mediation services to prevent and correct discrimination or harassment.

Annual Performance Evaluations

Chapter 1 of the OEO Desk Manual establishes minimum Equal Employment Opportunity standards. Clear expectations and accountability is critical to success. A factor to rate manager's and supervisors' performance in discharging EEO program responsibilities is incorporated in the new performance appraisal system.

State and Federal Disability Programs

Headquarters HR, Safety and OEO Consultants provide disability and reasonable accommodation services throughout the department. The WSDOT ADA Coordinator provides consultations, resources, and annually reports program activities with recommendations.

Applicant Flow Data Collection and Analysis

OEO provided an Applicant Flow Database to each region and Headquarters for Human Resource staff to collect information on how recruitment and hiring practices impact affected groups, as required by FHWA and GAAPCom.

Utilization, Promotion, and Separation Adverse Impact Analysis

OEO distributes utilization analysis reports, which is posted on the WSDOT HR Internet at: <http://wwwi.wsdot.wa.gov/HR/UAREport.htm>. Annually, OEO

WSDOT Finance and Administration Equal Opportunity / Affirmative Action Plan

compiles statistics to identify and prevent possible “adverse impact”, a form of discrimination defined as a substantially different rate of selection in hiring, promotion or other employment decision which works to the disadvantage of members of a race, sex, ethnic, or other affirmative action group. OEO assists managers and human resources to develop remedial measures consistent with the Office of Federal Contract Compliance programs, at: <http://www.dol.gov/esa/regs/compliance/ofccp/fccm/ofcpch7.htm>

Apprenticeship Program

The Office of Human Resources (OHR) leads the WSDOT Apprenticeship Program. Availability data has been provided to OHR by OEO.

Recruitment and Retention Outreach

OHR Recruitment and Retention Unit leads the agency’s statewide recruitment, retention, and promotional programs. OHR created the WSDOT Jobs ListServe for distributing vacancy announcements, which will be advertised to organizations representing affected group members. (See: <http://wwwi.wsdot.wa.gov/HR/MoreRes/DiversityRecruitmentResources.htm>)

Career Development Programs

Encouraging participation in programs can improve upward mobility and retention. Participation in the following programs provided by Staff Development are reviewed and reported annually by OEO:

- WSDOT Training Program
- Executive Fellowship Program
- Tuition Fee Reimbursement Program
- Senior Leader Succession and Development Program
- Mentoring Program

Exit Interviews

A new electronic exit interview database has been distributed by Office of Human Resources (OHR). The data collected will provide management with statistical data on why employees leave the agency.

Administrative Services Equal Opportunity and Affirmative Action Program

What is an Equal Employment Opportunity Program?

An Equal Employment Program (EEO) sets forth results-oriented policies and commitments of good faith efforts to attain and fairness and equity in the administration of all of Washington State Department of Transportation (WSDOT) employment practices such as recruitment, hiring, pay, benefits, job assignments, leave, promotions, and more. The program promotes the creation of a diverse workforce, and an inclusive, open work environment that is free from discrimination and harassment based on race, color, national origin, creed/religion, gender, age, disability, sexual orientation, and Disabled Veteran, Vietnam Era Veteran, and marital status.

What is an Affirmative Action Plan?

An Affirmative Action Plan (AA) is an integral part of an EEO Program. It details positive steps to overcome the effects of past or present barriers to assure that the WSDOT workforce is reflective of the available labor pools of the communities that we serve. An AA plan ensures equitable participation, and discourages and remedies discriminatory actions.

Why must Administrative Services have an Affirmative Action Plan?

Federal regulations (CFR 23 Part 230), State regulations (RCW 41.06.150 and WAC 357-25) and the Governor's Executive Order (93-07) requires WSDOT to prepare, submit, and annually maintain a program promoting affirmative action and equal employment opportunity. WSDOT Executive Order 1014.00 and Chapter 1 of the OEO Desk Manual state, "Each executive manager is to establish and maintain an affirmative action program within the organization he or she is responsible for".

How do AA Plans benefit Administrative Services beyond compliance?

- Increases in minorities, females, and an aging population have significantly changed the labor pool. Recruitment strategies that access all available labor markets are the only way WSDOT can attract and retain the best talent.
- More than 50% of the workforce for state DOTs will be eligible for retirement in the next 10 years, double the rate for the nation. ("The Workforce Challenge: Recruiting, Training, and Retaining Qualified Workers for Transportation and Transit Agencies". Transportation Research Board, *TR News* vol. 229, November – December 2003.)

WSDOT Finance and Administration Equal Opportunity / Affirmative Action Plan

- Research indicates that promoting equal opportunity and valuing cultural differences can significantly improve organizational performance. Direct and indirect links to the bottom line include an increase in adaptability and flexibility; reduction of costs associated with turnover, absenteeism and low productivity; and increased effectiveness in serving an increasingly diverse customer base. (Lockwood, N.R. [2005, June] Society of Human Resource Management Research Quarterly.)

How are goals established and progress monitored?

The affirmative action goal for an affected group is equal to the affected group's availability. Updated availability data is incorporated into OEO's Utilization Analysis reports, for managers and Human Resource Consultants to be able to monitor progress. (<http://wwwi.wsdot.wa.gov/HR/UAREport.htm>)

Administrative Services Affirmative Action Program Commitments

Job Structuring and Upward Mobility

- We will promote training, certification, in-training opportunities and upward mobility opportunities for members of underutilized groups.

Recruitment, Promotion, and Placement

- We will target recruitment advertising to underutilized groups for vacancies and will cover the additional costs for advertising.

Retention and Separations

- In an effort to retain our workforce, we will frequently seek input from employees regarding job satisfaction, desire for development and promotional opportunities, and concerns related to their work environment.

Responsibilities, Reviews, and Remedies

- We acknowledge and will focus on areas of underutilization in our analysis report.
- We will ensure that all staff has completed required awareness training in a timely manner. In addition, we will encourage and make available training opportunities that are not required, but would be of benefit, such as tribal relations.

Statewide WSDOT Activities That Support EEO & AA Programs

Diversity Training

WSDOT Office of Equal Opportunity (OEO) Diversity Training is mandatory for all WSDOT employees, providing information on the Department's policies and programs. OEO Diversity Training includes three modules: *Valuing Diversity*, *Sexual Harassment/Discrimination Prevention*, and *Disability Awareness*. WSDOT's Washington State Ferries also provides these modules encompassed in a training program entitled, "Respectful Workplace Training". In addition, new employees are made aware of policies in new employee packets and new employee orientations.

Civil Rights Complaints and Investigations

OEO conducts fair and impartial investigations and seeks to resolve issues through informal processes, including mediation. Employees may file a complaint with the WSDOT Office of Equal Opportunity if they believe they have been subjected to discrimination or harassment on the basis of their race, religion, color, creed, national origin, age, marital status, sex, sexual orientation, status as a disabled or Vietnam-era veteran, or the presence of any form of disability. Managers can request OEO informal or formal inquiries and mediation services to prevent and correct discrimination or harassment.

Annual Performance Evaluations

Chapter 1 of the OEO Desk Manual establishes minimum Equal Employment Opportunity standards. Clear expectations and accountability is critical to success. A factor to rate manager's and supervisors' performance in discharging EEO program responsibilities is incorporated in the new performance appraisal system.

State and Federal Disability Programs

Regional HR and OEO Consultants provide disability and reasonable accommodation services throughout the department. The WSDOT ADA Coordinator provides consultations, resources, and annually reports program activities with recommendations.

Applicant Flow Data Collection and Analysis

OEO provided an Applicant Flow Database to each region for Human Resource staff to collect information on how recruitment and hiring practices impact affected groups, as required by FHWA and GAAPCom.

Utilization, Promotion, and Separation Adverse Impact Analysis

OEO distributes utilization analysis reports, which is posted on the WSDOT HR Internet at: <http://wwwi.wsdot.wa.gov/HR/UARReport.htm>. Annually, OEO

WSDOT Finance and Administration Equal Opportunity / Affirmative Action Plan

compiles statistics to identify and prevent possible “adverse impact”, a form of discrimination defined as a substantially different rate of selection in hiring, promotion or other employment decision which works to the disadvantage of members of a race, sex, ethnic, or other affirmative action group. OEO assists managers and human resources to develop remedial measures consistent with the Office of Federal Contract Compliance programs, at: <http://www.dol.gov/esa/regs/compliance/ofccp/fccm/ofcpch7.htm>

Apprenticeship Program

The Office of Human Resources (OHR) leads the WSDOT Apprenticeship Program. Availability data has been provided to OHR by OEO.

Recruitment and Retention Outreach

OHR Recruitment and Retention Unit leads the agency’s statewide recruitment, retention, and promotional programs. OHR created the WSDOT Jobs ListServe for distributing vacancy announcements, which will be advertised to organizations representing affected group members. (See: <http://wwwi.wsdot.wa.gov/HR/MoreRes/DiversityRecruitmentResources.htm>)

Career Development Programs

Encouraging participation in programs can improve upward mobility and retention. Participation in the following programs provided by Staff Development are reviewed and reported annually by OEO:

- WSDOT Training Program
- Executive Fellowship Program
- Tuition Fee Reimbursement Program
- Senior Leader Succession and Development Program
- Mentoring Program

Exit Interviews

A new electronic exit interview database has been distributed by Office of Human Resources (OHR) to each region. The data collected will provide management with statistical data on why employees leave the agency.

Budget Services Equal Opportunity and Equal Opportunity and Affirmative Action Program

What is an Equal Employment Opportunity Program?

An Equal Employment Program (EEO) sets forth results-oriented policies and commitments of good faith efforts to attain and fairness and equity in the administration of all of Washington State Department of Transportation (WSDOT) employment practices such as recruitment, hiring, pay, benefits, job assignments, leave, promotions, and more. The program promotes the creation of a diverse workforce, and an inclusive, open work environment that is free from discrimination and harassment based on race, color, national origin, creed/religion, gender, age, disability, sexual orientation, and Disabled Veteran, Vietnam Era Veteran, and marital status.

What is an Affirmative Action Plan?

An Affirmative Action Plan (AA) is an integral part of an EEO Program. It details positive steps to overcome the effects of past or present barriers to assure that the WSDOT workforce is reflective of the available labor pools of the communities that we serve. An AA plan ensures equitable participation, and discourages and remedies discriminatory actions.

Why must Budget Services have an Affirmative Action Plan?

Federal regulations (CFR 23 Part 230), State regulations (RCW 41.06.150 and WAC 357-25) and the Governor's Executive Order (93-07) requires WSDOT to prepare, submit, and annually maintain a program promoting affirmative action and equal employment opportunity. WSDOT Executive Order 1014.00 and Chapter 1 of the OEO Desk Manual state, "Each executive manager is to establish and maintain an affirmative action program within the organization he or she is responsible for".

How do AA Plans benefit Budget Services beyond compliance?

- Increases in minorities, females, and an aging population have significantly changed the labor pool. Recruitment strategies that access all available labor markets are the only way WSDOT can attract and retain the best talent.
- More than 50% of the workforce for state DOTs will be eligible for retirement in the next 10 years, double the rate for the nation. ("The Workforce Challenge: Recruiting, Training, and Retaining Qualified Workers for Transportation and Transit Agencies". Transportation Research Board, *TR News* vol. 229, November – December 2003.)

WSDOT Finance and Administration Equal Opportunity / Affirmative Action Plan

- Research indicates that promoting equal opportunity and valuing cultural differences can significantly improve organizational performance. Direct and indirect links to the bottom line include an increase in adaptability and flexibility; reduction of costs associated with turnover, absenteeism and low productivity; and increased effectiveness in serving an increasingly diverse customer base. (Lockwood, N.R. [2005, June] Society of Human Resource Management Research Quarterly.)

How are goals established and progress monitored?

The affirmative action goal for an affected group is equal to the affected group's availability. Updated availability data is incorporated into OEO's quarterly Utilization Analysis reports, for managers and Human Resource Consultants to be able to monitor progress.

The Budget Office Affirmative Action Program Commitments

Job Structuring and Upward Mobility

- Budget services is structured in a way that a path exists for folks to progress from the WMS 1 positions up to the WMS 2 positions up to the WMS 3 positions.
- We support and encourage opportunities for growth through agency sponsored leadership training like the LEAD program in hopes of preparing employees to compete for higher level positions
- It's my goal to use the WMS 1 positions as the entry into the office and to grow and prepare those analysts to compete well for advancement opportunities both within budget services and in other areas of the agency.

Recruitment, Promotion, and Placement

- In the future, our office will consider targeted recruitments to address under utilization.

Retention and Separations

- We commit to completing 100% of our annual employee performance evaluations.

Responsibilities, Reviews, and Remedies

- We commit to completing the mandatory diversity training for everyone in the office.

Statewide WSDOT Activities That Support EEO & AA Programs

Diversity Training

WSDOT Office of Equal Opportunity (OEO) Diversity Training is mandatory for all WSDOT employees, providing information on the Department's policies and programs. OEO Diversity Training includes three modules: *Valuing Diversity*, *Sexual Harassment/Discrimination Prevention*, and *Disability Awareness*. WSDOT's Washington State Ferries also provides these modules encompassed in a training program entitled, "Respectful Workplace Training". In addition, new employees are made aware of policies in new employee packets and new employee orientations.

Civil Rights Complaints and Investigations

OEO conducts fair and impartial investigations and seeks to resolve issues through informal processes, including mediation. Employees may file a complaint with the WSDOT Office of Equal Opportunity if they believe they have been subjected to discrimination or harassment on the basis of their race, religion, color, creed, national origin, age, marital status, sex, sexual orientation, status as a disabled or Vietnam-era veteran, or the presence of any form of disability. Managers can request OEO informal or formal inquiries and mediation services to prevent and correct discrimination or harassment.

Annual Performance Evaluations

Chapter 1 of the OEO Desk Manual establishes minimum Equal Employment Opportunity standards. Clear expectations and accountability is critical to success. A factor to rate manager's and supervisors' performance in discharging EEO program responsibilities is incorporated in the new performance appraisal system.

State and Federal Disability Programs

Regional HR and OEO Consultants provide disability and reasonable accommodation services throughout the department. The WSDOT ADA Coordinator provides consultations, resources, and annually reports program activities with recommendations.

Applicant Flow Data Collection and Analysis

OEO provided an Applicant Flow Database to each region for Human Resource staff to collect information on how recruitment and hiring practices impact affected groups, as required by FHWA and GAAPCom.

Utilization, Promotion, and Separation Adverse Impact Analysis

OEO distributes utilization analysis reports, which is posted on the WSDOT HR Internet at: <http://wwwi.wsdot.wa.gov/HR/UAREport.htm>. Annually, OEO

WSDOT Finance and Administration Equal Opportunity / Affirmative Action Plan

compiles statistics to identify and prevent possible “adverse impact”, a form of discrimination defined as a substantially different rate of selection in hiring, promotion or other employment decision which works to the disadvantage of members of a race, sex, ethnic, or other affirmative action group. OEO assists managers and human resources to develop remedial measures consistent with the Office of Federal Contract Compliance programs, at: <http://www.dol.gov/esa/regs/compliance/ofccp/fccm/ofcpch7.htm>

Apprenticeship Program

The Office of Human Resources (OHR) leads the WSDOT Apprenticeship Program. Availability data has been provided to OHR by OEO.

Recruitment and Retention Outreach

OHR Recruitment and Retention Unit leads the agency’s statewide recruitment, retention, and promotional programs. OHR created the WSDOT Jobs ListServe for distributing vacancy announcements, which will be advertised to organizations representing affected group members. (See: <http://wwwi.wsdot.wa.gov/HR/MoreRes/DiversityRecruitmentResources.htm>)

Career Development Programs

Encouraging participation in programs can improve upward mobility and retention. Participation in the following programs provided by Staff Development are reviewed and reported annually by OEO:

- WSDOT Training Program
- Executive Fellowship Program
- Tuition Fee Reimbursement Program
- Senior Leader Succession and Development Program
- Mentoring Program

Exit Interviews

A new electronic exit interview database has been distributed by Office of Human Resources (OHR) to each region. The data collected will provide management with statistical data on why employees leave the agency.

Office of Human Resources Equal Opportunity and Equal Opportunity and Affirmative Action Program

What is an Equal Employment Opportunity Program?

An Equal Employment Program (EEO) sets forth results-oriented policies and commitments of good faith efforts to attain and fairness and equity in the administration of all of Washington State Department of Transportation (WSDOT) employment practices such as recruitment, hiring, pay, benefits, job assignments, leave, promotions, and more. The program promotes the creation of a diverse workforce, and an inclusive, open work environment that is free from discrimination and harassment based on race, color, national origin, creed/religion, gender, age, disability, sexual orientation, and Disabled Veteran, Vietnam Era Veteran, and marital status.

What is an Affirmative Action Plan?

An Affirmative Action Plan (AA) is an integral part of an EEO Program. It details positive steps to overcome the effects of past or present barriers to assure that the WSDOT workforce is reflective of the available labor pools of the communities that we serve. An AA plan ensures equitable participation, and discourages and remedies discriminatory actions.

Why must the Office of Human Resources have an Affirmative Action Plan?

Federal regulations (CFR 23 Part 230), State regulations (RCW 41.06.150 and WAC 357-25) and the Governor's Executive Order (93-07) requires WSDOT to prepare, submit, and annually maintain a program promoting affirmative action and equal employment opportunity. WSDOT Executive Order 1014.00 and Chapter 1 of the OEO Desk Manual state, "Each executive manager is to establish and maintain an affirmative action program within the organization he or she is responsible for".

How do AA Plans benefit Human Resources beyond compliance?

- Increases in minorities, females, and an aging population have significantly changed the labor pool. Recruitment strategies that access all available labor markets are the only way WSDOT can attract and retain the best talent.
- More than 50% of the workforce for state DOTs will be eligible for retirement in the next 10 years, double the rate for the nation. ("The Workforce Challenge: Recruiting, Training, and Retaining Qualified Workers for Transportation and Transit Agencies". Transportation Research Board, *TR News* vol. 229, November – December 2003.)

WSDOT Finance and Administration Equal Opportunity / Affirmative Action Plan

- Research indicates that promoting equal opportunity and valuing cultural differences can significantly improve organizational performance. Direct and indirect links to the bottom line include an increase in adaptability and flexibility; reduction of costs associated with turnover, absenteeism and low productivity; and increased effectiveness in serving an increasingly diverse customer base. (Lockwood, N.R. [2005, June] Society of Human Resource Management Research Quarterly.)

How are goals established and progress monitored?

The affirmative action goal for an affected group is equal to the affected group's availability. Updated availability data is incorporated into OEO's Utilization Analysis reports, for managers and Human Resource Consultants to be able to monitor progress. <http://wwwi.wsdot.wa.gov/HR/UARReport.htm>

Office of Human Resource's Affirmative Action Program Commitments

Job Structuring and Upward Mobility

- Use In-training positions where possible to hire candidates in protected classes with the ability to develop the competencies needed to perform as a human resource professional.
- Create developmental assignment opportunities to enhance skills of existing staff.
- Provide opportunities for rotational assignments, both internally and externally.
- Create training opportunities, formally as well as informally.
- Increase the utilization of WSDOT Apprentices.

Recruitment, Promotion, and Placement

- Encourage the use of all tools available to broaden the recruitment pool, i.e., college recruitment, diversity fairs, direct sourcing,
- Develop relationships with affected group organizations.

Retention and Separations

- Timely and meaningful evaluations.
- Staff recognition for a job well done, both formally and informally.
- Conduct exit interviews, identify trends and develop action plans.

Responsibilities, Reviews, and Remedies

- All staff will attend required Office of Equal Opportunity training.

Statewide WSDOT Activities That Support EEO & AA Programs

Diversity Training

WSDOT Office of Equal Opportunity (OEO) Diversity Training is mandatory for all WSDOT employees, providing information on the Department's policies and programs. OEO Diversity Training includes three modules: *Valuing Diversity*, *Sexual Harassment/Discrimination Prevention*, and *Disability Awareness*. WSDOT's Washington State Ferries also provides these modules encompassed in a training program entitled, "Respectful Workplace Training". In addition, new employees are made aware of policies in new employee packets and new employee orientations.

Civil Rights Complaints and Investigations

OEO conducts fair and impartial investigations and seeks to resolve issues through informal processes, including mediation. Employees may file a complaint with the WSDOT Office of Equal Opportunity if they believe they have been subjected to discrimination or harassment on the basis of their race, religion, color, creed, national origin, age, marital status, sex, sexual orientation, status as a disabled or Vietnam-era veteran, or the presence of any form of disability. Managers can request OEO informal or formal inquiries and mediation services to prevent and correct discrimination or harassment.

Annual Performance Evaluations

Chapter 1 of the OEO Desk Manual establishes minimum Equal Employment Opportunity standards. Clear expectations and accountability is critical to success. A factor to rate manager's and supervisors' performance in discharging EEO program responsibilities is incorporated in the new performance appraisal system.

State and Federal Disability Programs

Regional HR and OEO Consultants provide disability and reasonable accommodation services throughout the department. The WSDOT ADA Coordinator provides consultations, resources, and annually reports program activities with recommendations.

Applicant Flow Data Collection and Analysis

OEO provided an Applicant Flow Database to each region for Human Resource staff to collect information on how recruitment and hiring practices impact affected groups, as required by FHWA and GAAPCom.

Utilization, Promotion, and Separation Adverse Impact Analysis

OEO distributes utilization analysis reports, which is posted on the WSDOT HR Internet at: <http://wwwi.wsdot.wa.gov/HR/UAREport.htm>. Annually, OEO

WSDOT Finance and Administration Equal Opportunity / Affirmative Action Plan

compiles statistics to identify and prevent possible “adverse impact”, a form of discrimination defined as a substantially different rate of selection in hiring, promotion or other employment decision which works to the disadvantage of members of a race, sex, ethnic, or other affirmative action group. OEO assists managers and human resources to develop remedial measures consistent with the Office of Federal Contract Compliance programs, at: <http://www.dol.gov/esa/regs/compliance/ofccp/fccm/ofcpch7.htm>

Apprenticeship Program

The Office of Human Resources (OHR) leads the WSDOT Apprenticeship Program. Availability data has been provided to OHR by OEO.

Recruitment and Retention Outreach

OHR Recruitment and Retention Unit leads the agency’s statewide recruitment, retention, and promotional programs. OHR created the WSDOT Jobs ListServe for distributing vacancy announcements, which will be advertised to organizations representing affected group members. (See: <http://www.wsdot.wa.gov/HR/MoreRes/DiversityRecruitmentResources.htm>)

Career Development Programs

Encouraging participation in programs can improve upward mobility and retention. Participation in the following programs provided by Staff Development are reviewed and reported annually by OEO:

- WSDOT Training Program
- Executive Fellowship Program
- Tuition Fee Reimbursement Program
- Senior Leader Succession and Development Program
- Mentoring Program

Exit Interviews

A new electronic exit interview database has been distributed by Office of Human Resources (OHR) to each region. The data collected will provide management with statistical data on why employees leave the agency.

Office of Information Technology (OIT) Equal Opportunity and Affirmative Action Program

What is an Equal Employment Opportunity Program?

An Equal Employment Program (EEO) sets forth results-oriented policies and commitments of good faith efforts to attain and fairness and equity in the administration of all of Washington State Department of Transportation (WSDOT) employment practices such as recruitment, hiring, pay, benefits, job assignments, leave, promotions, and more. The program promotes the creation of a diverse workforce, and an inclusive, open work environment that is free from discrimination and harassment based on race, color, national origin, creed/religion, gender, age, disability, sexual orientation, and Disabled Veteran, Vietnam Era Veteran, and marital status.

What is an Affirmative Action Plan?

An Affirmative Action Plan (AA) is an integral part of an EEO Program. It details positive steps to overcome the effects of past or present barriers to assure that the WSDOT workforce is reflective of the available labor pools of the communities that we serve. An AA plan ensures equitable participation, and discourages and remedies discriminatory actions.

Why must OIT have an Affirmative Action Plan?

Federal regulations (CFR 23 Part 230), State regulations (RCW 41.06.150 and WAC 357-25) and the Governor's Executive Order (93-07) requires WSDOT to prepare, submit, and annually maintain a program promoting affirmative action and equal employment opportunity. WSDOT Executive Order 1014.00 and Chapter 1 of the OEO Desk Manual state, "Each executive manager is to establish and maintain an affirmative action program within the organization he or she is responsible for".

How do AA Plans benefit OIT beyond compliance?

- Increases in minorities, females, and an aging population have significantly changed the labor pool. Recruitment strategies that access all available labor markets are the only way WSDOT can attract and retain the best talent.
- More than 50% of the workforce for state DOTs will be eligible for retirement in the next 10 years, double the rate for the nation. ("The Workforce Challenge: Recruiting, Training, and Retaining Qualified Workers for Transportation and Transit Agencies". Transportation Research Board, *TR News* vol. 229, November – December 2003.)

WSDOT Finance and Administration Equal Opportunity / Affirmative Action Plan

- Research indicates that promoting equal opportunity and valuing cultural differences can significantly improve organizational performance. Direct and indirect links to the bottom line include an increase in adaptability and flexibility; reduction of costs associated with turnover, absenteeism and low productivity; and increased effectiveness in serving an increasingly diverse customer base. (Lockwood, N.R. [2005, June] Society of Human Resource Management Research Quarterly.)

How are goals established and progress monitored?

The affirmative action goal for an affected group is equal to the affected group's availability. Updated availability data is incorporated into OEO's quarterly Utilization Analysis reports, for managers and Human Resource Consultants to be able to monitor progress.

OIT Affirmative Action Program Commitments

Job Structuring and Upward Mobility

- We will promote the use of In-Training Plans for members of underutilized groups.
- We will encourage participation in the WSDOT Mentoring Program for members of underutilized groups.
- We will promote nomination in the Entry Level Management, Dynamic Leadership, and Enhanced Leadership Training Programs for members of underutilized groups.
- We will encourage the use of cross-training for members of underutilized groups to develop their technical knowledge and skill sets.
- We will promote professional training and certification opportunities for members of underutilized groups.

Recruitment, Promotion, and Placement

- We will publish job announcements for vacant IT technical positions and target recruitment advertising to underutilized groups and will cover the additional costs for advertising.
- We will use the Diversity List Serve when publishing job announcements for IT technical positions.

Retention and Separations

- We will conduct employee surveys, on a periodic basis, to seek input regarding their job satisfaction, development and promotional opportunities, and concerns related to their work environment.
- We will conduct employee evaluations/performance reviews on a regular basis so employees know how they are performing and are receiving feedback from their supervisor/manager.
- We will encourage employee and team recognitions for good job performance.
- We will conduct exit interviews with employees to find out why they are leaving.

Responsibilities, Reviews, and Remedies

- We acknowledge and will focus on areas of underutilization in our analysis report.
- We will conduct quarterly reviews to ensure that all staff has received Diversity Training and are current with their training requirements.
- We will partner with our Human Resource Consultant to conduct recruiting at job fairs to attract members of underutilized groups.
- We will expand the markets of where we currently advertise our job opportunities to include the markets of members of underutilized groups.

Statewide WSDOT Activities That Support EEO & AA Programs

Diversity Training

WSDOT Office of Equal Opportunity (OEO) Diversity Training is mandatory for all WSDOT employees, providing information on the Department's policies and programs. OEO Diversity Training includes three modules: *Valuing Diversity*, *Sexual Harassment/Discrimination Prevention*, and *Disability Awareness*. WSDOT's Washington State Ferries also provides these modules encompassed in a training program entitled, "Respectful Workplace Training". In addition, new employees are made aware of policies in new employee packets and new employee orientations.

Civil Rights Complaints and Investigations

OEO conducts fair and impartial investigations and seeks to resolve issues through informal processes, including mediation. Employees may file a complaint with the WSDOT Office of Equal Opportunity if they believe they

WSDOT Finance and Administration Equal Opportunity / Affirmative Action Plan

have been subjected to discrimination or harassment on the basis of their race, religion, color, creed, national origin, age, marital status, sex, sexual orientation, status as a disabled or Vietnam-era veteran, or the presence of any form of disability. Managers can request OEO informal or formal inquiries and mediation services to prevent and correct discrimination or harassment.

Annual Performance Evaluations

Chapter 1 of the OEO Desk Manual establishes minimum Equal Employment Opportunity standards. Clear expectations and accountability is critical to success. A factor to rate manager's and supervisors' performance in discharging EEO program responsibilities is incorporated in the new performance appraisal system.

State and Federal Disability Programs

Regional HR and OEO Consultants provide disability and reasonable accommodation services throughout the department. The WSDOT ADA Coordinator provides consultations, resources, and annually reports program activities with recommendations.

Applicant Flow Data Collection and Analysis

OEO provided an Applicant Flow Database to each region for Human Resource staff to collect information on how recruitment and hiring practices impact affected groups, as required by FHWA and GAAPCom.

Utilization, Promotion, and Separation Adverse Impact Analysis

OEO distributes utilization analysis reports, which is posted on the WSDOT HR Internet at: <http://wwwi.wsdot.wa.gov/HR/UARreport.htm>. Annually, OEO compiles statistics to identify and prevent possible "adverse impact", a form of discrimination defined as a substantially different rate of selection in hiring, promotion or other employment decision which works to the disadvantage of members of a race, sex, ethnic, or other affirmative action group. OEO assists managers and human resources to develop remedial measures consistent with the Office of Federal Contract Compliance programs, at: <http://www.dol.gov/esa/regs/compliance/ofccp/fccm/ofcpch7.htm>

Apprenticeship Program

The Office of Human Resources (OHR) leads the WSDOT Apprenticeship Program. Availability data has been provided to OHR by OEO.

Recruitment and Retention Outreach

OHR Recruitment and Retention Unit leads the agency's statewide recruitment, retention, and promotional programs. OHR created the

WSDOT Finance and Administration Equal Opportunity / Affirmative Action Plan

WSDOT Jobs ListServe for distributing vacancy announcements, which will be advertised to organizations representing affected group members.

Career Development Programs

Encouraging participation in programs can improve upward mobility and retention. Participation in the following programs provided by Staff Development are reviewed and reported annually by OEO:

- WSDOT Training Program
- Executive Fellowship Program
- Tuition Fee Reimbursement Program
- Senior Leader Succession and Development Program
- Mentoring Program

Exit Interviews

A new electronic exit interview database has been distributed by Office of Human Resources (OHR) to each region. The data collected will provide management with statistical data on why employees leave the agency.

Internal Audit Office Equal Opportunity and Equal Opportunity and Affirmative Action Program

What is an Equal Employment Opportunity Program?

An Equal Employment Program (EEO) sets forth results-oriented policies and commitments of good faith efforts to attain and fairness and equity in the administration of all of Washington State Department of Transportation (WSDOT) employment practices such as recruitment, hiring, pay, benefits, job assignments, leave, promotions, and more. The program promotes the creation of a diverse workforce, and an inclusive, open work environment that is free from discrimination and harassment based on race, color, national origin, creed/religion, gender, age, disability, sexual orientation, and Disabled Veteran, Vietnam Era Veteran, and marital status.

What is an Affirmative Action Plan?

An Affirmative Action Plan (AA) is an integral part of an EEO Program. It details positive steps to overcome the effects of past or present barriers to assure that the WSDOT workforce is reflective of the available labor pools of the communities that we serve. An AA plan ensures equitable participation, and discourages and remedies discriminatory actions.

Why must Internal Audit have an Affirmative Action Plan?

Federal regulations (CFR 23 Part 230), State regulations (RCW 41.06.150 and WAC 357-25) and the Governor's Executive Order (93-07) requires WSDOT to prepare, submit, and annually maintain a program promoting affirmative action and equal employment opportunity. WSDOT Executive Order 1014.00 and Chapter 1 of the OEO Desk Manual state, "Each executive manager is to establish and maintain an affirmative action program within the organization he or she is responsible for".

How do AA Plans benefit Sample Region beyond compliance?

- Increases in minorities, females, and an aging population have significantly changed the labor pool. Recruitment strategies that access all available labor markets are the only way WSDOT can attract and retain the best talent.
- More than 50% of the workforce for state DOTs will be eligible for retirement in the next 10 years, double the rate for the nation. ("The Workforce Challenge: Recruiting, Training, and Retaining Qualified Workers for Transportation and Transit Agencies". Transportation Research Board, *TR News* vol. 229, November – December 2003.)

WSDOT Finance and Administration Equal Opportunity / Affirmative Action Plan

- Research indicates that promoting equal opportunity and valuing cultural differences can significantly improve organizational performance. Direct and indirect links to the bottom line include an increase in adaptability and flexibility; reduction of costs associated with turnover, absenteeism and low productivity; and increased effectiveness in serving an increasingly diverse customer base. (Lockwood, N.R. [2005, June] Society of Human Resource Management Research Quarterly.)

How are goals established and progress monitored?

The affirmative action goal for an affected group is equal to the affected group's availability. Updated availability data is incorporated into OEO's Utilization Analysis reports, for managers and Human Resource Consultants to be able to monitor progress. <http://wwwi.wsdot.wa.gov/HR/UARReport.htm>.

Internal Audit Office Affirmative Action Program Commitments

Job Structuring and Upward Mobility

- Use of In-Training Positions to hire candidates with aptitude to meet the Audit Specialist 3 competencies within a reasonable time, thereby potentially including more candidates for consideration.
- We will promote training, certification, in-training opportunities and upward mobility opportunities for members of underutilized groups.
- Cross-training audit staff that traditionally work in the "external" audit branch by assigning work in the "internal" audit branch, and visa versa. The "external" branch staff audit consulting firms or local governments under contract with WSDOT, for compliance with financial provisions of our agreements. "Internal" branch staff audit programs or functions of the agency.
- Provide 80 hours of audit and professional development training every two years to meet the continuing education requirements in the Government Auditing Standards and the Institute of Internal Auditing Standards.

Recruitment, Promotion, and Placement

- Use a Diversity List Serve to distribute job announcements.
- Post job announcements to employment web sites serving affected groups that are defined as "underutilized" in WSDOT employment reports by the OEO.
- Use of "In-Training" positions as noted above under Job Structuring and Upward Mobility.
- Schedule staff for required training from the WSDOT Office of Equal Opportunity

Internal Audit Office Affirmative Action Program Commitments Continued...

Retention and Separations

- Provide performance evaluations.
- Provide 80 hours of audit and professional development training every two years, to meet continuing education requirements under professional standards, as noted above under Job Structure and Upward Mobility.
- Request Human Resources staff conduct formal “Exit Interviews” with departing staff, to learn of constructive improvements we can make to retain staff.

Responsibilities, Reviews, and Remedies

- Require Internal Audit management staff to take required training from the Office of Equal Opportunity, to help ensure compliance with related laws, regulations, and policies.



Statewide WSDOT Activities That Support EEO & AA Programs

Diversity Training

WSDOT Office of Equal Opportunity (OEO) Diversity Training is mandatory for all WSDOT employees, providing information on the Department’s policies and programs. OEO Diversity Training includes three modules: *Valuing Diversity*, *Sexual Harassment/Discrimination Prevention*, and *Disability Awareness*. WSDOT’s Washington State Ferries also provides these modules encompassed in a training program entitled, “Respectful Workplace Training”. In addition, new employees are made aware of policies in new employee packets and new employee orientations.

Civil Rights Complaints and Investigations

OEO conducts fair and impartial investigations and seeks to resolve issues through informal processes, including mediation. Employees may file a complaint with the WSDOT Office of Equal Opportunity if they believe they have been subjected to discrimination or harassment on the basis of their race, religion, color, creed, national origin, age, marital status, sex, sexual orientation, status as a disabled or Vietnam-era veteran, or the presence of any form of disability. Managers can request OEO informal or formal inquiries and mediation services to prevent and correct discrimination or harassment.

Annual Performance Evaluations

Chapter 1 of the OEO Desk Manual establishes minimum Equal Employment Opportunity standards. Clear expectations and accountability is critical to success. A factor to rate manager's and supervisors' performance in discharging EEO program responsibilities is incorporated in the new performance appraisal system.

State and Federal Disability Programs

Regional HR and OEO Consultants provide disability and reasonable accommodation services throughout the department. The WSDOT ADA Coordinator provides consultations, resources, and annually reports program activities with recommendations.

Applicant Flow Data Collection and Analysis

OEO provided an Applicant Flow Database to each region for Human Resource staff to collect information on how recruitment and hiring practices impact affected groups, as required by FHWA and GAAPCom.

Utilization, Promotion, and Separation Adverse Impact Analysis

OEO distributes utilization analysis reports, which is posted on the WSDOT HR Internet at: <http://wwwi.wsdot.wa.gov/HR/UAREport.htm>. Annually, OEO compiles statistics to identify and prevent possible "adverse impact", a form of discrimination defined as a substantially different rate of selection in hiring, promotion or other employment decision which works to the disadvantage of members of a race, sex, ethnic, or other affirmative action group. OEO assists managers and human resources to develop remedial measures consistent with the Office of Federal Contract Compliance programs, at: <http://www.dol.gov/esa/regs/compliance/ofccp/fccm/ofcpch7.htm>

Apprenticeship Program

The Office of Human Resources (OHR) leads the WSDOT Apprenticeship Program. Availability data has been provided to OHR by OEO.

Recruitment and Retention Outreach

OHR Recruitment and Retention Unit leads the agency's statewide recruitment, retention, and promotional programs. OHR created the WSDOT Jobs ListServe for distributing vacancy announcements, which will be advertised to organizations representing affected group members. (See: <http://wwwi.wsdot.wa.gov/HR/MoreRes/DiversityRecruitmentResources.htm>)

Career Development Programs

Encouraging participation in programs can improve upward mobility and retention. Participation in the following programs provided by Staff Development are reviewed and reported annually by OEO:

- WSDOT Training Program
- Executive Fellowship Program
- Tuition Fee Reimbursement Program
- Senior Leader Succession and Development Program
- Mentoring Program

Exit Interviews

A new electronic exit interview database has been distributed by Office of Human Resources (OHR) to each region. The data collected will provide management with statistical data on why employees leave the agency.

Risk Management Equal Opportunity and Equal Opportunity and Affirmative Action Program

What is an Equal Employment Opportunity Program?

An Equal Employment Program (EEO) sets forth results-oriented policies and commitments of good faith efforts to attain and fairness and equity in the administration of all of Washington State Department of Transportation (WSDOT) employment practices such as recruitment, hiring, pay, benefits, job assignments, leave, promotions, and more. The program promotes the creation of a diverse workforce, and an inclusive, open work environment that is free from discrimination and harassment based on race, color, national origin, creed/religion, gender, age, disability, sexual orientation, and Disabled Veteran, Vietnam Era Veteran, and marital status.

What is an Affirmative Action Plan?

An Affirmative Action Plan (AA) is an integral part of an EEO Program. It details positive steps to overcome the effects of past or present barriers to assure that the WSDOT workforce is reflective of the available labor pools of the communities that we serve. An AA plan ensures equitable participation, and discourages and remedies discriminatory actions.

Why must Risk Management have an Affirmative Action Plan?

Federal regulations (CFR 23 Part 230), State regulations (RCW 41.06.150 and WAC 357-25) and the Governor's Executive Order (93-07) requires WSDOT to prepare, submit, and annually maintain a program promoting affirmative action and equal employment opportunity. WSDOT Executive Order 1014.00 and Chapter 1 of the OEO Desk Manual state, "Each executive manager is to establish and maintain an affirmative action program within the organization he or she is responsible for".

How do AA Plans benefit Risk Management beyond compliance?

- Increases in minorities, females, and an aging population have significantly changed the labor pool. Recruitment strategies that access all available labor markets are the only way WSDOT can attract and retain the best talent.
- More than 50% of the workforce for state DOTs will be eligible for retirement in the next 10 years, double the rate for the nation. ("The Workforce Challenge: Recruiting, Training, and Retaining Qualified Workers for Transportation and Transit Agencies". Transportation Research Board, *TR News* vol. 229, November – December 2003.)

WSDOT Finance and Administration Equal Opportunity / Affirmative Action Plan

- Research indicates that promoting equal opportunity and valuing cultural differences can significantly improve organizational performance. Direct and indirect links to the bottom line include an increase in adaptability and flexibility; reduction of costs associated with turnover, absenteeism and low productivity; and increased effectiveness in serving an increasingly diverse customer base. (Lockwood, N.R. [2005, June] Society of Human Resource Management Research Quarterly.)

How are goals established and progress monitored?

The affirmative action goal for an affected group is equal to the affected group's availability. Updated availability data is incorporated into OEO's quarterly Utilization Analysis reports, for managers and Human Resource Consultants to be able to monitor progress.

Risk Management Affirmative Action Program Commitments

Job Structuring and Upward Mobility

- We will continue to utilize in-training plans and succession planning and promote training and upward mobility for protected classes.
- We will provide continuing legal, education, and other related professional seminars and continuing education opportunities to support upward mobility.

Recruitment, Promotion, and Placement

- We will target recruitment advertising to underutilized groups for vacancies wherever possible and will cover the additional costs for advertising.

Retention and Separations

- We will provide timely performance evaluations for all staff.
- We will ensure diversity training is provided for all staff.
- We will provide exit interviews and listen to concerns regarding job opportunities and work environment.

Responsibilities, Reviews, and Remedies

- We will focus to the extent possible on areas of underutilization reflected in our analysis report.
- We will support departmental EEO and AA programs.

Statewide WSDOT Activities That Support EEO & AA Programs

Diversity Training

WSDOT Office of Equal Opportunity (OEO) Diversity Training is mandatory for all WSDOT employees, providing information on the Department's policies and programs. OEO Diversity Training includes three modules: *Valuing Diversity*, *Sexual Harassment/Discrimination Prevention*, and *Disability Awareness*. WSDOT's Washington State Ferries also provides these modules encompassed in a training program entitled, "Respectful Workplace Training". In addition, new employees are made aware of policies in new employee packets and new employee orientations.

Civil Rights Complaints and Investigations

OEO conducts fair and impartial investigations and seeks to resolve issues through informal processes, including mediation. Employees may file a complaint with the WSDOT Office of Equal Opportunity if they believe they have been subjected to discrimination or harassment on the basis of their race, religion, color, creed, national origin, age, marital status, sex, sexual orientation, status as a disabled or Vietnam-era veteran, or the presence of any form of disability. Managers can request OEO informal or formal inquiries and mediation services to prevent and correct discrimination or harassment.

Annual Performance Evaluations

Chapter 1 of the OEO Desk Manual establishes minimum Equal Employment Opportunity standards. Clear expectations and accountability is critical to success. A factor to rate manager's and supervisors' performance in discharging EEO program responsibilities is incorporated in the new performance appraisal system.

State and Federal Disability Programs

Regional HR and OEO Consultants provide disability and reasonable accommodation services throughout the department. The WSDOT ADA Coordinator provides consultations, resources, and annually reports program activities with recommendations.

Applicant Flow Data Collection and Analysis

OEO provided an Applicant Flow Database to each region for Human Resource staff to collect information on how recruitment and hiring practices impact affected groups, as required by FHWA and GAAPCom.

Utilization, Promotion, and Separation Adverse Impact Analysis

OEO distributes utilization analysis reports on a quarterly basis and posts the information on the WSDOT OEO Internet at: <http://www.wsdot.wa.gov/oee>.

WSDOT Finance and Administration Equal Opportunity / Affirmative Action Plan

Annually, OEO compiles statistics to identify and prevent possible “adverse impact”, a form of discrimination defined as a substantially different rate of selection in hiring, promotion or other employment decision which works to the disadvantage of members of a race, sex, ethnic, or other affirmative action group. OEO assists managers and human resources to develop remedial measures consistent with the Office of Federal Contract Compliance programs, at:

<http://www.dol.gov/esa/regs/compliance/ofccp/fccm/ofcpch7.htm>

Apprenticeship Program

The Office of Human Resources (OHR) leads the WSDOT Apprenticeship Program. Availability data has been provided to OHR by OEO.

Recruitment and Retention Outreach

OHR Recruitment and Retention Unit leads the agency’s statewide recruitment, retention, and promotional programs. OHR created the WSDOT Jobs ListServe for distributing vacancy announcements, which will be advertised to organizations representing affected group members.

Career Development Programs

Encouraging participation in programs can improve upward mobility and retention. Participation in the following programs provided by Staff Development are reviewed and reported annually by OEO:

- WSDOT Training Program
- Executive Fellowship Program
- Tuition Fee Reimbursement Program
- Senior Leader Succession and Development Program
- Mentoring Program

Exit Interviews

A new electronic exit interview database has been distributed by Office of Human Resources (OHR) to each region. The data collected will provide management with statistical data on why employees leave the agency.