

Section
V

2007-09 Affirmative Action Plan

Goals & Strategies

Future Action

The Diversity Council's goal for 2007 will be a broader delivery of Cultural Competency training for staff, with a pilot program scheduled for ODOT's DMV Division.

The five-year trend depicted in the tables above indicates the overall demographic composition of ODOT's workforce has not changed significantly toward the goal of reflecting the changing demographics of the state. Given the increase of the average age (47-48 years of age) of the workforce, significant challenges face ODOT to retain business and institutional knowledge and expertise within its ranks.

The 2007-09 Affirmative Action Plan (AAP) will continue to focus on the four major goals:

- Women and minorities in management
- Women in positions as technicians
- Women and minorities in skilled craft and maintenance positions
- Hiring and retaining qualified people with disabilities

Affirmative Action will be measured at the Department level in four areas. These same areas will be applied to performance evaluations of all ODOT managers and measured in terms of individual efforts and/or actions in each one of the following strategies:

ODOT Affirmative Action Strategies & Measurement		
Strategy / Measure	Employment & Diversity and Employee Civil Rights Units	Manager accountability
Strategy #1: Advertising & marketing ODOT career opportunities to multi-generational communities, women, minorities, and communities of persons with disabilities.	Develop & implement an annual marketing plan & publish a schedule of attendance to career fairs, civic events, etc. to promote ODOT career opportunities.	Support outreach events from the ECR annual schedule <u>or</u> a school / civic / community event in local vicinity with volunteer managers and employees.

<p>Strategy #2:</p> <p>Education of workforce – Cultural competency & respectful work environment</p>	<p>Schedule & deliver educational classes on diversity, workplace harassment, and disability awareness. Offer technical assistance to managers.</p>	<p>Attend classes. Schedule employees to attend classes. Support & reinforce ODOT policies and diversity education principles.</p>
<p>Strategy #3:</p> <p>Retention – Equity, equality, and economic opportunity in career advancement opportunities</p>	<p>Develop manager toolkit on “how to” coach minority, female, and employees w/ disabilities on career development, potential, etc. Report on department’s retention progress annually.</p>	<p>Encourage career development w/ minority and female employees, and employees w/ disabilities. Offer rotation & development opportunities. Retain and promote qualified employees.</p>
<p>Strategy #4:</p> <p>Recruitment & selection</p>	<p>Provide hiring managers w/ advertising & marketing strategies, behavioral interview training & technical assistance for their underrepresented positions.</p>	<ul style="list-style-type: none"> ➤ Encourage employees to recruit qualified people to apply. ➤ Ensure interview panels are inclusive of gender, generational, disability & ethnic diversity. ➤ Provide equal employment opportunity to all applicants; hire Affirmative Action candidates when they are the best qualified.

ODOT’s division, region, and section management teams and individual managers will drive the success of the 2007-09 AAP. Success of Affirmative Action will be measured in terms of:

- Establishing a work environment that attracts and welcomes a diverse applicant pool (Strategy # 1, #2, and #4. Outcome - Increased number of minority, female, and disabled candidates.)
- An increase in hiring of qualified minority, female, and persons with disabilities (Strategy #4. Outcome – Department-wide growth of hiring trends in next two biennia.)
- Retention and advancement of qualified minority, female, and persons with disabilities (Strategy #3. Outcome – Department-wide growth of promotion trends and decrease of minority, female, and persons with disabilities resignation and transfer rates over the next two biennia.)
- Accountability: All managers with supervisory responsibility are evaluated on diversity and affirmative action efforts on their annual performance appraisal. (Outcome - Increased percentage of managers evaluated on their efforts, August 2006 audit)

ODOT has developed this affirmative action plan to bring equal employment opportunities for all persons. The plan commits the department to do more than practice non-discrimination in employment. It includes a set of goals, policies, strategies, and actions intended to ensure ODOT’s workforce is representative of the communities we serve.

ODOT Diversity Council

Strategies to Help Supervisors Reach Affirmative Action Goals



In support of the ODOT Affirmative Action Plan, your Diversity Council has amassed a series of strategies for use throughout the organization.

These collected strategies—tools, tactics and programs—have been broken down into four categories: A) Community & Public Outreach, B) Management Practices, C) Training and Development, and D) Marketing. Listed under each strategy are specific actions that can be taken in support of ODOT’s efforts to recruit, train and retain a well-qualified, diverse workforce.

Each item includes either an information link or contact details to help connect you with the resource.

As a reminder, our four Affirmative Action goals are:

1. Increase the number of female and minority managers at ODOT;
2. Increase the number of female technicians (Engineering Specialist, Motor Carrier Enforcement Officer and Transportation Service Representative positions);
3. Increase the number of female and minority staff in the skilled crafts and maintenance areas;
4. Increase the number of employees with disabilities working at ODOT.

Working together with Human Resources, the Diversity Council encourages you to consider the value a diverse workforce brings to the department, our customers and our everyday jobs.

Thank you for your Support!

Strategies to Achieve Goals

Targeted Goal

A. COMMUNITY & PUBLIC OUTREACH - Manager Responsibilities (MR), Shared responsibilities (SR), HR responsibilities (HR)

Identify qualified job candidates through the HIRE System. (HR) <i>Creates employment opportunities for disabled candidates. Contact your Human Resource Recruiter for more information or call (503) 986-3700; Review program details at http://www.oregon.gov/DAS/HR/hire.shtml</i>	4
Participate in local Job Fairs. (MR) <i>Coordinated by your Human Resource Recruiter and ODOT's Employment & Diversity Manager, (503) 378-6796</i>	All
Participate in various Civic and Community Events. (MR) <i>ODOT's participation is often coordinated by Human Resources and the Office of Civil Rights</i>	All
Identify Industry and Professional Associations. (SR) <i>Support sponsorship of events and membership in educational and training programs focused on career professionals (Women in Construction, Women in Transportation Seminar, Public Management Association, for example). Information about these groups can be found at: http://www.nawic.org/ and http://www.pwcusa.org/</i>	1, 2, 3, 4
Mail job announcements to a diverse group of recruitment sources who traditionally provide outreach to women, minority groups, and the disabled community. (HR) <i>Contact your Human Resource Recruiter or call (503) 986-3700.</i>	All
Participate in School-to-Work and Youth Employment outreach programs. <i>For more information contact ODOT's Employment & Diversity Manager, (503) 378-6796</i> (MR)	2, 3, 4
Network with professional associations and career planning groups to better market ODOT as a destination employer – someplace job candidates seek out as an employer. (SR)	All
Use existing Regional Workforce Alliances and Advisory Committees to create interest in employment with ODOT. (SR) <i>For more information go to: http://www.oregon.gov/ODOT/HWY/OTLA/workforcedevelopment.shtml</i>	All
Conduct job applicant orientation sessions to help inform and assist those interested in seeking employment with ODOT. <i>Coordinated by your Human Resource Recruiter and ODOT's Employment & Diversity Manager, (503) 378-6796</i> (HR)	All

Strategies to Achieve Goals

Targeted Goal

B. MANAGEMENT PRACTICES - Manager Responsibilities (MR), Shared responsibilities (SR), HR responsibilities (HR)

Conduct regular Performance Evaluations. (MR) <i>Supervisors are responsible for conducting regular performance evaluations so they can promote the consistent development of performance development and training plans for staff; ensure staff have access to training; and make progress on the Affirmative Action Plan. For more information contact your Region/ Division Human Resource Manager or (503) 986-3700.</i>	All
Measure Affirmative Action and Equal Employment Opportunity activities. <i>Managers and supervisors will track activities that employees are involved with to promote Affirmative Action and Equal Employment Opportunities such as: job fairs, civic events and various forms of outreach as well as be assessed on the EEO/Affirmative Action activity and progress on their individual performance evaluation. For more information contact your Region/ Division Human Resource Manager or (503) 986-3700. (MR)</i>	All
Promote an environment of respect and professionalism (MR) <i>Maintain a harassment and discrimination-free workplace; Regularly review policy information in the Human Resource (Manager's) Handbook; Review quarterly Exit Interview information to identify trends. For more information contact your Region/ Division Human Resource Manager or (503) 986-3700.</i>	All
Forward all job announcements to Governor's Office on Affirmative Action and a variety of social and human service agencies throughout the state. (HR)	All
Track our success (applicant flow and source tracking, track success of Rotation/Development program, AAP progress for example). (HR)	All
Improve general awareness of the state transfer list and how it can promote career growth. (HR) <i>Contact ODOT's Employment & Diversity Manager, (503) 378-6796</i>	All
Consider Rotation/Development opportunities when filling job vacancies. (MR) <i>Coordinated by your Human Resource Recruiter and ODOT's Employment & Diversity Manager, (503) 378-6796</i>	All

Strategies to Achieve Goals

Targeted Goal

C. TRAINING AND DEVELOPMENT- Manager Responsibilities (MR), Shared responsibilities (SR), HR responsibilities (HR)

Schedule supervisory staff for the Management Development Series (MDS) training series offered by DAS. (MR) <i>For more information go to: http://www.oregon.gov/DAS/HR/training.shtml</i>	All
Identify ODOT and DAS-sponsored management training and development programs to help encourage new and potential supervisory candidates. (MR) <i>For information go to: http://s-salemrev-69/stc/student/psciis.dll?linkid=846229&mainmenu=STUDENT&top_frame=1 or contact HR Training at (503) 378-8401.</i>	1, 4
Identify participants for the Leadership Oregon and similar external development programs. (MR) <i>For information go to: http://www.oregon.gov/DAS/HR/LO/index.shtml or contact HR Training at (503) 378-8401</i>	1
Identify and utilize External Training programs (i.e., Fred Pryor and Career Track, AMA); identify and share good programs. (MR)	All
Identify participants for the Certified Public Manager (CPM) program at Willamette University. (MR) <i>For information go to: http://www.willamette.edu/cpm/overview.htm or contact HR Training at (503) 378-8401</i>	All
Offer your financial and scheduling support in obtaining professional certifications, licenses and certifications. (MR) <i>For information call HR Training at (503) 378-8401 or go to: http://www.oregon.gov/DAS/administrative_restrictions.shtml</i>	All
Offer your financial and scheduling support for degree completion and tuition reimbursement programs. (MR) <i>For information call HR Training at (503) 378-8401.</i>	All
Identify candidates for the Transportation Maintenance Trainee Program. <i>For information contact Human Resources at (503) 378-4971. (MR)</i>	3, 4
Sponsor a Promise Intern in the summer (for College Junior and Senior-level students) (MR) <i>For information go to http://www.oregon.gov/DAS/HR/diversity.shtml and contact Human Resources at (503) 378-4971.</i>	1, 2, 4
Consider a high school or college summer internship. (MR) <i>For information contact Human Resources at (503) 378-4971.</i>	1, 2, 4
Use Welfare-to-Work, Workforce Investment Act (WIA), and similar on-the-job-training (OJT) programs to place candidates in apprenticeship or skill building assignments. (HR) <i>Coordinated by your Human Resource Recruiter and ODOT's Employment & Diversity Manager, (503) 378-679</i>	2, 3, 4

Strategies to Achieve Goals

Targeted Goal

D. MARKETING- Manager Responsibilities (MR), Shared responsibilities (SR), HR responsibilities (HR)

Promote ODOT as an Employer of Choice by: Marketing working hours, conditions, benefits and stability afforded to public employees. Marketing the service (not profit) oriented business aspect of working for ODOT. Marketing the public service and making a difference in the aspects of our environment.	All
<i>Coordinated by your Human Resource Recruiter and ODOT's Employment & Diversity Manager, (503) 378-6796 (MR)</i> http://www.oregon.gov/ODOT/CS/HR/working.shtml	
Maintain a strong partnership with the Urban League. (HR) For information go to http://www.ulpdx.org/	All
See what opportunities might exist with “Partners in Diversity” events such as Breakfast of Champions and Say Hey (HR)	All
Consider placing student workers or interns through the Community College partnership program. <i>Coordinated by your Human Resource Recruiter and ODOT's Employment & Diversity Manager, (503) 378-6796(MR)</i>	2, 3, 4
Consider working with OICA (Oregon Independent College Association) and OUS (Oregon University Systems) through career centers and job placement offices. (GEP) Career Centers, etc (HR)	2, 3, 4
Consider working with For-Profit Business/Trade Schools through career centers and job placement offices. (HR)	2, 3, 4
Research OTIA III to determine if the department can “piggy-back” off of the Workforce Development Plan’s marketing strategies. <i>Coordinated by the Office of Civil Rights and ODOT's Civil Rights Manager, (503) 986-5753 (SR)</i>	All
Connect with the OACO (Oregon Advocacy Commissions Office) which houses the Commission on Asian, Black, Hispanic and Women’s groups. (MR) http://governor.oregon.gov/Gov/pdf/forms/brdbook.pdf	All
Continue involvement in the OBLN (Oregon Business Leadership Network) Group. (HR)	All
Promote statewide career opportunities. (HR)	All