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## **2005-07 Affirmative Action Plan**

### **A. Accomplishments**

A number of activities have been undertaken over the past biennium throughout the ODOT organization. Training and workforce development are a continued focus as is the recruitment, selection and retention of a well-trained, diverse workforce. The following items highlight ODOT's efforts to further develop our equal employment opportunity and diversity results.

- Overall, staff retention continues to be a focus. Based upon confidential exit interview information and manager feedback, compensation, health benefits and retirement are the primary reasons for staff leaving the state. There is no information that indicates negative workplace factors as an area of concern.
- ODOT participated in the Oregon Business Magazine “100 Best” survey in 2005 and will undertake an agency wide survey in February 2007. Prior surveys have included employee communications and recognition surveys — all of which provide agency leadership with the ‘temperature’ of the organization and its workforce. Through these surveys we learn a great deal about the organization, employee’s stated priorities and areas for improvement.
- ODOT is currently the only Oregon State Government agency to have a fully-paid membership in the Partners in Diversity Program. This allows us to attend, and potentially host, the Say Hey, CEO Forum, and Breakfast of Champions programs. ODOT is also a regular participant at statewide job fairs, college career days, and similar outreach events.
- Overall, ODOT’s workforce reflects an increase in the number of protected group employees in every group except Native American/Alaskan Native.
- More than 650 hours of training in the diversity, employee civil rights and affirmative action areas has occurred throughout 2005-06 (YTD). That is more than 160 individual class sessions. During the period 2003-2005, a total of 676 staff at ODOT received our “Diversity Basics” training.
- A total of 85% of the existing management teams reviewed the Affirmative Action Plan during facilitated sessions with Human Resources or the EEO/AA Officer, including the Executive Team and Diversity Council.
- The ODOT Employment & Diversity unit has undertaken many efforts to improve understanding and access to the job application system. These efforts have included improved applicant guides and materials; easier to understand job announcements; more complete hiring packets; increased assistance with management in developing interview questions; reorganization of the recruitment section by job family; and increased outreach with

Chemeketa Community College, Portland State University, Oregon Institute of Technology, Portland Community College, Mount Hood Community College, and Oregon State University. Additional improvements have been made to the Summer Litter Patrol Program and improved consistency and service has been developed in our selection tools, most notably a more uniform hiring criteria for dispatcher positions. Finally, ODOT Human Resources conducted seven successful executive recruitments.

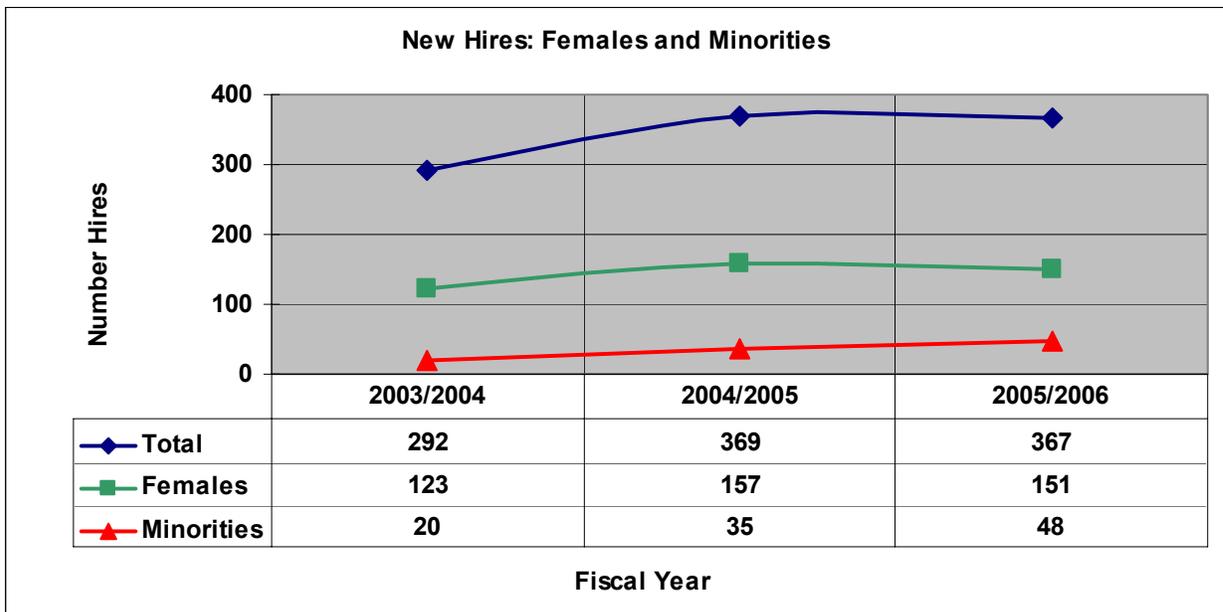
- Since the implementation of the new on-line job application system in June of 2005, applicant pools have increased 30-50% per posting and applicant diversity has increased by 18%.
- Affirmative Action statements are now included in all executive service and management service position descriptions and performance appraisals.

The following information summarizes ODOT's EEO/AA accomplishments fiscal years 2003-04, 2004-05 and 2005-06 in the areas of New Hires and Promotions.

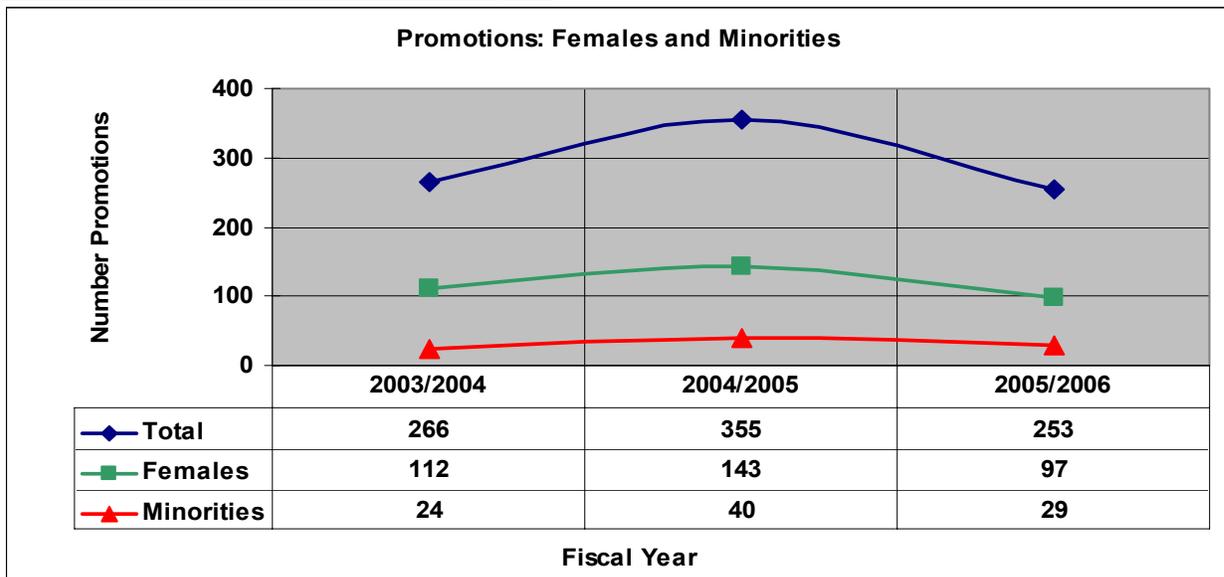
**(1) New Hire Accomplishments & Analysis**

Compared to the past two fiscal years, ODOT total number of new hires has remained steady between 2004-05 and 2005-06. Since implementation of the new on-line employment application system, applicant pools have increased from 30% to 50% per posting. The agency can now also track applicant flow by several demographic factors, and applicant diversity has increased by 18% since June 2005. Overall the number of new hires is down slightly as is the number of female new hires. Since 2003-04, the number of minority new hires has increased. As we look at our goal areas, several positive trends are noted:

- Five females were selected in the Officials category.
- 38% of the new hires in the Technical category were females; 20% were minorities.
- In the Skilled Crafts 7.6% were females and 8.6% were minorities.
- There were 9 persons with disabilities hired in FY 2005-06.



**(2) Promotion Accomplishments & Analysis**



In 2005-2006, ODOT experienced an overall decrease in promotions by 29%. This is expected given the artificial inflation of promotions resulting from the highway division restructuring.

However, 97 females and 29 minorities were promoted which demonstrates continued progress toward the agency's affirmative action goals. In the goal areas we can note the following progress:

- In the Officials category 11 females and 1 minority were promoted.
- In the Technician category 21 females and 9 minorities were promoted.
- In the Skilled Craft area 2 females and 2 minorities were promoted.

## **B. Progress Summary**

Affirmative Action supports ODOT's mission "To provide a safe, efficient transportation system that supports economic opportunity and livable communities for Oregonians." Economic opportunity in Affirmative Action is creating a culture and work environment that recognizes the legal, business and moral value of diversity and actively pursues strategies for employees, job applicants, and contractors to attain equity and equality in all employment and contractual opportunities offered by ODOT. Affirmative Action continues to be a positive stimulus and management tool toward the achievement of a diverse workforce in support of ODOT's mission.

This summary focuses on the Department's progress on Affirmative Action goals for employment over the last seven years, 2000 – 2006, and highlights current workforce strengths and under representation by divisions. The following Department-wide areas were targeted for special emphasis because the utilization analysis indicated under representation.

### **Women and minorities in management**

### **Minorities in professional positions**

### **Women and minorities in skilled craft and maintenance positions**

### **Hiring and retaining qualified people with disabilities**

Success in achieving affirmative action goals for employment are often measured by a concept of equity called parity. Parity goals are based on a complex factor analysis. Parity is the percentage of representation of a protected group equal to the percentage of such persons in the availability base for the protected group. Parity is computed for the State of Oregon as a single employer, not agency by agency.

Gaps between actual and parity goals may or may not exist within a particular Division or Region. Likewise, there may be under represented areas in a particular Division or Region that are not clear at a Department-wide level. Division/Region strategies will address specific issues within these organizational units. The following charts show important areas for measuring parity in the ODOT workforce.

## 1. Under represented Area: Women and minorities in management

There continues to be under representation of women and minorities in management positions. Of the 369 employees in Administrators/Officials positions 105 employees are female (28.5%), current parity for women is 40%. 31 identify themselves as a minority (8.4%). Current parity for minority is 13%. It should also be noted that minorities are under represented in the professional category. Of the 1128 employees in professional positions 106 identify themselves as a minority (9.4%). Current parity for minority is 11.7%.

### Under represented Divisions:

- Highway Division
- Central Services Division
- Motor Carrier Division

Barriers include the following:

- The Department has historically filled management vacancies from within; the pipeline has included very few women and minorities. This practice, however, has begun to change over the past 5 to 10 years, primarily for non-engineering management positions. Every effort to consistently conduct open competitive job searches has been undertaken by the agency.
- Past selection procedures failed to draw out minority or female candidates. In response, the agency has consistently performed national searches, targeted searches and outreach via a number of minority publications.
- In the past, the Department has had few formal systems for developing high potential women and minorities from within its workforce. Several programs have been implanted since 2004 to address this issue.

**Table 1. Women in management**

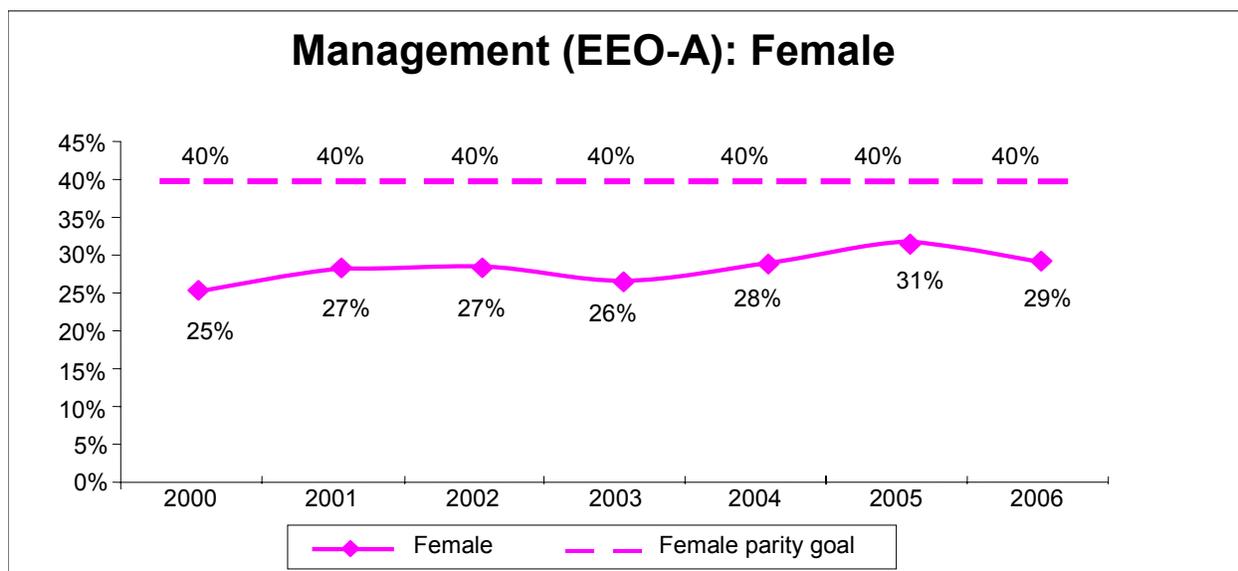


Table 1 reflects the percentage of the management workforce (salary ranges 24 – 42) composed of female staff. The under representation of female managers and parity stands at 44 positions as of September 30, 2006.

**Table 2. Minorities in management**

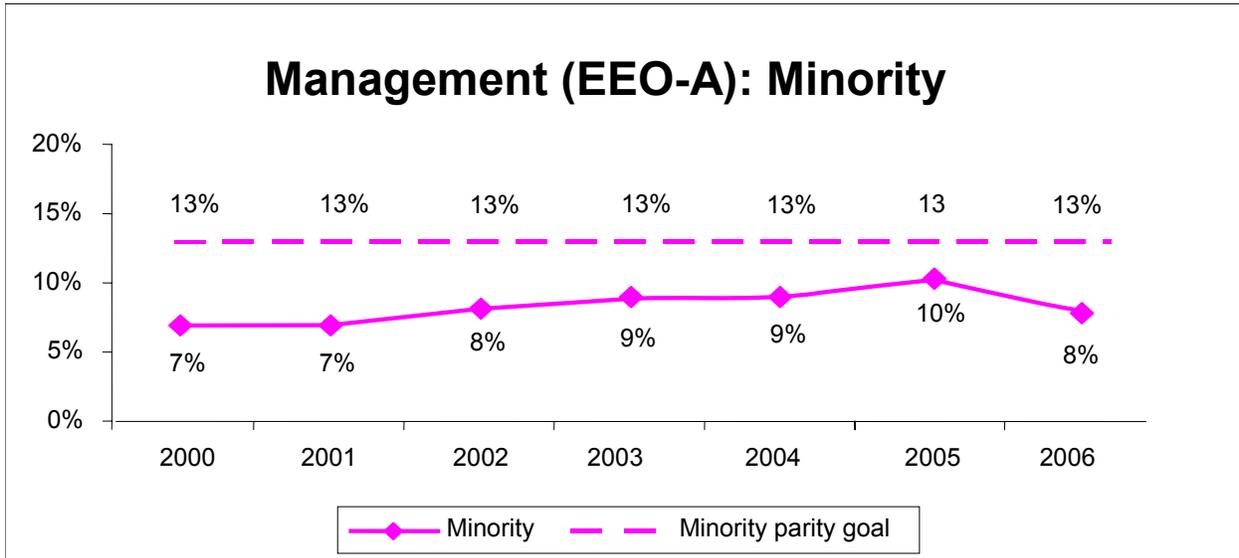
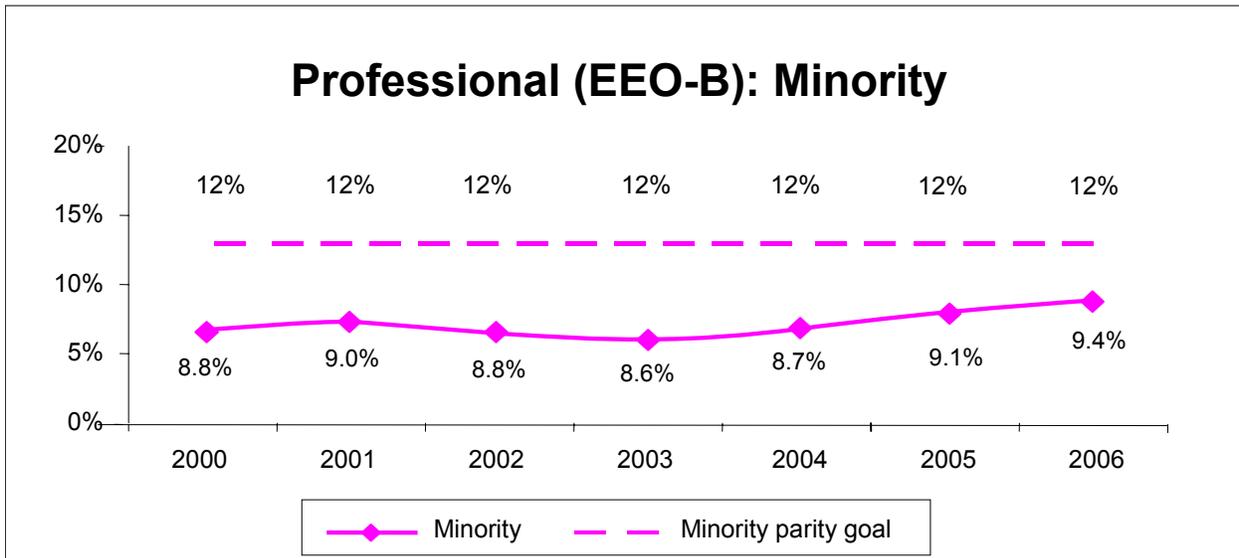


Table 2 reflects the percentage of minorities, both male and female, in management. There was steady growth within the minority managerial ranks from 6.9% in 2000 to 10% in 2005. Now ODOT is showing a decline to 8% and to reach parity requires adding 17 minorities.

**Table 3. Minorities in Professional Positions**



The combined female and male minority representation in this category has shown a constant rise since 2003 and now stands at 9.4%. To reach the overall goal of 12% requires adding 26 minorities.

## 2. Under represented Area: Women in Positions as Technicians

Females continue to be under represented in positions as technicians. Out of a total of 984 employees in technical positions, 345 identify themselves as women (35.1%). Current parity is 48.5%.

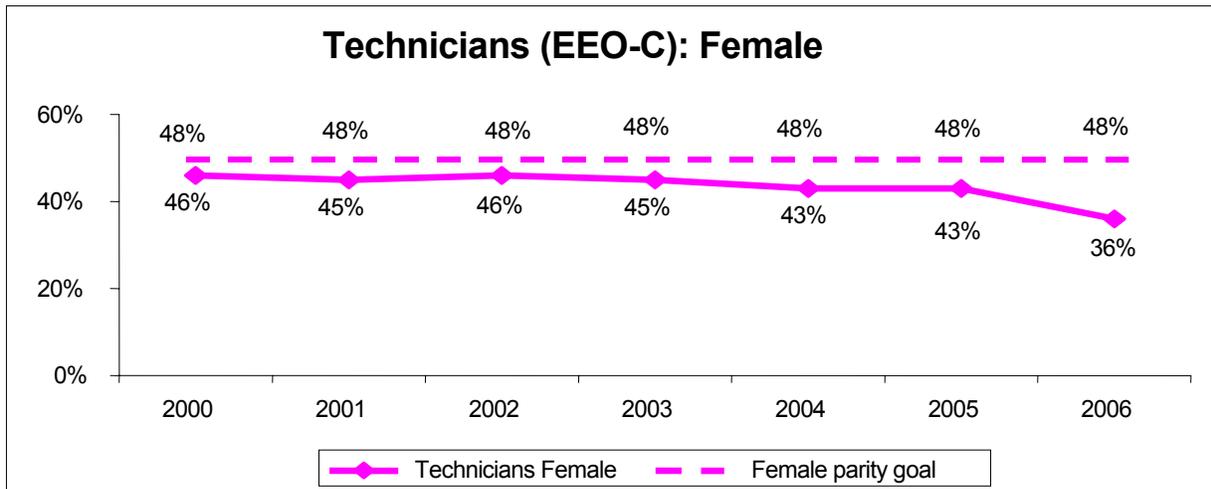
### Under represented Divisions:

- Highway
- Central Services
- Transportation Development Division
- Motor Carrier Division

Barriers include the following:

- In some cases, barriers such as pay and location internal to the organization may result in an unintended limitation of the numbers of women entering and promoting into engineering and other technical jobs in ODOT. These factors are being closely monitored and evaluated by agency management and human resource personnel.

**Table 4. Women in positions as Technicians**



### 3. Under represented Area: Women and minorities in skilled craft and maintenance positions

Women continue to be under represented in the Skilled Crafts and Maintenance positions. Out of total 1,119 employees in these two combined categories, there are 89 that are women (8.0%). The current parity for women is 22%. Out of the same combined categories, 79 identify themselves as minorities (7.1%). Current parity is 9.5%.

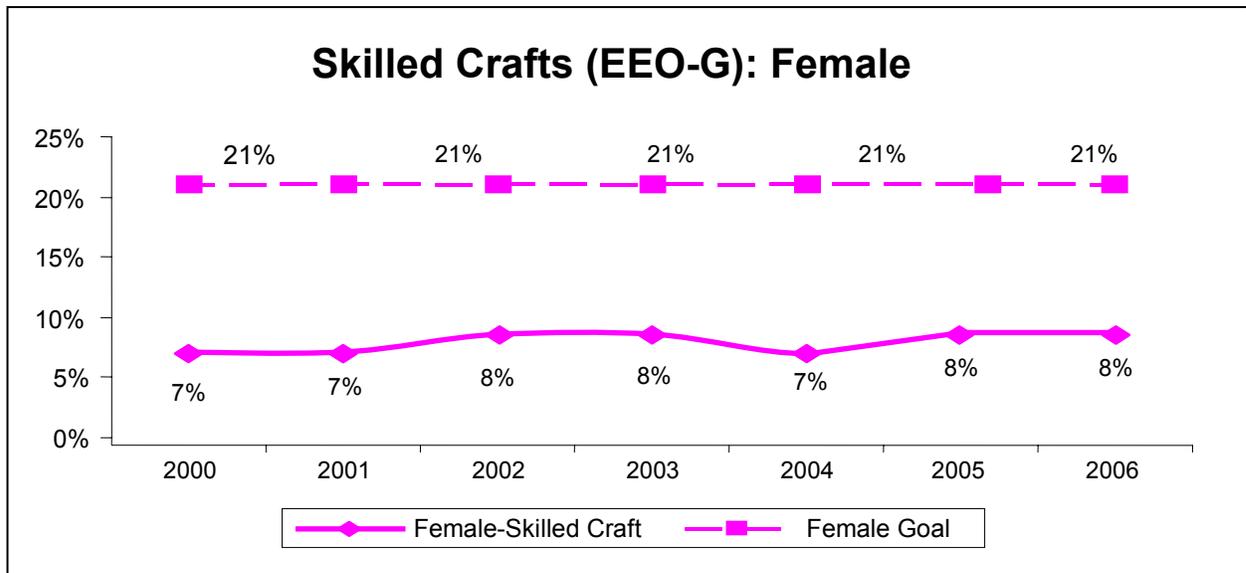
#### Under represented Divisions:

- Highway Division
- Central Services

Barriers include the following:

- It has been difficult to identify women with the training and/or experience necessary to be competitive for skilled craft and maintenance positions.
- Historically, there have not been many female role models in these career fields; this is changing.

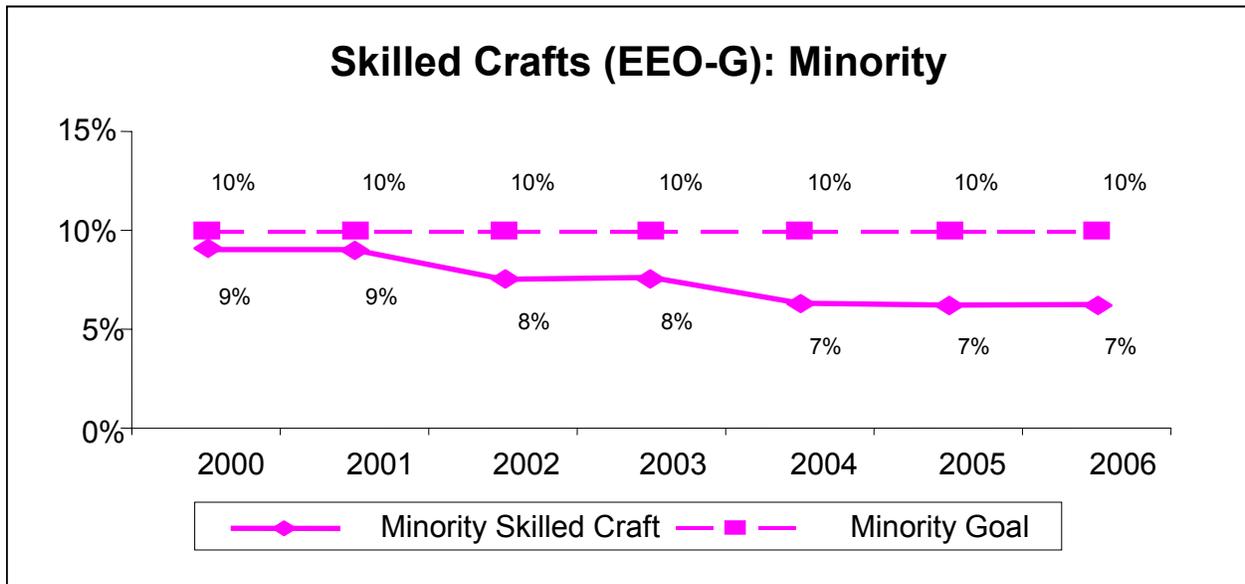
**Table 4. Women in skilled crafts \***



(\* Transportation maintenance, mechanic, and trades positions)

Approximately 1,119 positions are classified in the EEO-G (Skilled Crafts) category primarily residing in Highway Division with a smaller number in Support Services (Central Services Division). The trend for females has remained relatively flat over the last seven years with current under representation of 13% or 145 positions. In the Transportation Maintenance Specialist 1 and 2 classifications, ODOT has 807 positions and 7.7% are female, so ODOT needs to hire 134 more females.

**Table 5. Minorities in skilled crafts**



After a downward trend minority female and male representation has remained relatively flat over the last several years with a current gap of approximately 3% in the EEO-G Skilled crafts category.

#### 4. Under represented Area: Hiring and retaining qualified people with disabilities

People with disabilities in the workforce are most under represented in the Administrators/Officials and Professional categories. Out of a total 392 Administrators/Officials, 10 identify themselves as a person with a disability (2.7%). Out of 1,128 Professionals, 23 identify themselves as a person with a disability (2%). Current parity for people with disabilities in every category is 6%.

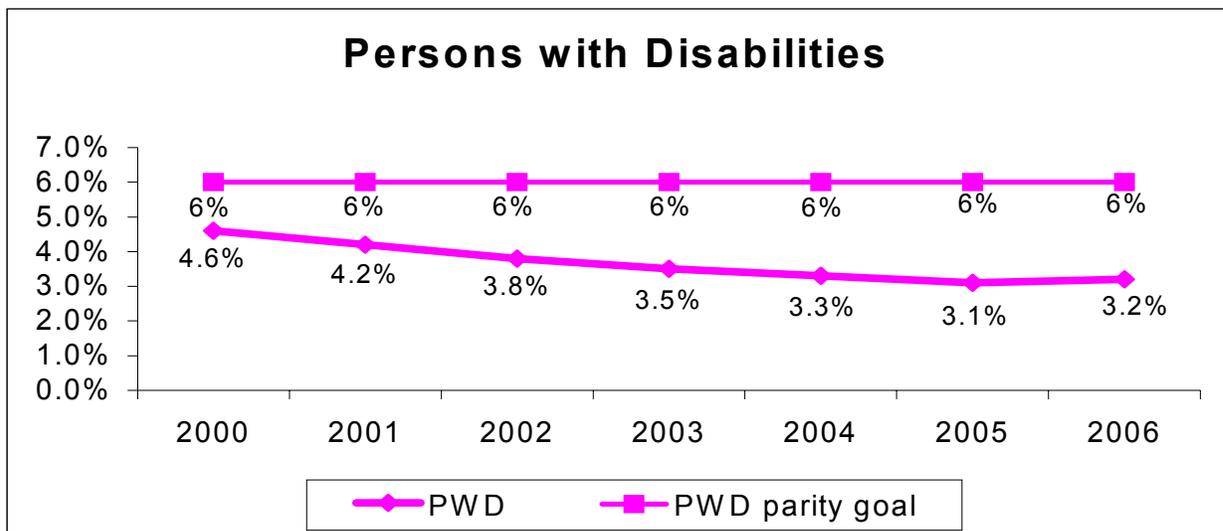
##### Under represented Divisions:

- Highway
- Driver and Motor Vehicle
- Central Services

##### Barriers:

- Attitudinal constraints – biases and stereotypes held by hiring managers may contribute to low selection rates.
- Few people with disabilities as role models in the workforce.
- It has been difficult to attract and identify qualified people with disabilities with the training and/or experience necessary to be competitive for Administrators/Officials and Other Professionals.
- Lack of self-disclosure.

Table #8 Persons with Disabilities



## Summary of Division Affirmative Action Parity

As stated above, Affirmative Action parity goals are set for the entire state as one employer. Each EEO category is further broken down and given parity goals. Within ODOT, each division's workforce is unique in its demographic makeup. Under represented areas should be areas of emphasis for hiring managers to consider in their recruitment, hiring, retention, and promotion opportunities. The division parity and representation data as of September 30, 2006 is summarized below:

### Central Services Division

EEO Category	Parity	Current %	Current Count	Under/Over Goal
<b><u>Female</u></b>				
EEO A: Officials	40.4%	30.6%	19 of 62 total	- 6
EEO B: Professionals	32.8%	38.5%	144 of 374 total	+ 21
EEO C: Technicians	48.5%	23.5%	4 of 17 total	- 8
EEO F: Clerical Support	70.3%	82.9%	63 of 76 total	+ 10
EEO G: Skilled Craft	21.8%	0.0%	0 of 103 total	- 22
EEO H: Maintenance	37.7%	14.3%	3 of 21 total	- 5
<b><u>Minority</u></b>				
EEO A: Officials	13.0%	6.5%	4 of 62 total	- 8
EEO B: Professionals	11.7%	12.0%	45 of 374 total	+ 1
EEO C: Technicians	14.8%	5.9%	1 of 17 total	- 2
EEO F: Clerical Support	9.7%	18.4%	14 of 76 total	+ 7
EEO G: Skilled Craft	9.5%	4.9%	5 of 103 total	- 3
EEO H: Maintenance	11.6%	0.0%	0 of 21 total	- 2
<b><u>Disabled</u></b>				
EEO A: Officials	6.0%	4.8%	3 of 62 total	- 1
EEO B: Professionals	6.0%	2.4%	9 of 374 total	- 13
EEO C: Technicians	6.0%	11.8%	2 of 17 total	+ 1
EEO F: Clerical Support	6.0%	7.9%	6 of 76 total	+ 1
EEO G: Skilled Craft	6.0%	0.0%	0 of 103 total	- 6
EEO H: Maintenance	6.0%	0.0%	0 of 21 total	- 1

### Communication Division (includes Office of the Director)

EEO Category	Parity	Current %	Current Count	Under/Over Goal
<b><u>Female</u></b>				
EEO A: Officials	40.4%	57.1%	4 of 7 total	+ 1
EEO B: Professionals	32.8%	33.3%	7 of 21 total	at parity
EEO F: Clerical Support	70.3%	100.0%	5 of 5 total	+ 2
<b><u>Minority</u></b>				
EEO A: Officials	13.0%	0.0%	0 of 7 total	- 1
EEO B: Professionals	11.7%	0.0%	0 of 21 total	- 2
EEO F: Clerical Support	9.7%	0.0%	0 of 5 total	- 1
<b><u>Disabled</u></b>				
EEO A: Officials	6.0%	14.3%	1 of 7 total	+ 1
EEO B: Professionals	6.0%	4.8%	1 of 21 total	- 1
EEO F: Clerical Support	6.0%	20.0%	1 of 5 total	+ 1

## Driver & Motor Vehicle Services Division

EEO Category	Parity	Current %	Current Count	Under/Over Goal
<b><u>Female</u></b>				
EEO A: Officials	40.4%	57.4%	35 of 61 total	+ 7
EEO B: Professionals	32.8%	65.8%	48 of 73 total	+ 24
EEO C: Technicians	48.5%	64.2%	190 of 296 total	+ 46
EEO F: Clerical Support	70.3%	85.9%	281 of 327 total	+ 51
EEO G: Skilled Craft	21.8%	0.0%	0 total	N/A*
EEO H: Maintenance	37.7%	0.0%	0 of 1 total	N/A*
<b><u>Minority</u></b>				
EEO A: Officials	13.0%	16.4%	10 of 61 total	+ 2
EEO B: Professionals	11.7%	11.0%	8 of 73 total	at parity
EEO C: Technicians	14.8%	24.3%	72 of 296 total	+ 28
EEO F: Clerical Support	9.7%	11.0%	36 of 327 total	+ 4
EEO G: Skilled Craft	9.5%	0.0%	0 total	N/A*
EEO H: Maintenance	11.6%	100.0%	1 of 1 total	N/A*
<b><u>Disabled</u></b>				
EEO A: Officials	6.0%	3.3%	2 of 61 total	- 2
EEO B: Professionals	6.0%	0.0%	0 of 73 total	- 4
EEO C: Technicians	6.0%	3.7%	11 of 296 total	- 7
EEO F: Clerical Support	6.0%	7.0%	23 of 327 total	+ 3
EEO G: Skilled Craft	6.0%	0.0%	0 total	N/A*
EEO H: Maintenance	6.0%	0.0%	0 of 1 total	N/A*

## Motor Carrier Transportation Division

EEO Category	Parity	Current %	Current Count	Under/Over Goal
<b><u>Female</u></b>				
EEO A: Officials	40.4%	29.2%	7 of 24 total	- 3
EEO B: Professionals	32.8%	38.9%	28 of 72 total	+ 4
EEO C: Technicians	48.5%	40.3%	64 of 159 total	- 13
EEO F: Clerical Support	70.3%	87.8%	36 of 41 total	+ 7
<b><u>Minority</u></b>				
EEO A: Officials	13.0%	4.2%	1 of 24 total	- 2
EEO B: Professionals	11.7%	8.3%	6 of 72 total	- 2
EEO C: Technicians	14.8%	6.9%	11 of 159 total	- 13
EEO F: Clerical Support	9.7%	9.8%	4 of 41 total	at parity
<b><u>Disabled</u></b>				
EEO A: Officials	6.0%	4.2%	1 of 24 total	- 1
EEO B: Professionals	6.0%	5.6%	4 of 72 total	at parity
EEO C: Technicians	6.0%	5.7%	9 of 159 total	at parity
EEO F: Clerical Support	6.0%	7.3%	3 of 41 total	+ 1

Note: \* N/A this goal is not applicable since the Division does not have any or very few employees in this EEO category.

**Public Transit Division**

<b>EEO Category</b>	<b>Parity</b>	<b>Current %</b>	<b>Current Count</b>	<b>Under/Over Goal</b>
<b><u>Female</u></b>				
EEO A: Officials	40.4%	0.0%	0 of 1 total	N/A*
EEO B: Professionals	32.8%	60.0%	6 of 10 total	+ 4
EEO F: Clerical Support	70.3%	66.7%	2 of 3 total	N/A*
<b><u>Minority</u></b>				
EEO A: Officials	13.0%	100.0%	1 of 1 total	N/A*
EEO B: Professionals	11.7%	0.0%	0 of 10 total	- 1
EEO F: Clerical Support	9.7%	66.7%	2 of 3 total	N/A*
<b><u>Disabled</u></b>				
EEO A: Officials	6.0%	0.0%	0 of 1 total	N/A*
EEO B: Professionals	6.0%	0.0%	0 of 10 total	- 1
EEO F: Clerical Support	6.0%	0.0%	0 of 3 total	N/A*

**Rail Division**

<b>EEO Category</b>	<b>Parity</b>	<b>Current %</b>	<b>Current Count</b>	<b>Under/Over Goal</b>
<b><u>Female</u></b>				
EEO A: Officials	40.4%	33.3%	1 of 3 total	- 1
EEO B: Professionals	32.8%	6.3%	1 of 16 total	- 4
EEO F: Clerical Support	70.3%	0.0%	0 of 1 total	N/A*
<b><u>Minority</u></b>				
EEO A: Officials	13.0%	0.0%	0 of 3 total	N/A*
EEO B: Professionals	11.7%	0.0%	0 of 16 total	- 2
EEO F: Clerical Support	9.7%	0.0%	0 of 1 total	N/A*
<b><u>Disabled</u></b>				
EEO A: Officials	6.0%	0.0%	0 of 3 total	N/A*
EEO B: Professionals	6.0%	0.0%	0 of 16 total	- 1
EEO F: Clerical Support	6.0%	100.0%	1 of 1 total	N/A*

Note: \* N/A this goal is not applicable since the Division does not have any or very few employees in this EEO category.

## Highway Division

<b>EEO Category</b>	<b>Parity</b>	<b>Current %</b>	<b>Current Count</b>	<b>Under/Over Goal</b>
<b><u>Female</u></b>				
EEO A: Officials	40.4%	16.0%	31 of 194 total	- 47
EEO B: Professionals	32.8%	30.0%	150 of 500 total	- 14
EEO C: Technicians	48.5%	16.0%	78 of 486 total	- 158
EEO F: Clerical Support	70.3%	89.0%	130 of 146 total	+ 27
EEO G: Skilled Craft	21.8%	8.5%	86 of 1016 total	- 135
EEO H: Maintenance	37.7%	0.0%	0 of 1 total	N/A*
<b><u>Minority</u></b>				
EEO A: Officials	13.0%	7.2%	14 of 194 total	- 15
EEO B: Professionals	11.7%	8.2%	41 of 500 total	- 17
EEO C: Technicians	14.8%	10.7%	52 of 486 total	- 20
EEO F: Clerical Support	9.7%	7.5%	11 of 146 total	- 3
EEO G: Skilled Craft	9.5%	7.0%	73 of 1016 total	-24
EEO H: Maintenance	11.6%	0.0%	0 of 1 total	N/A*
<b><u>Disabled</u></b>				
EEO A: Officials	6.0%	1.5%	3 of 194 total	- 9
EEO B: Professionals	6.0%	1.6%	8 of 500 total	- 22
EEO C: Technicians	6.0%	4.9%	24 of 486 total	- 5
EEO F: Clerical Support	6.0%	6.8%	10 of 146 total	+ 1
EEO G: Skilled Craft	6.0%	1.0%	10 of 1016 total	-50
EEO H: Maintenance	6.0%	0.0%	0 of 1 total	N/A*

## Transportation Development Division

<b>EEO Category</b>	<b>Parity</b>	<b>Current %</b>	<b>Current Count</b>	<b>Under/Over Goal</b>
<b><u>Female</u></b>				
EEO A: Officials	40.4%	46.7%	7 of 15 total	+ 1
EEO B: Professionals	32.8%	40.4%	19 of 47 total	+ 4
EEO C: Technicians	48.5%	33.3%	9 of 27 total	- 4
EEO F: Clerical Support	70.3%	86.4%	19 of 22 total	+ 5
<b><u>Minority</u></b>				
EEO A: Officials	13.0%	0.0%	0 of 15 total	- 2
EEO B: Professionals	11.7%	12.8%	6 of 47 total	+ 2
EEO C: Technicians	14.8%	7.4%	2 of 27 total	- 2
EEO F: Clerical Support	9.7%	9.1%	2 of 22 total	at parity
<b><u>Disabled</u></b>				
EEO A: Officials	6.0%	0.0%	0 of 15 total	- 1
EEO B: Professionals	6.0%	2.1%	1 of 47 total	- 2
EEO C: Technicians	6.0%	3.7%	1 of 27 total	- 1
EEO F: Clerical Support	6.0%	9.1%	2 of 22 total	+ 1

Note: \* N/A this goal is not applicable since the Division does not have any or very few employees in this EEO category.

**Transportation Safety Division**

<b>EEO Category</b>	<b>Parity</b>	<b>Current %</b>	<b>Current Count</b>	<b>Under/Over Goal</b>
<b><u>Female</u></b>				
EEO A: Officials	40.4%	50.0%	1 of 2 total	N/A*
EEO B: Professionals	32.8%	66.7%	11 of 16 total	+ 5
EEO F: Clerical Support	70.3%	80.3%	5 of 6 total	N/A*
<b><u>Minority</u></b>				
EEO A: Officials	13.0%	50.0%	1 of 2 total	N/A*
EEO B: Professionals	11.7%	0.0%	0 of 16 total	- 2
EEO F: Clerical Support	9.7%	17.0%	1 of 6 total	N/A*
<b><u>Disabled</u></b>				
EEO A: Officials	6.0%	0.0%	0 of 2 total	N/A*
EEO B: Professionals	6.0%	0.0%	0 of 16 total	- 1
EEO F: Clerical Support	6.0%	20.0%	1 of 6 total	N/A*

Note: \* N/A this goal is not applicable since the Division does not have any or very few employees in this EEO category.

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.