

**OREGON DEPARTMENT OF TRANSPORTATION**

**2019 - 2021  
Biennium Affirmative Action Plan**



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# ODOT OVERVIEW WITH RESPONSIBILITIES

ODOT's mission is to provide a safe and reliable multimodal transportation system that connects people and helps Oregon's communities and economy thrive. Our vision is to work together to be a recognized leader in transportation, an employer of choice in our local communities, and well positioned to deliver transportation solutions for Oregon's future.

To accomplish our mission and achieve our vision, we will utilize:

- ✘ A high-performing and collaborative workplace where staff at all levels are aligned in our shared mission.
- ✘ Flexible processes and mechanisms that adapt to changing needs and proactively respond to trends and opportunities.
- ✘ Modernized systems, technology, and services to maximize resources and improve productivity and efficiency.
- ✘ Strong and informed governance for priority setting, decision-making, and evaluating progress on initiatives.

These values inform our decision making and guide our behavior in working with each other, our partners, and the communities we serve:

- ✘ **Integrity:** We are accountable and transparent with public funds and hold ourselves to the highest ethical standards.
- ✘ **Safety:** We share ownership and responsibility for ensuring safety in all that we do.
- ✘ **Equity:** We embrace diversity and foster a culture of inclusion.
- ✘ **Excellence:** We use our skills and expertise to continuously strive to be more efficient, effective, and innovative.
- ✘ **Unity:** We work together as one ODOT to provide better solutions to ensure alignment in our work.

Our commitment to equal employment opportunity, diversity, and inclusion is led by our agency director, Matthew Garrett. Director Garrett is the Chair of ODOT's Diversity Action Council<sup>1</sup> and ensures over all compliance with all affirmative action plans. He can be contacted at:

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<sup>1</sup> As of July 1, 2019, ODOT has an interim deputy director, Paul Mather, while the Oregon Transportation Commission conducts a search for a new director. We anticipate a new director will be appointed in the fall of 2019.

Oregon Department of Transportation  
Directors Office  
355 Capitol St. NE, MS 11  
Salem, OR 97301-3871  
503-986-3452

Our managers and supervisors are responsible for ensuring equal opportunity is provided in all activities including hiring and promotions and other activities. This responsibility is a value that is evaluated on annual performance evaluation form for management employees as follows:

**“ DIVERSITY/AFFIRMATIVE ACTION: PROVIDES  
EQUITABLE OPPORTUNITIES FOR PEOPLE WITH DIVERSE  
BACKGROUNDS TO WORK FOR AND WITH ODOT. ”**

Managers are also responsible for ensuring employees are up-to-date on related ODOT policies and for supporting employees who work on ODOT Diversity Action Teams.

ODOT's equity, diversity and inclusion program position is currently vacant. In the interim, the position's tasks supporting its equal opportunity, affirmative action, diversity, and inclusion efforts going forward have been assigned to Jennifer Midkiff, interim equity officer (internal EEO/AA/DEI programming) and Angela Crain in ODOT's Office of Civil Rights (external civil rights and contracting). These individuals may be contacted as follows:

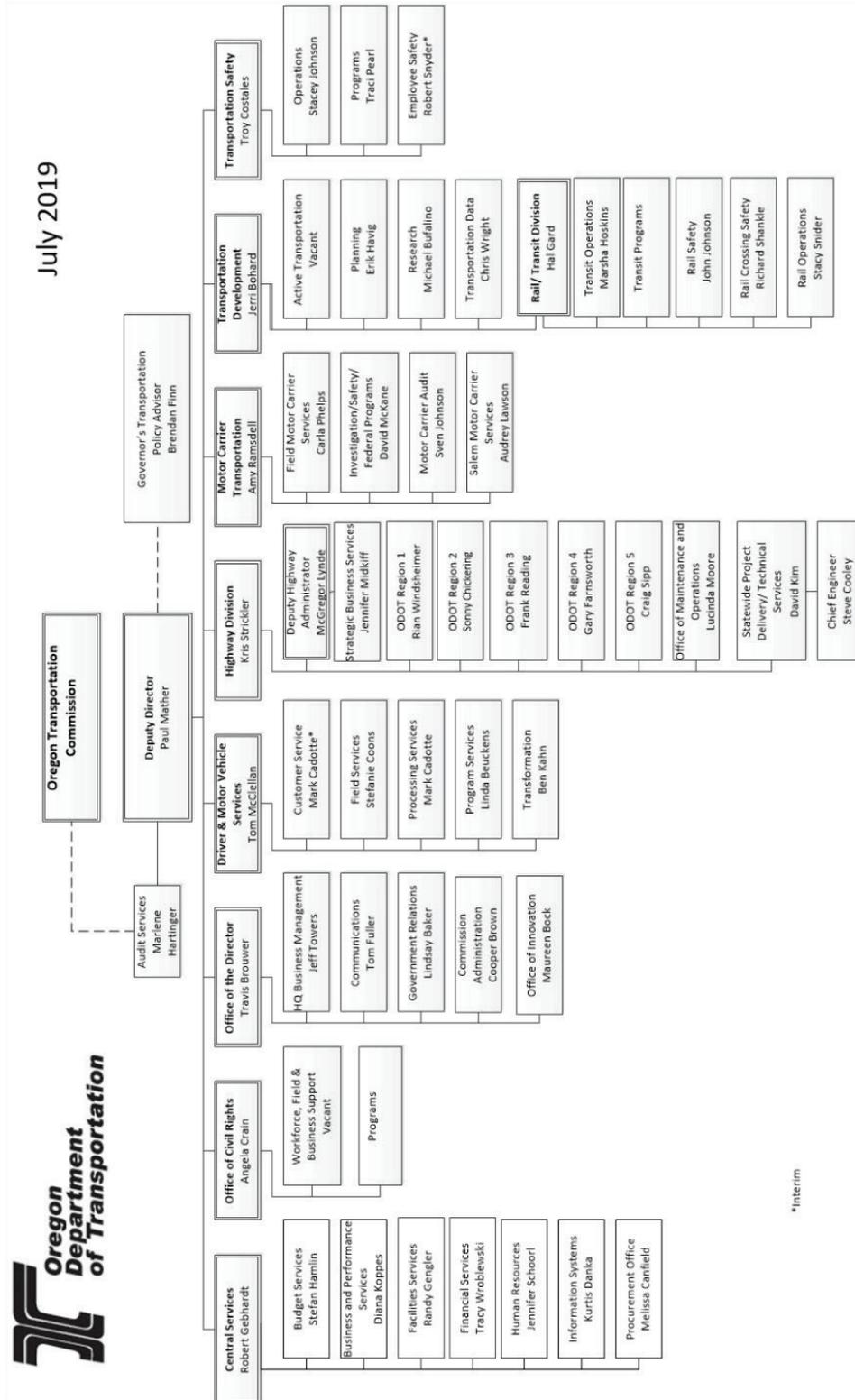
ODOT Director's Office –Equity Officer  
355 Capitol St NE, MS 11  
Salem, OR 97301-3871

ODOT Office of Civil Rights, MS 23  
3930 Fairview Industrial Dr. SE  
Salem, OR 97302

ODOT is supported by Governor's Policy Advisor, Brendan Finn.

Governor's Transportation Policy Advisor  
355 Capitol St. NE, Salem, OR 97301-3871  
503-986-6545

# ODOT'S ORGANIZATIONAL CHART



# ODOT POLICY STATEMENTS

ODOT has developed policies to support its affirmative action efforts and to ensure compliance with the objectives. The policy statements for PER 01-04 Equal Employment Opportunity/Affirmative Action and PER 09-04-01 Diverse Workforce are as follows:



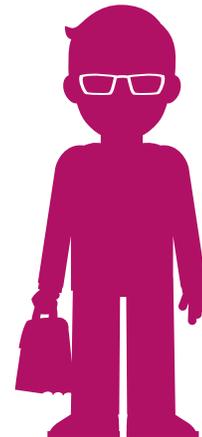
## PER 01-04: EQUAL EMPLOYMENT OPPORTUNITY/ AFFIRMATIVE ACTION

The department by and through its divisions, regions, and branches shall value the principles of equal employment opportunities, affirmative action, and diversity.

The department by and through its division, regions, and branches shall proactively lead on issues of equality and diversity, and on the promotion of equal employment opportunity and affirmative action.

All employees and job applicants shall receive fair consideration and respectful treatment in hiring and all employment actions without regard to race, color, religion, gender, age, national origin, disability, or sexual orientation.

The department shall engage in public contracting practices designed to promote affirmative action goals, policies, or programs for disadvantaged or minority groups to ensure equal opportunity in employment and business for people otherwise disadvantaged by reason of race, color, religion, gender, national origin, age, or physical or mental disability.



## PER 09-04-01: DIVERSE WORKFORCE

As a fundamental business strategy and organizational policy, the department commits to attracting, hiring, supporting, developing, and retaining a diverse workforce. The department shall create a work environment that collectively values and benefits from respecting its diverse population and promoting a culture of inclusiveness. This culture includes:

- ✦ Recognition of the diverse backgrounds and life experiences that all employees bring to the organization.



- ✦ Mutual adaptation by individuals or groups operating in an intercultural workplace.
- ✦ An equal respect and legitimacy of cultural perspectives.
- ✦ Effective and appropriate interactions, in a variety of cultural contexts, which support knowledge, skills, and attitudes.
- ✦ Fostering curiosity, flexible thinking, motivation, innovation, creativity, cooperation, and open-mindedness,

All ODOT policies and procedures are accessible to all employees and partners either online on ODOT's [intranet](#) or outwardly facing website from [public records requests](#). The [policy matrix](#) includes an updated policy review list and an annual review schedule. In March 2018, [iLearn](#) implemented a method to review equal employment, affirmative action, and ADA policies, and over 500 employees participated.



# ACCOMPLISHMENTS OF PAST GOALS/DIRECTIVES

The ODOT 2017-2019 Affirmative Action Plan established seven specific goals for this time period. Those goals, and a brief narrative of where ODOT met or failed to meet the goal, follows.

1. Increase number of people with disabilities in all EEO categories.
  - a. June 30, 2016 people with disabilities made up 4.48% of ODOT's workforce.
  - b. June 30, 2018 people with disabilities made up 3.87% of ODOT's workforce (-0.61%).
  - c. ODOT had a net loss of people reporting disabilities. This, in part, may be due to retirements and from a known reluctance of new hires to disclose a disability. There is no mechanism for voluntary self-disclosure of a disability past the hire process, so the numbers may not accurately reflect the actual number of employees with qualifying conditions, particularly those who have become disabled or impaired under the Americans with Disability Act since their hire. A number of the reasonable accommodation requests we received in the reporting period were related to conditions employees do not want to disclose as a disability, such as PTSD, anxiety disorders, and other mental health issues. In addition, many skilled craft positions require physical abilities, which may deter some persons with physical disabilities from applying. We will make an effort to gain a more accurate count of persons with disability with the implementation of the new HRIS system, Workday, and we continue to recruit for and provide reasonable accommodation to persons with disabilities through a variety of programs.
  
2. Increase the number of people who identify as female in the Officials and Administrators/Executive EEO category.
  - a. June 30, 2016, 31.03%.
  - b. June 30, 2018, 32.15% (+1.12%).
  - c. ODOT reached this goal by placing one additional person who identified as female in this category. ODOT continues to recruit for, hire, and promote qualified people who identify as female into its senior manager roles.

## PEOPLE WITH DISABILITIES

**-0.61%**

June 30, 2016

**4.48%**

June 30, 2018

**3.87%**

## FEMALE: OFFICIALS & ADMINISTRATORS/EXECUTIVES

**+1.12%**

June 30, 2016

**31.03%**

June 30, 2018

**32.15%**

3. Increase the number of people who identify as female in Professional EEO category.
  - a. June 30, 2016, 39.47%.
  - b. June 30, 2018, 39.54% (+0.07%).
  - c. ODOT achieved this goal by placing people who identify as female in four of the seven open positions during this time period through both promotion and new hires, even as the overall job group size reduced slightly during this period.
  
4. Increase the number of people who identify as female in the Technicians EEO category.
  - a. June 30, 2016, 37.97%.
  - b. June 30, 2018, up 39.03% (+1.06%).
  - c. ODOT achieved this goal by placing people who identify as female in 17 of the 18 open positions during this time period through both promotions and new hires.
  
5. Increase the number of people who identify as female in the Craft Workers EEO category.
  - a. June 30, 2016, 7.1%.
  - b. June 30, 2018, 6.65% (-0.35%).
  - c. During this biennium, the positions in the EEO category reduced slightly, including the loss of nine employees who identify as female. Low unemployment rates state-wide and competing job offers, make this goal challenging. A July 24, 2018 report from the Oregon Employment Department indicates that construction related trade openings are among the top five “most difficult to fill” vacancies across the state for a variety of reasons, including lack of qualified candidates and lack of applicants overall. According to Oregon Tradeswomen, women represent about 7% of the Oregon construction trades industry as a whole. ODOT’s prevalence of craft workers who identify as female is on par with this statistic. ODOT participates in community programs to introduce these opportunities to younger people who identify as female who are still in high school and college. We continue our apprenticeship, internships, and recruiting efforts to encourage more people who identify as female into the skilled craft workers trades.

**FEMALE: PROFESSIONAL**

**+0.07%**

June 30, 2016  
**39.47%**

June 30, 2018  
**39.54%**

**FEMALE: TECHNICIANS**

**+1.06%**

June 30, 2016  
**37.97%**

June 30, 2018  
**39.03%**

**FEMALE: CRAFT WORKERS**

**-0.35%**

June 30, 2016  
**7.10%**

June 30, 2018  
**6.65%**

6. Increase the number of African American/Black and Asian employees in the Craft Workers EEO Category.
- a. June 30, 2016, 1%.
  - b. June 30, 2018, 1.16% (+0.16%).
  - c. ODOT achieved this goal even though the number of employees in the category dropped by 11 people. Low unemployment rates state-wide and competing job offers, as well as ODOT operating in regions that have limited representation of these ethnic groups continue to make this goal challenging. A July 24, 2018 report from the Oregon Employment Department indicates that construction-related trade openings are among the top five “most difficult to fill” vacancies across the state for a variety of reasons, including lack of qualified candidates and lack of applicants overall. ODOT continues its apprenticeship, internships and recruiting efforts to encourage more minority populations into the trades.

**AFRICAN AMERICAN/BLACK AND ASIAN: CRAFT WORKERS**

**+0.16%**

June 30, 2016  
**1.00%**

June 30, 2018  
**1.16%**

7. Increase the number of African American/Black employees in the Office Support EEO Category.
- a. June 30, 2016, 1.1%.
  - b. June 30, 2018, 0.54% (-0.56%).
  - c. In the past biennium, the total number of employees dropped in this EEO category by 21 people. Among the overall reduction, four African-American/Black employees left this EEO category. Reasons for leaving included retirements and promotion to other state agencies. With unemployment rates low, recruitment is challenging. In addition, the majority of these positions are located in the Salem area, while the majority of the African-American/Black population lives in the Portland area (5.7% of Portland’s population is Black/African American vs. 1.3% of Salem’s populations, according to 2010 US Census data). Significant housing shortages in both locations and the prospect of a daily commute from Portland to Salem may make some reluctant to apply for these positions. ODOT continues to reach out to this community through external career fairs and other events to encourage people in this population to consider careers with ODOT.

**AFRICAN AMERICAN/BLACK AND ASIAN: OFFICE SUPPORT**

**- 0.56%**

June 30, 2016  
**1.10%**

June 30, 2018  
**0.54%**

It should be noted that one way into regular, permanent employment with the state is to enter the workforce on a temporary appointment. Temporary appointments work in multiple EEO job categories but are recorded only as temporary appointments, not the job category, in the current systems. As of June 30, 2018, 17.61% of ODOT temporary staff were minorities.

**Reporting Period:** The reporting period for data in this affirmative action plan the 24 months from, July 1, 2016 and June 30, 2018.

# EXECUTIVE ORDER 17-11 UPDATES

The following programs were offered and attended by a number of employees to support EEO, diversity, and inclusion:

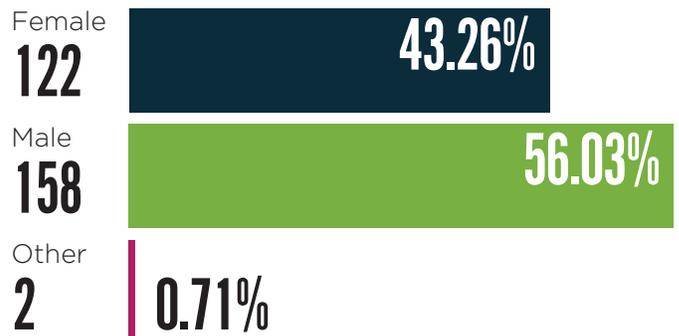
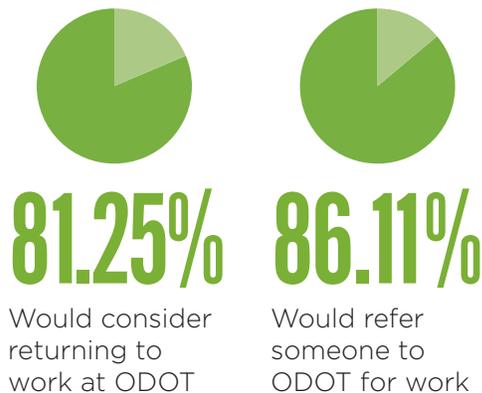
- ✦ ODOT continued to facilitate the Building Intercultural Competency training program through December 2017 and had 178 employees complete the program for the period July 1, 2016 to December 31, 2017.
- ✦ In 2018, DAS CHRO released a new online sexual harassment training course to support Governor Brown’s related executive order. The course was assigned to all ODOT staff on April 11, 2018, and by June 30, 2018, 2,275 employees had completed the training.
- ✦ ODOT offers a 4 hour, in class training titled “Respectful Workplaces” four times per year to newly hired employees. As of June 30, 2018, 98 employees had completed this training.

EMPLOYEES	TRAINING PROGRAM
178	BUILDING INTERCULTURAL COMPETENCY
2,275	SEXUAL HARASSMENT
98	RESPECTFUL WORKPLACE

In September 2017, ODOT initiated online policy reviews through iLearn (the state learning management system). We require staff to review the discrimination and harassment free workplace policy (with links to EEO/AA policy and ADA policy) at hire and on an annual basis.

A summary of exit interviews for the biennium 2017-2019 shows that most employees who left ODOT (81.25%) would work for ODOT again, and 86.11% of those leaving would refer someone to ODOT as a good place to work.

## EXIT INTERVIEWS



ODOT Exit Survey Summary Data 7.1.16-6.30-18, DAS Report, Q41, What gender do you identify as?

**EXIT INTERVIEWS: CONTINUED**

**278**

Responses

**21**

Skipped



Caucasian/White

**85.25%**

Hispanic/Latino

**3.60%**

African American/  
Black

**1.80%**

Pacific Islander or  
Native-Hawaiian

**0.72%**

Asian

**3.96%**

Two or More Races

**2.16%**

American Indian or  
Alaskan Native

**0.72%**

Other

**1.80%**

*ODOT Exit Survey Summary Data 7.1.16-6.30-18, DAS Report, Q42, Please tell us your race/ethnicity.*

As stated previously, all management service employees' performance appraisals have a section that includes the following language, "Diversity/Affirmative Action: Provides equitable opportunities for people with diverse backgrounds to work for and with ODOT," and managers are graded on their performance in this area. As of July 31, 2018, 269 management service employees were current on their performance evaluations.

**MANAGERS CURRENT ON THEIR PERFORMANCE EVALUATIONS**

**269**

As of  
July 31, 2018

# ANALYSIS OF CURRENT WORKFORCE/ GOALS FOR 2019-21 BIENNIUM

## WORKFORCE ANALYSIS

The following table shows how ODOT compares to our labor market and identifies at which stage of the process where specific groups may “falling out” of the system. Application data may not be a reliable indicator of the number of diverse candidates, as explained in the footnote below related to applications. However, this information, along with adverse impact analysis\* of new hires or selection rates, shows that minorities and women are being selected for employment at a lower rate than white applicants or males applications, respectively. It also shows that our Hispanic population is not applying for positions with ODOT at a desirable rate, and they are leaving ODOT at a higher rate than the Caucasian population. Other minority groups are also falling out in the retention analysis.

	Labor Force Population Estimate	ODOT Labor Force	Applications <sup>†</sup>	New Hires	Promotions	Separations <sup>‡</sup>	Where are they mostly falling out?
AA/Black	2.2%	0.85%	2.32%	1.16%	0.77%	2.4%	Selection/Retention
Asian	4.7%	3.04%	4.99%	3.59%	4.22%	2.5%	Selection
Caucasian	75.8%	86.28%	71.42%	83.76%	84.26%	82.19%	N/A
Hispanic	13.1%	5.02%	7.76%	6.01%	4.99%	5.82%	Application/Retention
American Indian/Alaska Native	1.8%	1.17%	2.8%	0.74%	0.38%	0.55%	Retention/Promotion
Pacific Islander	0.4%	0.23%	1.24%	0.84%	0.38%	0.0%	Retention
Two or More	3.8%	3.40%	5.26%	3.9%	4.61%	6.5%	Selection/Retention
Declined to Answer	N/A	N/A	4.21%	Not Tracked <sup>§</sup>	N/A	N/A	Selection
Female	50.05%	44.44%	44.11%	43.14%	42.01%	41.45%	Selection/Retention
Male	49.95%	55.56%	55.89%	56.86%	57.99%	58.55%	

Table 1 – ODOT Labor Force Percentages at Employment Gateways

\* An adverse impact analysis shows that all minority classes are being selected for hire at a rate that is less than 80% of the selection rate for Caucasian applications.

† Important note: This is based on unscreened applications, not qualified applicants. Candidates can apply an unlimited number of times to an unlimited number of positions and will not always meet the minimum

*qualifications and be referred to hiring managers. This has a significant effect on applications to hire comparisons. We do not have data on number and demographics of qualified, referred applicants. Caution should be exercised when drawing conclusions about these data.*

*‡ Separations includes resignations, termination of LDs, and dismissals/release from trial service. Does not include retirements and deaths.*

*§ ODOT does not use a “decline to answer” option for hires. If new hires do not disclose race, managers report using visual assessments.*

## STRATEGIC OBJECTIVES FOR 2019-2021 BIENNIUM

This biennium will be a transitional period for ODOT with a new director (to be hired) and the creation of an equity program office. In addition, ODOT has adopted a new Strategic Business Plan for 2018-2022 and is in the process of initiating a new governance structure through its Agency Leadership Board. Multi-discipline teams representing all parts of the agency have been formed and are in the process of addressing strategic priorities, including “Build a Qualified & Diverse Workforce for Today and the Future.” It will be a time for change for ODOT, change centered on equity as a core value. Equity will inform our decision-making and guide our behavior in working with each other, our partners and the communities we serve.

### “EQUITY: WE EMBRACE DIVERSITY AND FOSTER A CULTURE OF INCLUSION.”

Specific strategies for the next biennium include:

- ✦ ODOT is creating a separate equity, diversity and inclusion plan for review and approval by the new Agency Leadership Board. This plan includes centralizing equity efforts, creating the leadership structure to support efforts, re-designing equity training, and creating alliances and partnerships. Once this plan is approved, the new equity officer will be charged with putting the plan in action.
- ✦ ODOT Human Resources will explore ways to leverage major projects, funded through highway dollars or legislative grants, for community engagement and EEO recruitment activities, such as funds from HB 2017, with the intent of making a stronger commitment to building and implementing programs in the 2021-23 biennium to achieve this objective.
- ✦ ODOT Human Resources will explore establishing and/or participating in communities of interest with other agencies for specific recruitment programs, such as seasonal hiring, to improve outreach to and applications from underrepresented communities. Our intent is to implement programs that will strengthen our hiring practices for these positions, and possibly others, in the 2021-2023 biennium plan.

- ✦ ODOT Human Resources will review its current pipeline programs, including the Maintenance Trainee Program and the Engineering Cross Walk Program, to improve both entry into and career growth within ODOT for members of underrepresented populations.
- ✦ ODOT's Agency Leadership Board has set a tier 1 priority to establish a succession planning program; this program will encourage the development of and placement of protected class and other disadvantaged employees into key positions.

# EMPLOYMENT

## Commitment to Equity in Hiring, Succession Planning, Development, and Promotion:

Our hiring, succession planning, development, and promotion programming is based on the premise that all employees receive fair consideration and treatment in hiring and employment, without regard to race, color, sex, religion, gender identity, age, national origin, disability, or sexual orientation. From this commitment, a fundamental consideration in our efforts is the creating diverse internal candidate pools and equitable selection processes. Our succession planning guide explicitly instructs managers to work to create diverse candidate pools as they develop employees to fill upcoming key vacancies. In addition, our guidelines for selection panels includes chapters on the value of diversity, inclusion, and equity, how cultural differences might manifest in the selection process, and how unconscious biases could affect selection decisions if selection panelists do not work to overcome biases. This topic was also addressed in the manager modules of our Building Intercultural Competency training series, which is described in the employee training section of this document.

### Hiring

The ODOT Recruitment Team supports managers and employees through the recruitment process. By 2022, 30% of ODOTs workforce will be eligible to retire, so there is a need to build great diversity in our staff to broaden opportunities and reflect the changing population demographics. [Hiring at ODOT](#), an ODOT intranet resource for hiring managers maintained by ODOT HR, provides seven steps with specific tutorials, toolkits, and policies to promote an equitable workforce. Advertising methods from radio to social media have been effective tools. Recruitment consultants send out internal email advertisements, agency-wide, for agency promotional recruitments. Hiring managers are also asked to post openings and share announcements with their teams.

In 2017-2018, we had a one-year contact with DiversityJobs.com to scrape every job announcement we posted into nine diversity job boards, including:

- ✘ DiversityJobs.com
- ✘ AfricanAmericanHires.com
- ✘ AsianHires.com

**ODOT WORKFORCE ELIGIBLE TO RETIRE: BY 2022**

**30%**

- ✘ WeHireWomen.com
- ✘ VeteranJobs.com
- ✘ AllHispanicJobs.com
- ✘ LatinoJobs.com
- ✘ DisabilityJobs.com
- ✘ AllLGBTJobs.com

Based on a report provided by DiversityJobs.com, for the nine month period February 22, 2017 through October 2, 2017, 853 of our jobs showed up in 3,339,260 search results, 10,758 candidates viewed our jobs from these sites, and 1,512 clicked “apply” from these sites to apply for our jobs.

Upon near-completion of the contract with DiversityJobs.com, ODOT initiated a bidding process for a third party diversity job advertisement provider. Also, we became a member of Partners in Diversity, a 100% women owned and operated full service recruiting and staffing employment solution. In the reporting period, we conducted outreach at career fairs, discussions, and panels at over 50 events with over 2,700 established contacts.

- ✘ **Social Media:** ODOT uses multiple social media accounts, including YouTube, Flickr, Twitter, Facebook, and LinkedIn to connect with and outreach to diverse communities and job candidates. Recruiters send job announcements to the Communications Section, who summarizes and posts them on various social media. With the mandated travel restrictions in place, Recruitment has saved money by investing in Facebook (40,000+ likes), Twitter (200+ followers), and LinkedIn (5000+ followers and 1500+ employee profiles). Also, ODOT began using Handshake as a college recruiting tool with over nine million students and young alumni from over 500 universities that allows ODOT recruiters to filter all candidates by a specific skill and send messages to specific universities.
- ✘ **Pay Equity:** House Bill 2005 (Pay Equity Bill) expands pay equity protections to all Oregon workers and requires all Oregon employers to address existing pay inequities between employees who perform similar work and have similar qualifications. ODOT, in compliance with the new law and the Department of Administrative Services (DAS) Chief Human Resources Office (CHRO), has implemented a pay equity internal assessment analysis process to establish appropriate salary rates when hiring new employees. In February 2018, ODOT employees participated in a statewide survey process to provide data for DAS to determine the equity of salaries paid to existing employees based on

**CANDIDATES VIEWING ODOT JOBS: FROM DIVERSITYJOBS**

**10,758** Over nine months

Jobs Posted  
**853**

“APPLY” Clicks  
**1,512**

**SOCIAL MEDIA ACTIVITY**

 Facebook Likes  
**40,000 +**

 Twitter Followers  
**200 +**

 LinkedIn Followers  
**5,000 +**

criteria such as education, background, and experience. ODOT HR staff have collaborated with DAS CHRO to assist in the review of pay equity surveys, with outcomes from the pay equity survey and data analysis anticipated in early 2019. Also, ODOT HR has developed training, tools, and resources for employees and managers to provide generation information about the law and processes, address questions and concerns, and provide ongoing updates to the statewide pay equity project. ODOT is committed to ensuring agency alignment and the success of House Bill 2005.

### **Employee Development, Retention, and Promotion:**

We recognize the importance and benefit of helping guide all employees in their professional growth by providing and supporting development plans that foster individual growth, efficiency, and advancement. Managers make use of the following strategies as they create employee development plans:

- ✦ **Partial tuition assistance** for employees who pursue degrees that relate to their current or desired next position.
- ✦ **Continuing education** tuition reimbursement, in many cases at 100%.
- ✦ We cover 66% to 100% of the expenses related to obtaining related **professional certifications** that are not required by the position's minimum qualifications.
- ✦ **Educational leave** with or without pay, depending on the circumstances and executive approval.
- ✦ **Rotational assignments** are an excellent tool we widely use to help employees develop the skills they need for their next promotion with the agency. Ranging from a few months up to two years, typically, employees rotate into classifications that are above their current position, often in leadership roles. During the reporting period, we facilitated 626 rotational assignments.
- ✦ **"SME" or subject matter expert** roles to employees on projects. In these roles, employees apply technical knowledge and expertise to the development of a new system, procedure, or process. During this exchange, they work with professionals from other disciplines and learn basic development and project management skills while being exposed to other functions in the organization and may be offered roles within the employee's division or on larger ODOT projects.
- ✦ Though we do not have an agency-wide formal **mentorship** program in place, participants in our Transportation Leadership Program are paired with mentors. We also strongly encourage informal mentorship relationships with our employees and leaders. In addition, informal mentoring occurs during rotational assignments and within the various internship programs. ODOT professionals who have completed Ascent or the Oregon Leadership program become mentors to other employees upon completion of the program. We actively encourage and have many managers who provide both informational job sessions and job shadowing opportunities that encourage employees to investigate positions and careers outside of their regularly assigned work. Human resource business partners also meet with employees for career planning purposes upon request.

**Promotions:**

	A. Administrator/ Officials	B. Professionals	C. Technicians	F. Administrative Support	G. Skilled Craft	Overall by Race
American Indian/ Alaska Native	3.33%	0%	0%	0%	0%	0.38%
Asian	6.67%	4.67%	4.72%	2.90%	0%	4.22%
Black/AA	0%	0.47%	1.57%	0%	2.04%	0.77%
Hispanic/Latino	0%	5.14%	3.94%	13.04%	2.04%	4.99%
Native Hawaiian/ Pacific Islander	0%	0.47%	0%	0%	2.04%	0.38%
Two or More	1.67%	5.61%	3.94%	5.8%	4.08%	4.61%
<b>Total Non-White</b>	<b>11.67%</b>	<b>16.36%</b>	<b>14.17%</b>	<b>21.74%</b>	<b>10.20%</b>	<b>15.35%</b>
White	88.33%	83.64%	85.83%	78.26%	89.80%	84.65%

Table 2, Percentage of Promotions by EEO Job Category and Race

Notes on promotion data:

- ✘ 15.35% of promotions were non-white, whereas people who identified as non-white made up 13.44% of ODOT’s workforce.
- ✘ People who identified American Indian/Alaska Native and Native Hawaiian/Pacific Islander are being promoted at the lowest rates (0.38% for both groups). These populations are generally under-represented in the ODOT workforce overall, decreasing the number of candidates for promotion in these groups.
- ✘ On June 30, 2018, persons who identify as female were 36.5% of ODOT’s workforce, whereas in the reporting period, our analysis shows that 42.61% of promotions were persons who identified as female.
- ✘ **Conclusion from data analysis:** People who identify as female and/or minorities seem to be advancing at rates close to overall representation within ODOT.

**PROMOTIONS: NON-WHITE**

**15.35%**

American Indian/Alaska Native and  
Native Hawaiian/Pacific Islander

**0.38%**

Female

**42.61%**

**Succession Planning:**

Managers develop individualize succession and development plans with employees to prepare them for career growth and advancement in the agency. The succession planning process includes skill assessments, career development planning (described below), and mentorship.

✳ **Succession Planning Guide for Managers:** During the reporting period, ODOT Human Resources developed a comprehensive guide to provide instruction to help managers assess, identify, develop, and evaluate a succession planning process. The resource guides managers through the process of identifying critical positions, assessing their teams' needs, and determining position and employee competencies. The succession planning guide is available on the ODOT intranet along with a video that explains the importance of succession planning, the agency's commitment to it, and how to use the guide. Links to the guide and video were distributed to all management service personnel, along with a memo that explained the necessity of manager-led succession planning and offered HR support of their efforts. In addition, the Learning and Development Team conducted succession planning instructional sessions throughout the state upon request and as part of their annual Manager Training Day sessions. Work is also underway by our Strategic Business Plan workgroups to develop additional succession planning programming for the agency.

## TRAINING, EDUCATION, AND DEVELOPMENT PLAN

We provide training opportunities to employees in order to develop proficiency, enhance skills, and encourage development in areas that can be immediately applied in an employee's current position or their next likely position. Training is offered in an equitable and non-discriminatory manner; all employees have access to our training programming through iLearn and can register for most courses with management approval for time usage and cost.

**ODOT HR Learning and Development:** Several ODOT branches house training units that offer technical skills and safety training. ODOT HR's Learning and Development Unit, on the other hand, focuses on employee and leadership development and management competencies, mostly via interpersonal skill building. The Learning and Development Unit offers several dozen courses created by both ODOT and the Oregon Department of Administrative Services, many of which are specifically on topics related to EEO, AA, ADA, and diversity, inclusion, and equity. A list of these courses is available in Appendix E.

**Equity and Strategic Training Plan:** In late 2017, HR's Learning and Development Unit developed a strategic training plan to address desired professional/managerial competencies. As part of the plan, we set out to include equity concepts tied to each training topic in every new course. This practice stems from the agency's inclusion of equity as a core value and is based on the premise that if we are to expect our employees practice equity in all they do, equity concepts should be included in every interpersonal skills training we offer.

**ODOT Building Intercultural Competency Suite:** The ODOT Building Intercultural Competency course suite was comprised of three days (24 instructional hours) of classroom coursework on topics related to intercultural communication, including privilege, racial gender equity, cultural communication styles, institutional racism, hiring culturally different candidates, and other related topics. There were two versions of the course, one for all employees and one for managers. The managers' version dug deeper into how to best lead culturally different employees, with a particular interest on culturally inclusive selection processes. Two leaders in

the academic field of intercultural communication designed the courses, and carefully selected ODOT employees who underwent intensive training during an immersive one-week train-the-trainer event taught the regularly scheduled courses throughout the state. In early 2018, after eight years, the BIC suite was retired, and work is underway now to design a new equity training suite for our employees. In the reporting period, 178 employees completed the BIC suite.

**Availability:** ODOT provides training in a variety of modes, including classroom, video, and interactive eLearning. Training staff is located throughout the state, and the central HR Learning and Development team travels to locations to ensure training is available. By using a combination of classroom and technology, ODOT is ensuring all employees have access to the knowledge and skill development tools needed to develop and advance within the agency.

1. **Access:** Courses are held constantly throughout the year and are open to all staff and non-employee affiliates (such as volunteers and unpaid interns). Signing up is very easy and is managed through the state's learning management system, iLearn. The figures below include ODOT employees, volunteers, and contractors who have attended courses.
2. **Tracking and Monitoring:** Data on participation during the reporting period:
  - a. All courses, listed in Appendix E:
    - i. 7,056 instances of employees attending any course available.
  - b. EEO/AA/DEI-related, 19 courses in total, listed in Appendix E:
    - ii. 4,756 instances of employees attending a course with AA/EEO/DEI-related content.

## LEADERSHIP DEVELOPMENT/TRAINING PROGRAM(S)

**Transportation Leadership Program:** ODOT has two leadership programs sponsored by the Intermodal Leadership Team - the Transportation Leadership Academy and the Transportation Leadership Institute. Both programs focus on growing transportation leaders for ODOT.

Both leadership programs are based on the academy and institute that were developed over the last decade in support of Highway Division's leadership vision. As our work is more interconnected and as we have expanded the focus of our programs, the same vision and need holds true for all

### TRAINING OPPORTUNITIES: CLASS ATTENDANCE

**7,056** Employees attended a course

Building Intercultural Competency  
**178**

EEO/AA/DEI-Related Courses  
(Appendix E)  
**4,756**

### TRANSPORTATION LEADERSHIP PROGRAM PARTICIPANTS

**38** TRANSPORTATION LEADERSHIP ACADEMY

**17** TRANSPORTATION LEADERSHIP INSTITUTE

divisions under ILT. Our classes include staff across the agency to provide a variety of perspectives to make the programs more inclusive and successful.

✳ **Transportation Leadership Academy:** A leadership program designed for aspiring and/or emerging leaders. Through in-class and experiential learning, TLA participants build fundamental management and leadership skills and engage with curriculum topics that include, understanding your strengths, time and self-management, delegation, performance management, difficult conversations, and conflict resolution. Participants also use the first two phases of ODOT’s Change Framework to develop recommendations for an improvement effort that will affect their work units.

✳ **Transportation Leadership Institute:** TLI, which is designed for current leaders and managers, focuses on real world application of management and leadership techniques. Learning objectives include refining self-awareness, public speaking and testifying, managing human resource issues with an emphasis on culture and leading at the statewide level. Participants use ODOT’s Change Framework to lead an improvement initiative across regions, branches, business lines and/or divisions.

**Ascent Leadership Program:** Employees from all Oregon state agencies, boards, and commissions are able to participate in enterprise-wide Ascent transformational leadership program and workshop offerings. The Ascent Leadership Program develops transformational leadership at all organizational levels. Transformational leaders consistently expand their awareness by continuously seeking and using feedback from all sources. They are purposeful, values-based, ethical, and inspiring and are able to identify needed changes and enroll others in creating the desired future reality. In addition to one- to three-day sessions, Ascent offer two nine-month programs, Aspiring Leadership Program and Managers’ Leadership Program. During the reporting period, 13 employees attended the two nine-month programs, and 70 attended the one to three-day workshops.

	A. Administrator/ Officials	B. Professionals	C. Technicians	F. Administrative Support	G. Skilled Craft
American Indian/ Alaska Native	0%	0%	0%	0%	0%
Asian	0%	5.19%	0%	0%	0%
Black/AA	2.32%	0%	0%	0%	0%
Hispanic/Latino	2.32%	6.49%	0%	0%	0%
Native Hawaiian/ Pacific Islander	0%	0%	0%	14.29%	0%
Two or More	0%	3.90%	16.67%	14.29%	0%
Total Non-White	4.64%	15.58%	16.67%	28.58%	0%
White	95.36%	84.42%	83.33%	71.42%	100%

Table 3, Participation in Formal Leadership Programs by EEO Job Category and Race

In addition to the above formal leadership programs, the topics presented in the courses offered by HR Learning and Development support leadership development.

Total attendance for these courses by management service position type during the reporting period was 2,208.

**Leadership Training Note:** We do not track return on investment for our training programs. Please refer to promotion data shown in Table 2.

## EMPLOYMENT, INTERNSHIP, AND SKILLS TRAINING PROGRAMS WITH EQUITY ELEMENTS

ODOT participates in or provides a number of internship and training programs that support affirmative action goals.

**Multiple Engineering Cooperative Program:** The Multiple Engineering Cooperative Program (MECOP) began in 1978 as a unique internship alliance that has grown into a collaboration connecting four Oregon engineering universities, thousands of their respective student bodies, and over 140 industry partners. Students are first selected through academic screening beginning their sophomore year and then an interview process with a panel of industry representatives from multiple companies. Intern placement occurs with industry partner representatives conducting informal and formal interviews followed by a draft process. Selected interns participate in two six-month internships at two different companies. More than 90% of MECOP graduates go to work for companies in Oregon and 70% with MECOP industry partners. ODOT joined MECOP in 2011 and remains committed by providing interns with real work experiences that qualify for the professional engineer license, mentorships, and a salary with a full benefits package. In the past, engineering was the main discipline with less than 5% of applicants selected, but now expanded disciplines include computer science, marketing, and project management. During this past biennium, 39 interns were hired, of which 30.8% were people who identified as female and 12.8% were minorities.

**Graduate Engineer Program:** The Graduate Engineering Program (GEP) began in 2006 and has become a key part of the Highway Division’s recruitment and retention strategy for recent engineering graduates to develop ODOTs core technical competency. Applicants minimally qualify with a bachelor’s degree in civil or transportation-related engineering or a Fundamentals of Engineering certificate. Graduate Engineers (GE) are provided three to four rotational assignments for up to 24 months in several civil engineering disciplines that qualify towards the professional engineer license, mentorships, and a salary and benefits package. Sponsoring managers and rotation managers are responsible for rotational assignments, performance evaluations, and confirmations of permanent

### INTERNSHIPS

#### MULTIPLE ENGINEERING COOPERATIVE PROGRAM

**39** MECOP Interns Hired

Female  
**30.8%**

Minorities  
**12.8%**

#### GRADUATE ENGINEERING PROGRAM

**22** GEP Interns Hired

Female  
**40.9%**

Minorities  
**27.3%**

#### COLLEGE INTERNSHIP PROGRAM

**88** CIP Participants

Female  
**39.8%**

Minorities  
**27.3%**

assignment at the end of the program. A GEP peer mentor is a former GEP employee that is a resource of support, encouragement, and information for the graduate engineer. Many sponsoring managers mentoring relationship continue after the GEP with periodic check-ins at major career milestones. During this past biennium, 22 GEs were hired, of which 40.9% were people who identified as female and 27.3% were minorities.

**College Internship Program:** The College Internship Program (CIP) allows students in an accredited post-secondary program and recent graduates (within two years) to gain practical office and field experience. Interns work with a seasoned supervisor's guidance, leadership, mentorship, and supervision. Supervisors submit a requisition through NEOgov describing the scope of the work or project, desired attributes of best-fit candidate, expected number of hours a week, and duration of employment. Positions are available during the summer and fall months. Since 2010, ODOT has hired hundreds of students from over 44 schools into 34 technical and non-technical disciplines. In 2011, ODOT began focusing on the Pacific Northwest to combat the high unemployment rate, foster stronger relationship with diverse regional communities, and to hire more interns from the Northwest into regular positions. During this past biennium, 88 students joined the CIP, of which 39.8% identified as female and 27.3% were minorities. Also, 20 interns have been retained as regular employees in ODOT, including at least five people who identify as female and three minorities. (Not all interns/employees disclosed gender or ethnic/race identification.)

**Chemeketa Community College Occupational Skills Training:** DMV's Processing Services Group continues to participate in this program which places students with disabilities, students from Vocational Rehabilitation and other disadvantaged persons referred by state and private agencies assisting in helping them locate work, in work experiences to enhance their skills and gain confidence. Students are allowed to have a trainer work with them onsite the help them master the skills needed to become successful. Many former students have become regular, permanent employees with DMV. Since July 21, 2016, 21 students have been placed at DMV through this program with at least six of them currently employed by DMV as limited duration or temporary employees. In one area of DMV, Document Preparation, 50% of current, permanent employees are former participants in the program. In addition, DMV management participates and has participated for a number of years on the Advisory Committee for this program.

## DIVERSITY AWARENESS PROGRAM

**Council for Diversity and Inclusion:** The Council for Diversity and Inclusion was established by the ODOT director in 1999 to provide focused support for managers in furthering the agency's goals for creating a diverse workforce. ODOT's diversity vision is to transcend ODOT's culture to welcome differences as solutions to achieve public service excellence with a workforce representing the people and communities ODOT serves.

The Council is comprised of a cross-section of agency employees and is guided by and receives support from a number of departments and functions within the agency, including but not limited to ODOT director and executive staff, Office of Civil Rights manager, and the employee civil rights and diversity manager. The Council meets every other month, completing six meetings during this reporting period. The agenda for

these meetings include sub-committee work and reporting, guest speakers, Diversity Action Team's reports, and discussion of agency diversity and inclusion needs.

During the current biennium, with Council's input, the employee civil rights and diversity manager recruited additional employees to join the Building Intercultural Competency Internal Training Corps. This employee group assists in the delivery of the Building Intercultural Competency modules. In 2017, the Council initiated and awarded the first Bill Tebeau Award for Diversity and Inclusion to Mark Cadotte from the DMV. The award recognizes an individual for their contributions in promoting and fostering the spirit of diversity and inclusion in the workplace. In February 2018, the Council held two full day workshops reviewing the structure and priorities related to the value of equity, diversity, and inclusion.

**Diversity Action Teams:** Diversity Action Teams (DAT) support ODOT's equity efforts. DATs provide volunteer opportunities for awareness, outreach, engagement, and continuous improvement. During the biennium our 10 DATs with over 50 employees achieved more than 100 events. Below are some highlights:

- ✘ **Department of Motor Vehicles:** The DMV DAT, founded in 2010, increases the diversity and cultural competency of DMV employees and managers. Over 15 members include management and non-management employees from DMV headquarters and field service. Members created newsletters highlighting Worldwide Cultural Diversity Day, World Maps for employee heritage and ties, attended Diversity Conference workshops on LGBTQ pronouns in 2016 and workplace harmony in 2017, presented diversity videos with guest speakers, and sponsored themed food events such as brown bag lunches.
- ✘ **Motor Carrier Transportation Division:** The Motor Carrier Transportation Division DAT reinforces positive behaviors of the population and customers we serve. Seven members designed monthly email blasts with event calendars, created 27 online diversity dialogs highlighting cultural awareness such as autism, and designed quarterly bulletin boards such as "what is the human race" that highlighted population statistics and "In Memoriam," a board focusing on gravestone symbolism.
- ✘ **Mill Creek:** The Mill Creek DAT educates employees to broaden perspectives and provide opportunities for mentoring and leadership. Nine members have achieved over 24 events. A monthly newsletter highlights diversity topics such as national poverty in America and Caribbean-American heritage. In October 2016, members designed "different backgrounds, shared values, and one mission" t-shirts for DAT events. A lobby display case is updated regularly to create awareness like "Women's History Month" in March 2017. In July 2017, over 50 employees attended the World Population Day joint event with TransToasters that included staff in country costumes, presentations, and an ice cream social.
- ✘ **Region 1:** The Region 1 DAT reinforces positive behavior, provides diversity education and outreach, honors inclusive workforce commitment, and identifies needs for improvement. With upper management guidance, nine members achieved over 19 events. A welcome gift is given to both permanent and limited duration employees that includes a welcome letter, custom Region 1 DAT mug, and candy. Monthly newsletter describes diversity topics and upcoming presentations such as "Desserts Around the World" and "Soups and Breads Around the World."

Members volunteered at “EL Grito,” an Office of Civil Rights sponsored event that celebrates Mexico’s independence. In spring 2018, three “Latina Lunches” brought together 12 region one new Latina-identified hires for networking. An environmental justice outreach strategy was created and implemented by employing community engagement liaisons in Native American, African American, Vietnamese, Spanish, Chinese and Russian communities. Liaisons fostered presentations in four different languages to groups of 12-30 helped gather feedback for the Value Pricing Feasibility Study. African American community outreach occurred with 17 interviews with members of the African American communities to inform our I-5 Rose Quarter improvement project (NEPA phase). In June 2018, ODOT and the City of Portland hosted, “What’s Happening in our Streets,” a forum that attracted 75 people to discuss the impact of the I-5 Rose Quarter Improvement Project.

- ✦ **Region 2:** The Region 2 DAT embraces equity and unity as core values to share information and provide educational opportunities for professional enrichment to better serve the state of Oregon and its citizens. Eighteen members hosted four internal events. Monthly newsletters are distributed to 800 employees with diversity topics of the months. In May 2018, District 3 Maintenance/Operations Training engaged 75 employees in a project delivery workshop called “Stand Up for Diversity.” In this exercise, attendees were asked to stand up if a recited statement applied to them. District 5 Core Training engaged 95 employees with a tri-fold poster board highlighting Asian American/Pacific Islander Heritage Month, and topics on equity, equality, and left-right handed differences.
- ✦ **Region 3:** The Region 3 DAT, now called the “Engagement Council,” engages the Region with the goal to promote effective communication across business lines and geographic areas. With five members and a goal of eight, rebuilding the momentum is being achieved by redesigning the Region’s diversity webpage, developing more quarterly recognition events, and adding quarterly newsletters with employee profiles. In July 2018, more than 40 employees attended the Engagement Council bag toss tournament. A Skittles employee engagement activity involved questions to promote team building.
- ✦ **Region 4:** The Region 4 DAT cares about connecting with the community to highlight organizations, cultures, initiatives, and partnerships. Ten members have hosted panels, sponsored luncheons, and held diversity presentations. In November 2016, founder Brett Miller of Warfighter Outfitters, a veteran-focused nonprofit, described his long road to recovery after he was attacked while on tour in Iraq. In January 2017, members engaged with local schools partnership development representatives, local high school, and college students about career opportunities within ODOT. In May 2017, a Starlin Moran presentation called “Label Me,” which covered stereotypes, had over 40 attendees. In February 2018, the winter potluck celebrated the Winter Olympics with over 60 people competing for medals in cultural dishes and games categories.
- ✦ **Region 5:** The Region 5 DAT encourages and promotes diversity as a daily operation to build understanding and strong positive relationship with everyone we engage with. Twelve members participate in monthly team meetings with local districts, design bi-monthly posters with employee features, arrange food events, and foster community partnerships. Framed copies of the bi-monthly posters are presented as symbols of gratitude to the featured article personnel. Twenty-seven

wood display cases are being hand crafted by Region 5 maintenance crews to be given as gifts to each location at the end of the season BBQ in September 2018. Community engagement includes the Union County Fair and Cinco de Mayo in Hermiston. Starting in 2018, a new partnership with Eastern Oregon University's Multicultural Center will enable more engagement in multicultural activities in an inclusive educational environment that nurtures cross-cultural communication and fosters the exchange of diverse perspectives and ideas.

- ✦ **Technical Leadership Center:** The Technical Leadership Center DAT has remained committed to equity by providing education and outreach opportunities. Eleven member have updated 24 bulletin boards on topics such as women in transportation, cultural heritages, and depression. Diversity documentaries were presented such as underwater highways in South Korea and mega-bridges in China. In March 2017, a St. Patrick's Day event included a video presentation and an employee chili cook-off.
- ✦ **Transportation Building:** The Transportation Building DAT, founded in 2011, increases awareness and appreciation of diversity by sharing knowledge, working together, communicating, and promoting inclusiveness. Seven members hosted over 20 events. In June 2017, Luke Glaze spoke about refugee resettlement efforts with his new non-profit Sparrow Furniture. In September 2017, Tiffany Bulgin spoke about Isaac's Room, non-profit in Salem, Oregon that provides work and life skills for at risk youth. In March 2018, Grisha Alpernas from the DMV published a 4 part series on communication called "Can We Talk."

**Diversity Conference:** The State of Oregon Diversity and Inclusion Conference is an annual two-day event at the Salem Convention Center in Salem, Oregon. The conference has grown to bring together over 2,000 staff members from over 22 agencies with over 60 workshops for a full day of professional development aimed at building cultural competency in our increasingly diverse world. In 2016, the theme was "We're All a Part of Diversity, Equity, and Inclusion" and included topics addressing workplace culture, unconscious bias, and emotional intelligence. In 2017, the theme was "Harmony, Equity and Inclusion" and addressed issues such as bullying, generational workforce, and mental health. In 2018, the theme was "Beyond Tolerance, Leveraging Differences" and included a new leadership track panel discussion, and screening of "Breaking the Silence" stories from Oregon's LGBTQ veterans and service members.

ODOT is an active co-sponsor of the convention. Our involvement has grown to include financial contributions of \$15,000, over 400 employees in attendance, with some becoming committee members, photography services, graphical design for promotional poster, brochures, electronics programs, internet technology for consulting, data storage, and reprographics.



**DIVERSITY CONFERENCE**

**\$15,000** Contributed by ODOT

ODOT Employees in Attendance

**400+**

Participating Agencies

**22+**

Workshops Offered

**60+**

## COMPLAINT PROCESS

ODOT follows [DAS policy 50-010-01](#) in that all employee reports of discrimination, oral or written, are considered complaints and all complaints of discrimination or harassment are investigated. We does not differentiate between informal and formal complaints. Employees may report alleged discrimination to their immediate supervisor, another manager, Human Resources, executive director, chair or the DAS Chief Human Resource Office. Managers are required to promptly notify their assigned human resource business partner, the employee civil rights and diversity manager, the executive director, or chair of the complaint. We have an internal complaint process and form available for all employees to use at their discretion. The internal complaint process and [form](#) are available on the ODOT intranet, and a memo from the director that instructs employees who want to make a complaint or need additional related support to contact their HR business partner is posted on bulletin boards in the divisions.

Human Resources takes the primary role in investigations of discrimination and harassment complaints.

Complaints are formally acknowledged within 10 business days of receipt. Human Resources contacts the complainant to initiate an investigation any time during or immediately after this 10-day period. The timeframe of the investigation varies based on multiple factors. If the allegation(s) of discrimination are substantiated, immediate and appropriate action is taken in compliance with a respective collective bargaining agreement and/or policies.

Once the complaint is resolved, the complainant is notified of findings but not of any specific actions taken. All parties involved in an investigation are advised that retaliation may be subject to separate investigation and disciplinary action. During the course of the investigation and as resolution of any substantiated discrimination, actions are taken to ensure a safe workplace for the complainant.

The Office of Civil Rights, which is responsible for administration of Title VI of the Civil Rights Act, has a separate discrimination complaint form that requires that formal complaints be filed within 180 days of the occurrence of the alleged discriminatory action. This office is responsible for investigating these external complaints.

Employees are advised under DAS policy of their other reporting options including BOLI, EEOC and, when applicable, the US DOL Civil Rights Center.

See visual in Appendix F of this document.

# COMMUNITY ENGAGEMENT

**Community Events/Outreach:** ODOT’s College Relations Program builds and supports a diverse workforce. It involves constant outreach and collaboration with communities to identify, recruit, and retain talented college and university students, as well as recent graduates. Recruitment strategies include local, state, and regional publications, radio, and diversity related internet services. Through career fairs, discussions, and panels, we remain committed to the promotion of a diverse workforce. During the biennium, staff participated in 52 events and established over 2,700 student contacts. Themes of career fairs included internships, diversity, and engineering. Some highlighted events that targeted women, minorities, and disabled individuals included the 2016 Portland Public Schools Diversity program(s) (750 students), the 2017 Women in Trades Career Fair (300 individuals), the 2017 Hermiston’s Cinco de Mayo Fair (300 individuals), and the 2018 Goodwill Job Connections Career Fair (101 individuals). Below are some highlights:

✦ **National Summer Transportation Institute:** The National Summer Transportation Institute (NSTI) program began in 1998 from a partnership with the Federal Highway Administration, state transportation agencies, and universities or colleges. The objective is to create awareness and interest in a transportation-focused career. NSTI has had over 8,000 students participating in 65 universities and colleges. NSTI is designed to promote awareness of science, technology, engineering, and math (STEM) educational and career opportunities among disadvantaged and at-risk middle and high school students around the country.

Since 2015, we have participated with Portland State University in three NSTI programs for high school girls entering the 9-12th grade. This two-week residence camp introduces students to the Portland transportation system and is taught primarily by women working in transportation in the academic, public, and private sectors. Half of each day is spent in the classroom with faculty and guest lecturers from public and private agencies. The other half is spent outside, in field tours of Portland’s transportation infrastructure. Students investigate a real-world transportation problem and use the skills they have gained to present a solution.

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## COMMUNITY EVENTS: COLLEGE RELATIONS

**2,700** Student contacts

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Source: National Summer Transportation Institute 2018, July 8–20, 2018 at Portland State University

✦ **Youth Litter Patrol Program:** The Youth Litter Program was founded in 1977 to assist in cleaning up high rights-of-way. ODOT typically hires temporary crew members over the age of 16 to work in various ODOT maintenance locations for up to six months or 1,040 hours. Litter crews typically consist of one crew leader and two or more crew members. Most positions typically start mid-June and may last six to 12 weeks, varying by location. This program has been a great gateway opportunity for full-time employment in administrative and maintenance positions. In fiscal years 2016, 2017, and 2018 the program has hired a record of over 240 crew members and leaders into 128 youth litter patrol locations.

✦ **STEM Program:** ODOT partners with the American Association of State Highway Transportation Officials (AASHTO) to provide STEM programs for students K-12 in Oregon. Through this program, ODOT provides free two-day workshops and classroom materials for teachers from Title 1 schools, where at least 40% of the students come from low-income families. ODOT also runs a STEM education program that introduces 4th and 5th grade students to careers in the fields of science, technology, engineering, and math and specifically to careers at ODOT. Title 1 schools often have children of many races and ethnic backgrounds, and girls are well represented in the events. The program and materials are provided by ODOT with our employees volunteering their time to present in classroom and at ODOT STEM Day events. Both the teacher workshops and the classroom visits are arranged throughout the state.

In the past year, this program provided approximately 664 students with STEM curriculum and materials to which they would not previously had access, and 30 school teachers were trained.

Video of an ODOT STEM Day event at Grant Community School, Salem, Oregon – May 2018: <https://www.youtube.com/watch?v=XVzffWPUxKo>

## YOUTH LITTER PATROL PROGRAM

**240** CREW MEMBERS AND LEADERS HIRED

**128** YOUTH LITTER PATROL LOCATIONS



Source: SBS-STEM Program Photos, STEM ODOT DAYS 2018 – Grant Community School and Four Corners School

# CONTRACTING/ SUBCONTRACTING

**F. Status of Contracts to Minority Business (ORS § 659A.015):** The Office of Civil Rights reports on firms that are certified by the Business Oregon’s Certification Office for Business Inclusion and Diversity (COBID). COBID certifies minority-owned, women-owned, service-disabled veteran owners, and emerging small businesses. Reporting of COBID firms with ODOT includes prime and subcontractors certified firms. During the biennium, ODOT’s total awarded contract budget to COBID firms increased by 19.2% (\$3,392,790) to \$163,934,804.06 (out of \$854,087,076.39 total awarded contract value). COBID firms were awarded 395 (45.7%) of the 865 contracts, surpassing the aspirational target of 15%.

**Continuum Strategy:** ODOT has developed the continuum strategy to increase outreach and provide technical training to new firms to encourage COBID certification. During the biennium reporting period, ODOT has participated with minority entrepreneurs by facilitating 69 non-recurring events and six regular occurring events with the Oregon Association of Minority Entrepreneurs, the Professional Business Develop Group, the North American Minority Contractors, Salem Capital Connections, and the Governor’s Roadshow. Some highlights of opportunities and services for COBID certified firms with ODOT development partners are as follows:

✘ **Disadvantaged Business Enterprise:** The Disadvantaged Business Enterprise (DBE) program helps for-profit small businesses that are at least 51% owned and controlled by one or more socially and economically disadvantaged individuals such as women, Blacks, Hispanics, Native Americans, Asian-Pacific Americans, Subcontinent Asian Americans, and other individuals on a case-by-case basis. ODOT has a DBE goal of 11.6% usage approved by the Federal Highway Administration pursuant to 49 CFR § 26.45. From October 1, 2016 to September 30, 2017, the total awards and commitments for both prime contracts and subcontracts for DBEs was \$36,029,389 (13.6%) out of \$385,329,881. The total number of contracts to DBEs was 300 (22.7%) out of 1,320 total, surpassing the aspirational target of 11.6% usage.

**CONTRACTS: MINTORITY BUSINESSES (COBID)**

395

Totaling  
**\$163,934,804.06**

**CONTRACTS: DISADVANTAGED BUSINESS ENTERPRISE (DBE)**

300

Goal	Achieved
<b>11.6%</b>	<b>13.6%</b>

Totaling  
**\$36,029,389**

DBE Utilization – October 1, 2016 - September 30, 2017 Highway Construction Only (Based on Federal Aid share amounts)					
Awards & Commitments	Total \$	Total #	Total to DBEs	Total # to DBEs	% of Total \$ to DBEs
Prime Contracts	\$265,656,648	220	\$5,742,305	18	2.2%
Subcontracts	\$119,673,233	1100	\$30,287,084	142	25.3%
<b>Total</b>	<b>\$385,329,881</b>	<b>1320</b>	<b>\$36,029,389</b>	<b>300</b>	<b>13.6%</b>

Utilization by DBE Ethnic & Gender Group							
DBE Group	Black (African) Am.	Hispanic Am.	Native Am.	Subcont. Asian Am.	Asian-Pacific Am.	Non-Minority Women	Total
Awards (Prime & Sub.)	29	17	33	14	35	172	300
Total Dollar Value	\$6,417,401	\$1,963,078	\$5,024,574	\$3,334,610	\$1,886,697	\$17,403,029	\$36,029,389

(Source: AAR 2018, pages 70-71)

✦ **Emerging Small Business Program:** The Emerging Small Business (ESB) program, founded in 1989 by the Oregon Legislature (ORS 200.160-200.200), assists small Oregon companies to contract with ODOT. Qualified firms that are licensed have its principal place of business in Oregon are allowed to be in the program for 12 years. Certification is done through COBID. The ESB program awards contracts that are less than \$100,000 that are promoted on the [Oregon Procurement Information Network \(ORPIN\)](#). During the biennium, ESB firms completed 69 contracted projects totaling \$3,249,890.

**CONTRACTS: EMERGING SMALL BUSINESS (ESB)**

**69**

Totaling  
**\$3,249,890**

✦ **Business Support Resources - Business Oregon:** Business Support resources with Oregon Business Development Department assists in business development projects by supporting street and road improvements tied to the development of the site through the Immediate

Opportunity Fund. Certification support is provided to small firms, and once firms are COBID certified, they are provided contracting opportunities such as vendor registration for small contracting program for construction, ESB-certified opportunities for upcoming ODOT project, and access to the [Contractor Emergency Registry System](#).

- ✦ **Oregon Small Business Development Network:** The Oregon Small Business Development Center Network (SBDCN) is the largest business assistance provider in Oregon. They provide advising and classes to help Oregon's small businesses succeed, create jobs, add capital, and enhance our communities. ODOT currently has three intergovernmental agreements with SBDCN:
  - ✦ Access to capital workshops.
  - ✦ Business Development Program services with partial funding from DBE supportive service dollars. Nine firms are currently participating and on track to completion.
  - ✦ Conducting Business workshops for certified firms with topics such as taxes, marketing, and strategic planning. Fifty-seven firms participated.
- ✦ **Technical Assistance - Oregon Association of Minority Entrepreneurs:** The Oregon Association of Minority Entrepreneurs (OAME) offers certified firms a variety of services such workshops and networking. ODOT uses its communication channels to promote opportunities and sponsors events. Popular events included certified firms networking meetings and access to capital workshops.
- ✦ **Turner School of Construction Management:** Turner School of Construction Management and ODOT have partnered since 2006. The no-cost program includes an intense seven-week course for certified minority and women owned businesses. Staff teaches business topics such as marketing, business planning, and risk management. Businesses that graduate from the program are provided guidance to work with public agencies like ODOT.
- ✦ **Port of Portland Mentor Protégé Program:** The Mentor Protégé Program is a partnership with ODOT and the Port of Portland to help firms gain new skills to perform larger and more complex ODOT contracts. To qualify, firms must be COBID certified with incremental growth, current taxes and licenses, and continuous operations for the last 24 months. Previously, the program planned to support three firms with the goal of six. During the biennium, the number of newly enrolled firms increased to a record 10 (five DBE and five ESB).

# APPENDICES

**Appendix A - State Policy Documentation:** [http://www.oregon.gov/gov/policy/Documents/State\\_Affirmative\\_Action.pdf](http://www.oregon.gov/gov/policy/Documents/State_Affirmative_Action.pdf)

**Appendix B - Federal Documentation:** [http://www.oregon.gov/gov/policy/Documents/Federal\\_Affirmative\\_Action\\_TitleVII.pdf](http://www.oregon.gov/gov/policy/Documents/Federal_Affirmative_Action_TitleVII.pdf)

## **Appendix C - Agency documentation in support of its Affirmative Action Plan**

- ✘ PER 01-04 – Equal Employment Opportunity/Affirmative Action: <http://transnet.odot.state.or.us/cs/BSS/Policies%20and%20Procedures/PER%2001-04.pdf>
- ✘ PER 01-05 – Americans with Disability Act (ADA) and Reasonable Accommodation: <http://transnet.odot.state.or.us/cs/BSS/Policies%20and%20Procedures/PER%2001-05.pdf>
- ✘ PER 01-10 – EEO/ADA Communication Requirements: <http://transnet.odot.state.or.us/cs/BSS/Policies%20and%20Procedures/PER%2001-10.pdf>
- ✘ PER 09-04-01 Diverse Workforce: <http://transnet.odot.state.or.us/cs/BSS/Policies%20and%20Procedures/PER%2009-04-01.pdf>
- ✘ PER 14-04-01 – Workforce Development: <http://transnet.odot.state.or.us/cs/BSS/Policies%20and%20Procedures/PER%2014-04-01.pdf>
- ✘ PER 19-01-02 – Discrimination and Harassment-Free Workplace (in revision): <http://transnet.odot.state.or.us/cs/BSS/Policies%20and%20Procedures/PER%2019-01-02.pdf>

**Appendix D – Additional Federal Documentation:** ODOT, as recipient of Federal Highway funds, is required under Executive Order 11246 and more specifically under 23 CFR 230 Subpart 230 State Highway Agency EEO programs, to submit an Affirmative Action Plan to the US Department of Transportation, Federal Highway Administration (FHWA). However, October 2017, ODOT was notified by our local FHWA contact and provided a memo that asks state DOT’s to refrain from submitting a plan until further notice. If this plan is requested, ODOT may be required to conduct further workforce analysis and to set specific, measurable and attainable hiring and promotion goals as necessary to address under-utilization of any protected class.

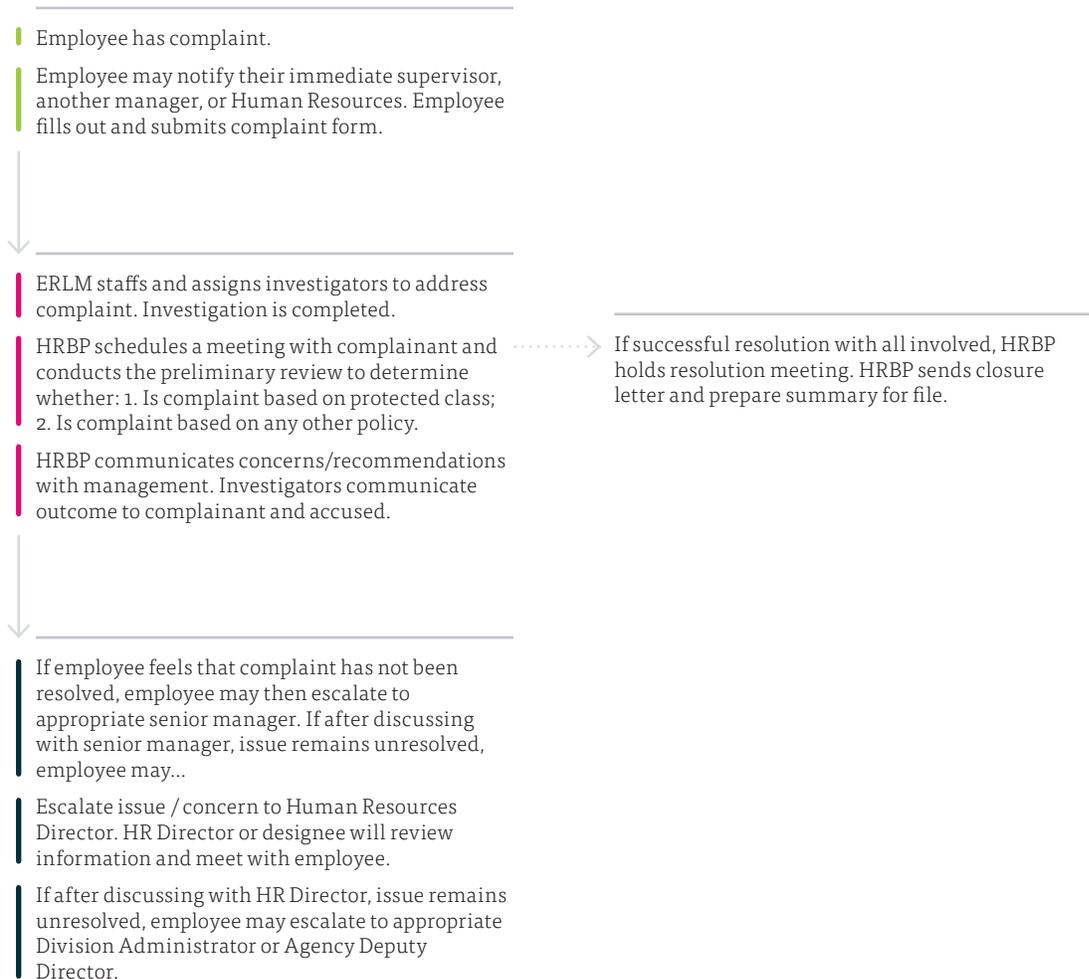
**Appendix E - EEO/AA/DEI-Related Courses Available to ODOT Employee:**

EEO/AA/DEI-Related Courses in Bold

1. Americans with Disabilities Act at ODOT
2. **Building Intercultural Competence, Modules 1-3 for Employees and Managers**
3. **Communication Basics**
4. Conflict Resolution
5. **Construction Project Civil Rights and Labor Compliance**
6. Counseling and Corrective Action
7. **Crucial Conversations and Crucial Accountability**
8. Effective Coaching
9. **Emotional Intelligence: Building Self-Awareness**
10. FMLA/OFLA at ODOT
11. **Harassment Prevention for Managers**
12. **Influencing and Building Partnerships**
13. Introduction to Veterans' Preference
14. **Let's Get Honest: Sexual Harassment Prevention**
15. **People Skills: Understanding Behavior Styles**
16. **Preventing Sexual Harassment**
17. Respectful Workplace
18. **Veterans' Preference in Employment**

## Appendix F – Internal Complaint Process Flow Chart

**NOTE:** Each situation is reviewed on case by case basis. While ODOT will generally adhere to the steps in this flowchart, different circumstances may warrant the sequence and process to be altered.



**HRBP:** Human Resources Business Partner

**ERLM:** Employee Relations & Litigation Manager