



# Mississippi Department of Transportation EEO/Affirmative Action Plan

December 1, 2014 – June 30, 2019



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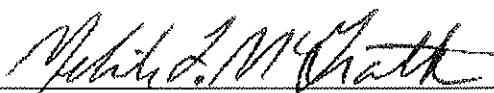
Mississippi Department of Transportation  
401 North West Street  
Jackson, Mississippi 39201

Part I  
AFFIRMATIVE ACTION PROGRAM (AAP) PLAN  
December 1, 2014 – June 30, 2019

Part II  
2014 Update  
July 1, 2013 – June 30, 2014

Approval Section:

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Executive Director



## **Mississippi Department of Transportation**

### **Affirmative Action Program Plan December 1, 2014 – June 30, 2019**

#### INTRODUCTION

In 1916, the Mississippi Legislature created a three-member appointed State Highway Commission. Legislators anticipated the passage of a Federal-Aid Highway Act in Washington, which would provide matching federal funds to organized state highway agencies. By forming the Highway Commission, Mississippi was able to participate in the nation's first massive road-building program. The original Highway Department consisted of the Commission, a chief engineer, a clerk, and a stenographer. Maintenance work by the Department began in 1922, when the Commission authorized district engineers to maintain all federal-aid and state-aid projects. Work began with a budget of \$200 per mile and 100 new road machines.

The passage of the Stansel Act changed the number of highway commissioners from eight to three, one representing each of the three Supreme Court districts. The law also established a primary highway system of 2,000 miles connecting all towns of at least 500 persons, all county seats and all major educational institutions. In a move to enhance the efficiency and coordination of state transportation agencies, Governor Kirk Fordice signed into law legislation creating the Mississippi Department of Transportation. Effective July 1992, the law brought together into one agency services including the Mississippi State Highway Department, Public Transit, Weight Enforcement, Rail Planning and Safety, Aeronautics, Ports, and the Office of State Aid. The Highway Commission became the Transportation Commission, reflecting its expanded scope of duties. The Commission still consists of three elected officials, one from each Mississippi Supreme Court District. The Transportation Commission appoints the executive director of MDOT whose duty is to carry out day-to-day policies and procedures set by the commission.

The Central office is located in Jackson, Mississippi. Out of MDOT'S total workforce, 71% are located in the districts while about 500 employees are in headquarters and area facilities. MDOT has six district offices that are led by District Engineers which report directly to the Chief Engineer as well as twenty-eight county area project offices located statewide. Each responsible for providing consistent control over maintenance and daily highway construction activities throughout the state.

On July 6, 2012, President Obama signed into law P.L. 112-141, the Moving Ahead for Progress in the 21st Century Act (MAP-21). Funding surface transportation programs at over \$105 billion for fiscal years (FY) 2013 and 2014, MAP-21 is the first long-term highway reauthorization enacted since 2005. Passage of this critically important legislation was a significant step in the federal transportation reauthorization process. But this step only provided a short-term fix to a long-term problem.

MAP-21 reforms and consolidates transportation programs, streamlines the project process and gives states more flexibility to address critical priorities and needs. These needs include improving safety, maintaining infrastructure condition, reducing traffic congestion, improving efficiency of the system and freight movement, protecting the environment, and reducing delays in project delivery.

For MDOT, meeting transportation needs amid financial constraints requires a close focus on their mission and goals, and strategic prioritization to ensure that the projects they undertake provide the greatest possible public benefit. Of the many projects that were placed under construction or completed and open to the public during Fiscal Year 2012, MDOT noted and highlighted on specific projects that were greatly beneficial to the community and the traveling public:

- **MS State Route 9 in Pontotoc County**

On August 16, 2012, MDOT held a Ribbon Cutting Ceremony to commemorate the opening of the new State Route 9 in Belden Mississippi. The construction of the 9.5 miles of four-lane construction was to improve the existing transportation infrastructure on State Route 9 and to accommodate future growth and economic development in the area. The need for the improvements became necessary after the Toyota's decision to locate a production plant in Belden.

- **Split Diamond Interchange in Madison County**

On May 10, 2012, MDOT began construction of the Split Diamond Project. This project reconstruct a section of I-55 which added two (2) lanes to the interstate in each direction for a total of eight (8) lanes, and also add frontage roads to the interstate. This worthy project was to provide transportation infrastructure to improve the safety of the traveling public, accommodate the growth in the region and support economic development.

- **Percy Quinn Dam Stabilization Emergency Project**

Hurricane Isaac made landfall on August 28, 2012 and MDOT crews went into motion clearing roads and assisting the traveling public. When MDOT was asked to assist in stabilizing the dam at Percy Quinn State Park, MDOT's employees did not hesitate to meet the challenge. MDOT crews worked around the clock to construct a channel to relieve pressure on the dam. MDOT worked alongside the Mississippi Department of Environmental Quality (MDEQ) and other state agencies to accomplish this daunting task. All involved in this emergency demonstrated great commitment and cooperation in service to the people of Mississippi.

During FY2013, MDOT's expenditures totaled \$1.1 billion. 85.5% of these expenditures were directly spent on the state highway system (Maintenance and Construction Programs). Of the highway system expenditures, 63% went towards infrastructure repairs and routine maintenance activities, 27% went towards new

capacity and system expansion projects, and 10% were federal pass-through to State Aid and local government.

MDOT let 115 contracts during the fiscal year to include 6 bridge replacement projects costing a total of \$64,988,870 to replace 14 bridges to routine bridge repair and maintenance. One of those projects was a contract to replace the thru truss Tallahatchie River Bridge on SR7 in Lafayette County. 8 more bridges were replaced as part of other construction projects. MDOT invested an additional \$156,668,000 in routine maintenance projects such as overlays, restriping, patching pot-holes, controlling invasive plants and sealing chips on the roadways.

MDOT's budgetary expenditures for FY 2014 totaled \$1.163.5 billion. MDOT's funding comes primarily from state motor fuel taxes and federal funds, which provide for 72.4 percent of the department's funding. Revenues from other state taxes for FY 2014 include the following: Truck/Bus Fees, \$67.1 million, Contractor's Tax, \$4.0 million, Railroad Mileage Tax, \$0.2 million and Tag fees, \$4 million. Currently, MDOT'S transportation –related fuel taxes are 18.40 cents per gallon for both gasoline and diesel. Seventeen (17) cents/gallon is collected for natural gas and another 18 cents/gallon for Gasohol. By statute, MDOT receives approximately 70 percent of state fuel taxes. The remainder goes to cities and counties for road projects, and the State Aid Road fund for county bridges. MDOT's portion for FY2014 was \$286.2 million.

MDOT also receives funding in the form of population based federal formula apportionments or through discretionary grants. Our Public Transit Division manages transportation programs and administers those discretionary grants that are available through the Federal Transit Administration. Most grants are administered as pass through funds to eligible organizations throughout the State by means of annual competitive application cycles. The majority of all grants have local match requirements that range from ten to fifty percent of total costs. The following is a summary of each of the major grant programs:

### **Rural Area Formula Grants (5311)**

This program provides administration, capital, planning, and operating assistance to support public transportation in rural areas, defined as areas with fewer than 50,000 residents. Activities eligible under the former Job Access and Reverse Commute (JARC) program, which provided services to low-income individuals to access jobs, are now eligible under the Rural Area Formula program. In addition, the formula now includes the number of low-income individuals as a factor. Funds may be used for planning, capital purchases, administration' planning and operating expenses, and require a local match. Eligible recipients include local public bodies, non-profit organizations and state agencies.

### **Appalachian Development Public Transportation Assistance Program**

This program provides funding to support public transportation in the Appalachian region of the state. Funds may be used for planning, capital purchases, administration, planning and operating expenses, and require a local match.

### **Enhanced Mobility of Seniors and Individuals with Disabilities (5310)**

Grants are made by the MDOT to private non-profit organizations (and certain public bodies) to increase the mobility of seniors and persons with disabilities. The former New Freedom program (5317) is folded into this program. The New Freedom program provided grants for services for individuals with disabilities that went above and beyond the requirements of the Americans with Disabilities Act (ADA). Activities eligible under New Freedom are now eligible under the Enhanced Mobility of Seniors and Individuals with Disabilities program. Eligible capital costs include buses, vans, radios, computers, engines, and transmissions. Using these funds for operating expenses requires a 50 percent local match while using these funds for capital expenses (including acquisition of public transportation services) requires a 20 percent local match. At least 55 percent of program funds must be spent on the types of capital projects eligible under the former section 5310. The remaining 45 percent may be used for new freedom related program requirements. Projects must be included in a coordinated human service transportation plan.

### **Intercity Bus Program**

This program meets a federal requirement for assistance to bus operators in providing connecting services between non-urbanized areas and larger regional or national bus routes.

### **Rural Transit Assistance Program (RTAP)**

RTAP funds are used by the Division to provide training, and technical assistance, support research or demonstration projects, and enable contractors to promote transit as a mobility alternative.

### **Bus and Bus Facilities Formula Grants (5339)**

This program provides funds to assist eligible recipients described in subsection (c) (1) in financing capital projects (1) to replace, rehabilitate, and purchase buses and related equipment; and (2) to construct bus-related facilities. Eligible recipients under this section are designated recipients that operate fixed- route bus service or that allocates funding to fixed route bus operators. A designated recipient that receives a grant under this section may allocate amounts of the grant to sub-recipients that are public agencies or private non-profit organizations engaged in public transportation. This is a capital grant which requires 20 percent local match.



**EQUAL EMPLOYMENT OPPORTUNITY AND  
AFFIRMATIVE ACTION POLICY STATEMENT**

**Facility/Location:** Mississippi Department of Transportation  
401 North West Street  
Jackson, MS 39201

**State EEO Officer:** Linda Harrell  
601-359-7466

It is the policy of the Mississippi Department of Transportation to afford equal employment opportunities to each applicant or employee in all employment practices including recruitment, placement, transfer, promotion, training, demotion, discipline, and termination without regard to race, color, religion, national origin, sex, age, disability, and political affiliation.


The Mississippi Department of Transportation shall assure equal employment opportunity to qualified disabled applicants or employees. The Americans with Disabilities Act of 1990 defines qualified individuals as people who with or without reasonable accommodations can perform the essential functions of the job.

Sexual harassment is a prohibited practice which violates the sex discrimination provisions of Title VII of the Civil Rights Act of 1964. The Department charges each and every manager and supervisor with the responsibility to ensure that the workplace is free from sexual harassment.

For specific grievance procedures or to receive more detailed information, employees may refer to the Mississippi State Employee Handbook or contact their Equal Employment Opportunity (EEO) Officer.

The Mississippi Department of Transportation shall implement and strive by good faith efforts to achieve the goals established by its Affirmative Action Program. There shall be involvement, commitment and support of executives, managers, supervisors, and employees.

All managers and supervisors are herewith notified they are fully obligated to ensure that this policy is adhered in all transactions involving employees or potential employees. The major responsibility shall be the recognition and removal of any barriers to equal employment opportunity, identification of problems areas, and of persons unfairly excluded or held back and action enabling them to compete for jobs on an equal basis. Any violation of this policy or state and federal laws ensuring equal employment opportunities shall be reported immediately to the State Equal Employment Opportunity Officer.

  
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Melinda L. McGrath, P.E., EXECUTIVE DIRECTOR  
MISSISSIPPI DEPARTMENT OF TRANSPORTATION

**AMERICANS WITH DISABILITIES ACT (ADA)  
POLICY STATEMENT**

**Facility/Location:** Mississippi Department of Transportation  
401 North West Street  
Jackson, MS 39201

**ADA Compliance Officers:** Jim Rigby  
601-359-7466

An individual with a disability is a person who:

- Has a physical or mental impairment that substantially limits one or more major life activities;
- has a record of such impairment; or
- is regarded as having such impairment.

The MDOT will make a reasonable accommodation for the known disability of a qualified applicant or employee if it does not impose an undue hardship on the agency. The MDOT will also, upon request, provide appropriate aids and services that lead to effective communication for persons with disabilities so they can participate equally in the MDOT programs, services and activities. Policies and programs of the MDOT will be monitored and modified to ensure that people with disabilities have an equal opportunity to enjoy and benefit from all its programs, services, and activities.

The MDOT strictly prohibits retaliation against any employee or applicant exercising rights granted by the ADA. Any coercion, intimidation, threats, harassment or interference in the exercise of an employee or applicant's rights granted under the ADA, or of the encouragement of someone else's exercise of rights granted by the ADA, is strictly prohibited.

The Mississippi State Personnel Board has established a separate grievance procedure for any applicant or employee who has reason to believe that they have been unlawfully discriminated against by the MDOT on the basis of disability. The separate Americans with Disabilities Act Grievance Procedure is not intended to prohibit an applicant or employee from utilizing the existing grievance procedure prior to filing a complaint with an applicable federal agency.



Melinda L. McGrath, P.E., Executive Director  
Mississippi Department of Transportation

## **ESTABLISHMENT OF RESPONSIBILITIES FOR IMPLEMENTATION OF THE AAP**

### **Executive Director**

The Executive Director has the overall responsibility for implementation of the Mississippi Department of Transportation's (MDOT'S) Equal Employment Opportunity Program and the Affirmative Action Plan. The Executive Director is responsible for ensuring that management supports and promotes high visibility of the affirmative action program.

### **Designee**

MDOT'S Civil Rights Director is the Director's designee responsible for the overall development, communication, auditing, implementation, monitoring, and dissemination of Mississippi DOT's policies governing Equal Employment Opportunity and Affirmative Action. The Director represents the Department in matters related to review of the plan and enforcement of affirmative action by assisting and ensuring that managers are responsible and accountable for the success of the program in their areas of responsibility. The Civil Rights Director may be contacted in writing at 401 N. West Street, Jackson, MS 39201 or by telephone at 601-359-7466.

### **State Equal Employment Opportunity (EEO) Officer**

- Develops and updates a written Equal Opportunity Employment Plan that will facilitate the implementation of equal opportunity in all phases of the Department.
- Monitors the departmental EEO/Affirmative Action activities.
- Publicizes the Department's EEO Policy Statement and distribute it internally to all Department heads and post it on bulletin boards in all Department facilities statewide as needed.
- Publicizes the EEO/Affirmative Action plan and requirements to all employees.
- Schedules meetings for participation by managers and supervisors to ensure they have an overall knowledge of the Department's Equal Opportunity Program and to advise them of their responsibilities in the administration of policies and procedures, to include a discussion of Federal, State, and local laws pertaining to Equal Employment Opportunity.
- Collects and analyze statistical data to the extent necessary to prepare meaningful reports for submission to the Director and FHWA, identifying the current status of minority and female utilization in the total Department workforce.
- Reports, at least quarterly, to the Executive Director on progress and deficiencies within each division and district.
- Investigates complaints of discrimination.

- Provide technical assistance and interpretation of Civil Rights Laws and regulations to managers and supervisors in carrying out their EEO and Affirmative Action activities.

## **Managers and Supervisors**

All managers and supervisors are responsible for ensuring the success of the Department's Affirmative Action Plan. Their responsibilities include but are not limited to:

- Assist in setting statewide affirmative action goals and objectives;
- Review training, hiring, promotion, and termination patterns to monitor achievement of division goals and objectives and to identify problem areas;
- Ensure fair and unbiased interviewing and selection techniques;
- Ensure that the Equal Employment Opportunity/Affirmative Action Policy Statement is displayed throughout the facilities and that persons with disabilities are ensured barrier free access to the statement;
- Provide reasonable accommodations for persons with disabilities;
- Monitor STA-sponsored activities to ensure equal opportunity participation for all employees;
- Foster discussions on affirmative action policies and procedures among managers and employees to ensure full implementation;
- Undertake measures designed to prevent harassment and/or discrimination of employees; and,
- Attend department Workforce Diversity and Sexual Harassment training.

## **ADA Coordinator**

Responsibilities include but are not limited to:

- Coordinating the Americans with Disabilities Act and Employee Safety Section responsibilities.
- Ensuring that both MDOT employees and the public are safe and have equal access to all of MDOT's programs and facilities.
- Drafting policy statements that are disseminated internally and externally.
- Conducting self-evaluation of current policies and practices to determine necessary modifications to achieve program accessibility.
- Ensuring reasonable accommodations are provided when required.
- Providing written assurance to the FWHA that it will not discriminate on the basis of one's disability in the provisions of any of its programs, services or activities.
- Providing a process by which prompt investigations of all complaints based on alleged non-compliance are effectively handled.



# **A SURVEY OF THE LABOR MARKET AREA IN TERMS OF POPULATION MAKEUP, SKILLS, AND, AVAILABILITY FOR EMPLOYMENT**

## **AGENCY OVERVIEW**

### **WORK FORCE**

As of June 30, 2014, Mississippi Department of Transportation employed 3259 persons in its permanent work force.

- 17.0% (555) were women
- 29.1 % (949) were minorities

### **PLAN METHODOLOGY**

#### **DATA SOURCES:**

- 2010 Census data was used for the availability analysis for this plan.
- Training and promotion data was obtained from MDOT's Human Resources Division handling professional development.
- The database of employees and resultant employee count used in this plan was obtained from MDOT's SPAHRS system that included permanent employees on the roster at the time.

**2014**

Preparation by Systems  
Consultants Associates,  
Inc.

For the Civil Rights  
Division of the Mississippi  
Department of  
Transportation (MDOT)

# [THE MISSISSIPPI DEPARTMENT OF TRANSPORTATION'S AFFIRMATIVE ACTION PLAN AVAILABILITY ANALYSIS OF 2013 DATA]

An analysis of whether utilization of protected classes of citizens in MDOT EEO groups mirrors the availability of these protected classes in the labor market, thereby indicating parity in MDOT employment practices - hiring, training and promoting – along EEO groups.

## Availability Analysis

### GENERAL:

According to the U.S. Department of Transportation's Federal Highway Administration (FHWA), the "state transportation agency (STA) has the responsibility to develop an Affirmative Action Plan (AAP) to achieve parity of minorities and females in all major job categories. The purpose of the AAP is the development, implementation, monitoring, and evaluation of equal employment opportunity (EEO) and affirmative action programs. The purpose of the AAP Update is to report the progress and accomplishments of the STA's EEO Program."

The Mississippi Department of Transportation (MDOT) is submitting its five year plan to FHWA for the period of December 1, 2014 through November 30, 2019. As acknowledged by the Highway Administration, undertaking the preparation of an AAP is extremely time consuming. Thus, to meet a portion of its obligation, the MDOT's Civil Rights Division, recruited Systems Consultants Associates, Inc. (hereinafter referred to as consultant) to aid in one portion of the plan, the Availability Analysis.

### DEFINITION OF THE TASK:

An availability analysis is used to determine the percentage of a protected class, typically minorities or women, who have the skills and are qualified to perform various jobs within each EEO group of an agency which receives federal funds. The purpose of the availability determination is to establish a benchmark against which the demographic composition of the contractor's incumbent workforce can be compared to determine whether barriers to equal employment opportunity may exist within particular EEO groups.

Specifically, 41 CFR 60-2.14 requires the following in determining availability:

- b) *"The contractor must separately determine the availability of minorities and women for each job group.*
- c) *In determining availability, the contractor must consider at least the following factors:*
  - 1) *The percentage of minorities or women with requisite skills in the reasonable recruitment area. The reasonable recruitment area is defined as the geographical area from which the contractor usually seeks or reasonably could seek workers to fill the positions in question.*
  - 2) *The percentage of minorities or women among those promotable, transferable, and trainable within the contractor's organization. Trainable refers to those employees within the contractor's organization who could, with appropriate training which the contractor is reasonably able to provide, become promotable or transferable during the AAP year.*
- d) *The contractor must use the most current and discrete statistical information available to derive availability figures. Examples of such information include census data, data from local job service offices, and data from colleges or other training institutions.*

- e) *The contractor may not draw its reasonable recruitment area in such a way as to have the effect of excluding minorities or women. For each job group, the reasonable recruitment area must be identified, with a brief explanation of the rationale for selection of that recruitment area.*
- f) *The contractor may not define the pool of promotable, transferable, and trainable employees in such a way as to have the effect of excluding minorities or women. For each job group, the pool of promotable, transferable, and trainable employees must be identified with a brief explanation of the rationale for the selection of that pool.*
- g) *Where a job group is composed of job titles with different availability rates, a composite availability figure for the job group must be calculated. The contractor must separately determine the availability for each job title within the job group and must determine the proportion of job group incumbents employed in each job title. The contractor must weigh the availability for each job title by the proportion of job group incumbents employed in that job group. The sum of the weighted availability estimates for all job titles in the job group must be the composite availability for the job group.”*

#### **EEO GROUPS ANALYZED:**

At the Mississippi Department of Transportation, there are seven (7) EEO groups which exist. They include the following: 1) Office/Administrators; 2) Professionals; 3) Technicians; 4) Paraprofessionals; 5) Office/Clerical; 6) Skilled Craft; and, 7) Service Maintenance. However, in the most recent United States Census data “Professional” and “Paraprofessional” are combined into one EEO Group. Thus, for the availability analysis, only six EEO Groups were examined with the Paraprofessional EEO group data included in the Professional EEO group data.

#### **STATISTICAL DATA SOURCES:**

Consultants used 2010 United States Census data to calculate the availability of women and minorities to work in each of MDOT’s seven EEO groups. Per the Office of Federal Contract Compliance Programs (OFCCP), MDOT can choose this resource to determine availability. Consultants sought information from Jackson State University and Mississippi State University, but both institutions also rely on data furnished by the Census and/or the Mississippi Employment Security Commission (MESC) even when conducting their own AAP. MESC data, as discussed further below, was used to determine the protected groups for which the availability analysis had to be performed. MESC data, however, did not provide statistics based on EEO groups, thus in determining availability percentages, the 2010 U.S. Census data was used.



### **RECRUITMENT AREA:**

Consultants used the entire state as the recruitment area primarily because MDOT is a statewide agency with offices disbursed throughout the State when recruiting. Job postings are placed online and can be retrieved from the general public at local workforce investment area (WIA) offices. Each county has a WIA office and in many instances, the larger metropolitan areas have several. The total number of agency jobs, which were assessed for availability, includes those held in multiple counties throughout the state, not just the state capitol where MDOT headquarters is situated. Thus, the use of the entire state of Mississippi is appropriate as the recruitment area.

### **LIMITATIONS OF THE ANALYSIS:**

As set forth in its proposal to MDOT, there is a three step calculation involving the collection of quantified data for each of the Two Factors for Each EEO Group,” the weighting of the two factors, and the multiplying of the two to develop a final estimate of availability. This calculation requires data from both internal and external sources.

A complete and comprehensive data set to determine all elements of Factor 2 were not available. As such, the availability calculation is solely based on the number of individuals available in the market according to the U.S. Census. It should be noted, although, the Census deems them available, that certainly does not mean those individuals have actually applied for or will apply for openings in a certain EEO group.

### **CALCULATING AVAILABILITY:**

Availability is an estimate of the percentage of the workforce MDOT reasonably could expect to be employed based on MDOT’s analysis of the qualified labor pool. OFFCP indicates availability must be established for any minority group exceeding two percent of the relevant labor market. Given our review of the 2010 Census and the Labor Market Department of the Mississippi Department of Employment Security, availability estimates only had to be reported for Blacks, Hispanics and White females.

### **Mississippi's Civilian Labor Force based on Ethnicity.**

According to the Labor Market Department of the Mississippi Department of Employment Security's annual document, *Labor Market Information for Affirmative Action Plans (published in 2013)*, as of December 31, 2012, Mississippi had a total civilian workforce of 1,333,100 people. Of that number 453,220 or 34% are Black, while 826,160 or 62% are White. Of the total civilian workforce, 33,770 or 2.53% are Hispanic and 53,720 or 4.03% are some other minority group. Thus, for purposes of the availability analysis, we analyzed only the availability of Blacks and Hispanics when looking solely at ethnicity/racial makeup.

### **Mississippi's Civilian Labor Force based on Gender.**

According to the Labor Market Department of the Mississippi Department of Employment Security's annual document, *Labor Market Information for Affirmative Action Plans (published in 2013)*, as of December 31, 2012, Mississippi had a total civilian workforce of 1,333,100 people. Of that number 653,619 or 49% are female, while 679,481 or 51% are males. The test for determining whether a protected class of people should be analyzed is whether that group makes up more than 2% of the population of the recruitment area. Thus, for purposes of the availability analysis, females were examined.

It should be noted the above MESC data on Gender and Ethnicity in the Civil Labor Force represents the 2012 annual averages for civilian labor force, total unemployed, unemployment rate and total employed. Breakouts for gender and ethnic groups were derived by MESC applying rates from the 2010 Census to the annual average rates. MESC derived distributions for Black, White, and Hispanic categories from sample Census data and not from total counts.

So, using 2010 Census data, no other minority group in Mississippi met the two percent threshold with the exception of females, Blacks and Hispanics. Given this criteria, consultants conducted availability analysis for these protected classes.

## Mississippi's Civilian Labor Force based on Gender, Cont....

It should be noted that historically, there has not been a pattern of underutilization of white males in MDOT's workforce; therefore, no availability was required or is established for white males. (However, to determine the availability of white males, one can total the availability percentages shown in Exhibit 4 for any EEO category and subtract the total from 80 percent; the difference will be white male availability.)

### **Calculating Availability.**

Once EEO groups and applicable protected classes to which availability would have to be applied (using the Labor Market Information Department of the Mississippi Department of Employment Security), consultants attempted to conduct an analysis of the employee pool based on the two factors across EEO groups.

Factor 1, as defined by the OFCCP stipulates that contractors “consider at least the percentage of minorities or women with requisite skills in the reasonable recruitment area.” As previously stated, for Factor 1, information was gathered from the 2010 Census and from the statistical information the Civil Rights Division of MDOT could gather from varied units in the agency.

Factor 2, as defined by the OFCCP stipulates that contractors “consider at least the percentage of minorities or women among those promotable, transferable and trainable within the contractor’s organization.” Although MDOT was forthcoming with finite amount of information actually collected and accessible, a sufficient comprehensive data set was impossible to collect; thus, an assessment of Factor 2 was not possible. For example, the feeder EEO groups are not known. In a similar vein, only informal training data is available to the Division in a usable format, thus a comprehensive data set is not assessable. More specifically, it is not known what training is necessary to move a person throughout a particular feeder group.

What MDOT’s statistical data does show is for one year, July 1, 2013, through June 30, 2014, 7,015 members of MDOT personnel were trained. Of the 7,015 trainees, 5,727 were males and 1,288 were females. Of the 1,288 females trained, 950 were White, while 331 were Black and 5 were Hispanic. Of those 5,727 males trained, 4,300 were White, while 1,408 were Black and 8 were Hispanic. So, there is some tracking of training data across ethnic/racial and gender lines, but not to the level to provide the necessary data to meet Factor 2 of the availability analysis.



**Methods of Calculation.**

Using the statistical information from the Civil Rights Division, namely EEO-4 Forms, consultants used the 80 Percent Statistical Method for determining if underutilization of two protected classes (females and minorities) existed.

Using the 80 Percent Method, underutilization is held to exist if the representation of protected class members (Blacks, Hispanics or females, in this instance) in an EEO group is less than 80 percent of their availability.

**UTILIZATION ANALYSIS  
TABLE ONE**

**80% METHOD: AFRICAN AMERICANS/BLACKS**

<b>Underutilization: Yes/No</b>	<b>80% of Available % of Workforce in Select Labor Market</b>	<b>% of Protected Class Currently on Payroll of the Total in EEO Group</b>	<b>Protected Class # Currently on Payroll</b>	<b>Protected Class # Available to Work</b>	<b>Available % of Workforce in Select Labor Market</b>	<b>Total Employees at MDOT</b>	<b>EEO Group</b>
No	14.2%	18.42%	49	47	18%	266	Officials/Administrators
No	17.0%	21.38%	337	329	21%	1,544	Professionals
No	23.7%	38.65%	395	303	30%	1,022	Technicians
No	24.8%	28.86%	32	65	31%	211	Administrative Support
No	18.6%	27.64%	55	46	23%	199	Skilled Craft
Yes	40.2%	35.29%	6	9	50%	17	Service/Maintenance
			924	799		3,259	Total

**THE 80 PERCENT METHOD: BLACKS.** *Using the 80 Percent Method, underutilization is declared if the representation of the protected class, in this instance, Blacks, per EEO group, is less than 80 percent of their availability. In this analysis the terms “blacks” and “African Americans” may be used interchangeably. Using Census data, African Americans were adequately represented in MDOT workforce across all EEO groups.*

Table One specifies that of the 266 MDOT employees in the **Officials/Administrators** EEO group, 49 (18.42%) African Americans were on the payroll. It takes 47 available African Americans in the workforce in the select labor market to match the availability percentage of 18%. 80% of the available percentage of workforce in the select labor market would be 14.2%. As 18.4% (the protected group of employees) is more than 80% of the available percentage (18% x 80% or 14.2%), underutilization does not exist.

**80 PERCENT METHOD: African Americans *continued...***

Table One specifies that of the 1,544 MDOT employees in the **Professionals** EEO group, 337 African Americans (21.38%) were on the payroll. It takes 329 available African Americans to match the availability percentage of 21%. 80% of the available percentage of workforce in the select labor market would be 17%. As 21.38% (the protected group of employees) is more than 80% of the available percentage (21% x 80%, or 17%) underutilization does not exist.

Table One specifies that of the 1,022 MDOT employees in the **Technicians** EEO group, 395 African Americans (38.65%) were on the payroll. It takes 303 available African Americans to match the availability percentage of 30%. 80% of the available percentage of workforce in the select labor market would be 23.7%. As 38.65% (the protected group of employees) is more than 80% of the available percentage (30% x 80%, or 23.7%) underutilization does not exist.

Table One specifies that of the 211 MDOT employees in the **Administrative Support** EEO group, 32 African American (28.86%) were on the payroll. It takes 65 available African Americans to match the availability percentage of 31%. 80% of the available percentage of workforce in the select labor market would be 24.8%. As 28.86% (the protected group of employees) is more than 80% of the available percentage (31% x 80%, or 24.8%) underutilization does not exist.

Table One specifies that of the 199 MDOT employees in the **Skilled Craft** EEO group, 55 African American (27.64%) were on the payroll. It takes 46 available African Americans to match the availability percentage of 23%. 80% of the available percentage of workforce in the select labor market would be 18.6%. As 27.64% of (the protected group of employees) is more than 80% of the available percentage (23% x 80%, or 18.6%) underutilization does not exist.

Table One specifies that of the 17 MDOT employees in the **Service/Maintenance** EEO group, 6 African Americans (35.29%) were on the payroll. It takes 9 available African Americans to match the availability percentage of 50%. 80% of the available percentage of workforce in the select labor market would be 40.2%. As 35.29% (the protected group of employees) is more than 80% of the available percentage (50% x 80%, or 40.2%) underutilization does exist.

**Conclusion:** All EEO groups, with the exception Service/Maintenance, have Blacks equitably represented.

	<b>Using the 80 Percent Method</b>
	<b><i>Protected Class: Minorities</i></b>
<b><u>UNDERUTILIZED</u></b>	<b><u>EEO GROUP</u></b>
No	Officials/Administrators
No	Professionals
No	Technicians
No	Administrative Support
No	Skilled Craft
Yes	Service/Maintenance

**UTILIZATION ANALYSIS  
TABLE TWO**

**80% METHOD: HISPANICS**

Underutilization: Yes/No	80% of Available % of Workforce in Select Labor Market	% of Protected Class Currently on Payroll of the Total in EEO Group	Protected Class # Currently on Payroll	Protected Class # Available to Work	Available % of Workforce in Select Labor Market	Total Employees at MDOT	EEO Group
Yes	1%	0.38%	1	3	1.3%	266	Officials/ Administrators
Yes	1.2%	0.26%	4	23	1.5%	1,544	Professionals
Yes	1.1%	0.20%	2	14	1.4%	1,022	Technicians
Yes	0.8%	0%	0	2	1.0%	211	Administrative Support
Yes	3.8%	0%	0	10	4.8%	199	Skilled Craft
Yes	2.0%	0%	0	0	2.5%	17	Service/Maintenance
			7	53		3,259	Total

**THE 80 PERCENT METHOD: Hispanics.** *Using the 80 Percent Method, underutilization is declared if the representation of the protected class, in this instance, Hispanics, per EEO group, is less than 80 percent of their availability. Thus, using Census data, Hispanics were not adequately represented in MDOT workforce in any EEO group.*

Table Two specifies that of the 266 MDOT employees in the **Officials/Administrators** EEO group, one Hispanic (0,38%) was on the payroll. It takes 3 available Hispanics in the workforce in the select labor market to match the availability percentage of 1.3%. 80% of the available percentage of workforce in the select labor market would be 1%. As 0.38% (the protected group of employees) is less than 80% of the available percentage (0.38% x 80%, or 1%), underutilization exists.

**80 PERCENT METHOD: Hispanics *continued*...**

Table Two specifies that of the 1,544 MDOT employees in the **Professionals** EEO group, 4 Hispanics (0.26%) were on the payroll. It takes 23 available Hispanics to match the availability percentage of 1.5%. 80% of the available percentage of workforce in the select labor market would be 1.2%. As 0.26% (the protected group of employees) is less than 80% of the available percentage (0.26% x 80%, or 1.2%) underutilization exists.

Table Two specifies that of the 1,022 MDOT employees in the **Technicians** EEO group, 2 Hispanic (0.20%) was on the payroll. It takes 14 available Hispanics to match the availability percentage of 1.4%. 80% of the available percentage of workforce in the select labor market would be 1.1%. As 0.20% (the protected group of employees) is less than 80% of the available percentage (0% x 80%, or 1.1%) underutilization exists.

Table Two specifies that of the 211 MDOT employees in the **Administrative Support** EEO group, 0 Hispanics (0%) were on the payroll. It takes 2 available Hispanics to match the availability percentage of 1%. 80% of the available percentage of workforce in the select labor market would be 0.8%. As 0% of (the protected group of employees) is less than 80% of the available percentage (0% x 80%, or 0.8%) underutilization exists.

Table Two specifies that of the 199 MDOT employees in the **Skilled Craft** EEO group, 0 Hispanics (0%) were on the payroll. It takes 10 available Hispanics to match the availability percentage of 4.8%. 80% of the available percentage of workforce in the select labor market would be 3.8%. As 0% of (the protected group of employees) is less than 80% of the available percentage (0% x 80%, or 3.8%) underutilization exists.

Table Two specifies that of the 17 MDOT employees in the **Service/Maintenance** EEO group, 0 Hispanics (0%) were on the payroll. It takes 0 available Hispanics to match the availability percentage of 2.5%. 80% of the available percentage of workforce in the select labor market would be 2%. As 0% (the protected group of employees) is less than 80% of the available percentage (0% x 80%, or 2%), underutilization exists.

**Conclusion:** In all EEO groups Hispanics were underrepresented. There are ample Hispanics available in the labor force to serve in those EEO groups, which would bring parity.

	<b>Using the 80 Percent Method</b>
	<b><i>Protected Class: HISPANICS</i></b>
<b><u>UNDERUTILIZED</u></b>	<b><u>EEO GROUP</u></b>
Yes	Officials/Administrators
Yes	Professionals
Yes	Technicians
Yes	Administrative Support
Yes	Skilled Craft
Yes	Service/Maintenance

**UTILIZATION ANALYSIS  
TABLE THREE**

**80% METHOD: FEMALES**

Underutilization: Yes/No	80% of Available % of Workforce in Select Labor Market	% of Protected Class Currently on Payroll of the Total in EEO Group	Protected Class # Currently on Payroll	Protected Class # Available to Work	Available % of Workforce in Select Labor Market	Total Employees at MDOT	EEO Group
Yes	32.4%	30.45%	81	108	41%	266	Officials/ Administrators
Yes	50.2%	16.97%	262	970	63%	1,544	Professionals
Yes	52.3%	2.15%	22	668	65%	1,022	Technicians
No	61.9%	81.52%	172	163	77%	211	Administrative Support
Yes	3.8%	1.01%	2	9	5%	199	Skilled Craft
Yes	50.3%	47.06%	8	11	63%	17	Service/Maintenance
			547	1929		3,259	Total

**THE 80 PERCENT METHOD: FEMALES.** *Using the 80 Percent Method, underutilization is declared if the representation of the protected class, in this instance, females, per EEO group, is less than 80 percent of their availability. Thus, using Census data, the females were generally disparately represented in the MDOT workforce across all EEO groups with the exception of Administrative Support.*

Table Three specifies that of the 266MDOT employees in the **Officials/Administrators** EEO group, 81 females (30.45%) were on the payroll. It takes 108available females in the workforce in the select labor market to match the availability percentage of 41%. 80% of the available percentage of workforce in the select labor market would be 32.4%. As 30.45% (protected group of employees) is less than 80% of the available percentage (41% x 80%), underutilization exists.

Table Three specifies that of the 1,544 MDOT employees in the **Professionals** EEO group, 262 females (16.97%) were on the payroll. It takes 970 female employees to match the availability percentage of 63%. 80% of the available percentage of workforce in the select labor market would be 50.2%. As 16.97% of (the protected group of employees) is less than 80% of the available percentage (63% x 80%, or 50.2%), underutilization exists.



**80 PERCENT METHOD: Females *continued*...**

Table Three specifies that of the 1022 MDOT employees in the **Technicians** EEO group, 22 females (2.15%) were on the payroll. It takes 668 female employees to match the availability percentage of 65%. 80% of the available percentage of workforce in the select labor market would be 52.3%. As 2.15% (the protected group of employees) is less than 80% of the available percentage (65% x 80%, or 52.3%), underutilization exists.

Table Three specifies that of the 211 MDOT employees in the **Administrative Support** EEO group, 172 females (81.52%) were on the payroll. It takes 163 female employees to match the availability percentage of 77%. 80% of the available percentage of workforce in the select labor market would be 61.9%. As 81.52% (the protected group of employees) is more than 80% of the available percentage (77% x 80%, or 61.9%) underutilization does not exist.

Table Three specifies that of the 199 MDOT employees in the **Skilled Craft** EEO group, 2 females (1.01%) were on the payroll. It takes 9 female employees to match the availability percentage of 5%. 80% of the available percentage of workforce in the select labor market would be 3.8%. As 0.9% (the protected group of employees) is less than 80% of the available percentage (5% x 80%, or 3.8%), underutilization exists.

Table Three specifies that of the 17 MDOT employees in the **Service/Maintenance** EEO group, 8 females (47.06%) were on the payroll. It takes 11 female employees to match the availability percentage of 63%. 80% of the available percentage of workforce in the select labor market would be 50.3%. As 47.06% (the protected group of employees) is less than 80% of the available percentage (63% x 80%, or 47.06%), underutilization exists.

**Conclusion:** Only in the EEO group of Administrative Support are females adequately represented. Thus, for the EEO groups of Officials/Administrators, Professionals, Technicians, Skilled Craft and Service/Maintenance, there were ample females available in the labor force to serve in those positions, which would have brought parity.

	<b>Using the 80 Percent Method</b>
	<b><i>Protected Class: Females</i></b>
<b><u>UNDERUTILIZED</u></b>	<b><u>EEO GROUP</u></b>
Yes	Officials/Administrators
Yes	Professionals
Yes	Technicians
No	Administrative Support
Yes	Skilled Craft
Yes	Service/Maintenance

## RECOMMENDATIONS WITH LIMITATIONS/COMMENTS:

- Given that certain comprehensive data sets, such as the number of current employees who are trainable, promotable and hireable, were not available, the only portion of the two factor availability analysis performed was Factor 1.
- Given the same limitation expressed in the above bullet, the consultants make the following recommendation, with qualifications:

### Develop Goals to Address Underutilization of Blacks in the following EEO Groups:

- Service/Maintenance

### Develop Goals to Address Underutilization of Hispanics in the following EEO Groups:

- Officials/Administrators
- Professionals
- Technicians
- Administrative Support
- Skilled Craft
- Service/Maintenance

### Develop Goals to Address Underutilization of Females in the following EEO Groups:

- Officials/Administrators
- Professionals
- Technicians
- Skilled Craft
- Service/Maintenance

- Locate funds to collect and make available sufficient comprehensive data sets that include an assessment of job descriptions, feeder groups, training by EEO groups, training by ethnicity within EEO groups etc.
- Solicit the support of the State Personnel Board (SPB) and Mississippi Department of Information Technology Services (ITS), as they are the recipients of job applications for State positions and the agent for IT software purchases, respectively. Without them, creating the appropriate mechanisms for certain data collection will continue to be impossible.
- Until such times as the above matters can be addressed, a true assessment of available protected groups cannot occur.

**EEO-4 EMPLOYMENT REPORT ANALYSIS  
AS OF 06/30/2014  
(EXHIBIT 7)**

Officials and Administrators

The Officials and Administrators job group continued to increase in the number of individuals employed. The employment total increased from two hundred fifty-eight (258) during the FY 2013 to two hundred sixty-six (266) in the FY 2014. Within the employment total, the male representation was one hundred eighty-five (185) and the female employment representation was eighty-one (81). Minorities made up fifty-one (51) of the two hundred sixty-six (266) employees overall which equals 19.2 % of this group.

Salary range 43.0 and over made up the highest total number of employees with two hundred thirty-five (235). Of the two hundred thirty-five (235), 17.9% of those were minorities. In comparison, females made up 29.4% of the total number of individuals in this salary range.

Professional

The Professional job group received a significant increase due to the newly created DOT-Engineering Technician series making this the largest job group in our workforce. The total employment in this job group increased from eight hundred eighty-one (881) in FY 2013 to one thousand, five hundred forty-four (1544) in FY 2014. Within the total employment, the male representation was twelve hundred eighty-two (1284) and the female representation was two hundred sixty-two (262). Minorities made up two hundred sixty-two (262) of the fifteen hundred forty-four (1544) employees overall which equals 22.8% of this group.

Salary range 33.0-42.9 made up the highest total number of employees with five hundred sixty-nine (569) individuals. Of the five hundred sixty-nine (569), 25.5% of those were minorities. In comparison, females made up 16.9 % of the individuals in this salary range.

Technicians

Due to the creation of the DOT's Engineering Technician series, the Technician job group had decreased in the number of individuals employed during the FY 2014. The total employment in this job group decreased from one thousand, seven hundred forty-four (1744) in FY 2013 to one thousand, one hundred twenty-two (1122) in FY 2014. Within the employment total, the male representation was one thousand (1000) and the female representation was twenty-two (22). Minorities made up four hundred (400) of the one thousand (1000) employees overall which equals 40% of this group.

Salary range 25.0-32.9 had the highest total number of employees with three hundred seventy-eight (378). Of the three hundred seventy-eight (378), 43.9% of those were minorities. In comparison, females made up 2.6% of the total number of individuals in this salary range.

### Office/Clerical

The Office/Clerical job group had a slight decrease in the number of individuals employed from two four (204) in FY 2013 to one hundred ninety-seven (197) in FY 2014. Within the employment total, the male representation was twenty-five (25) and the female representation was one hundred seventy-two (172). Minorities made up eighty-two (82) of the one hundred ninety-seven (207) employees overall which equals 41.6 % of this group.

Salary range 25.0-32.9 had the highest total of employees with ninety-four (94). Of the ninety-four (94), 41.5% of those were minorities. In comparison, females made up 86.2 % of the total number of individuals in this salary range.

### Skilled Craft

The Skilled Craft job group experienced a decrease in the number of individuals employed from two hundred three (203) in FY 2013 to one hundred ninety-nine (199) in FY 2014. Within the employment total, the male representation was two hundred ninety-seven (197) and the female representation was two (2). Minorities made up fifty-seven (57) of the one hundred ninety-nine (199) employees overall which equals 28.6 % of this group.

Salary range 33.0-42.9 had the highest total number of employees with one hundred thirty-five (135) individuals. Of the one hundred thirty-five (135) individuals, 25.9% were minorities. In comparison, females made up less than 1% in this salary range.

### Service Maintenance

The Service Maintenance job group also experienced a decrease in the numbers of individuals employed from the twenty (20) in FY 2013 to seventeen (17) in FY 2014. Within the employment total, the male representation was nine (9) and the female representation was eight (8). Minorities made up six (6) of the seventeen (17) employees overall which equals 35.3 % of this group.

Salary range 16.0-19.9 made up the highest total number of employees with eleven (11). Of the eleven (11), 45.5% of those individuals were minorities within this salary

range. In comparison, females made up 63.6 % of the total number of individuals in this salary range.

In summary, MDOT had a total employment of three thousand, two hundred fifty-nine (3259) in FY 2014 as compared to three thousand, three hundred twenty-four (3324) in FY 2013; therefore, MDOT experienced a loss of sixty-five (65) employees overall. Minorities composed nine hundred forty-nine (949) or 29.1%; while females composed five hundred fifty-five (555) or 17 % of the workforce. Compared to FY 2013, where minorities comprised nine hundred sixty-one (961) or 28.9% of the total workforce and female composed five hundred sixty (560) or 16.8% of the total workforce. In comparison to the workforce in FY 2013, there was a slight reduction in all ethnic groups in FY 2014 with the exception of American Indian, White, and Asian females. Each of these increased by one (1).

## JOB GROUP ANALYSIS (EXHIBIT 8)

The Job Group Analysis Report gives an overview of all the classifications within each EEO-4 job group used at the MDOT. The report indicates the race, sex, and number of individuals for each classification. Below is an overview of the Job Group Analysis Report for the period ending June of 2014.

### Officials & Administrators

The Officials and Administrators job group had a total of two hundred forty-eight (248) employees and twenty-six (26) job classifications. In this job group, the Branch Director II classification had the largest number of individuals with thirty-seven (37). Of that total, five (5) were females and eight (8) were minorities. The job classification with the second highest representation was the DOT-Assistant Engineer Administrator with thirty-five (35) employees. Of that total, five (5) were females and one (1) was a minority. The job classification with the third largest number of individual was the DOT-Engineer Division Administrator with a total of twenty-eight (28) employees. Of that total, there were no females and one (1) was a minority. The job classification with the third highest representation of minorities was the DOT-Administrator I with eleven (11) minority employees. Of that total, nine (9) were females. The DOT-Administrator I classification also had the highest representation of females with a total of fifteen (15).

Compared to the FY2008 job group analysis, there was a net increase of sixty-seven (67) personnel in this group for FY2014.

### Professionals

The Professionals job group had a total of one fifteen hundred forty-four (1544) employees and one hundred one (101) job classifications. In this job group, the DOT-Engineering Technician V job classification had the largest number with one hundred seventy-nine (179) employees. Of that total, fourteen (14) were females and fifty-eight were minorities. The classification with the second highest number of employees was the DOT-Engineering Technician VII with a total of one hundred twenty-four (124). Of that total, twelve (12) were females and sixteen (16) were minorities. The classification with the third highest representation was the DOT-Engineering Technician III with one hundred sixteen (116) employees. Of that total, eleven (11) were females and thirty-one (131) were minorities. The classification with the largest representation of minorities was the DOT-Engineering Technician V with a total of fifty-eight (58) minority employees with four (4) being females. The classification with the largest representation of females was the Project Officer IV, Special with a total of sixteen (16).

Compared to FY2008 job group analysis, there was a net increase of eight hundred fifty (850) personnel in this group.



## Technicians

The Technicians job group had a total of one thousand fifty-five employees and sixteen (16) job classifications. In this job group, the DOT-Maintenance Technician I job classification had the highest representation with three hundred thirty-six (336) employees. Of that total, four (4) were females and one hundred thirty-seven (137) were minorities. The job classification with the second highest number of employees was the DOT-Maintenance Technician II with a total of three hundred seven (307). Of that total, six (6) were females and one hundred twenty-three (123) were minorities. The DOT-Maintenance Technician III job classification had the third highest representation with two hundred ninety-seven (297) employees. Of that total, two (2) were females and one hundred eighteen (118) were minorities. The job classification with the largest representation of minorities was the Maintenance Technician I with one hundred thirty-seven (137) with one being a female. The job classification with the largest female representation was the Maintenance Technician II with six (6).

Compared to FY2008 job group analysis, there was a net decrease of eight hundred seventy-four (874) personnel in this group.

## Para-Professionals

The Par-Professional job group had the smallest number of classifications and employees with a total of fourteen (14). The Accounting Tech II had the largest number of employees in this job group with a total of six (6). Out of this total, five (5) were females and one (1) was a minority.

Compared to FY2008 job group analysis, there was a net decrease of four (4) personnel in this group.

## Office/Clerical

The Office/Clerical job group had a total of two hundred five (205) individuals and eighteen (18) job classifications. The Administrative Assistant II and Administrative Assistant III had the highest number of employees. In the Administrative Assistant II job classification there was a total of fifty-four (54) employees. All were females with fifteen (15) being minorities. In the Administrative Assistant there were a total of thirty-six (36) employees. All were females with twenty (20) being minorities. The third highest job classification was the Administrative Assistant V with eighteen (18) employees. All were females with thirteen (13) being minorities. Females made up the majority of employees in this job group with the exception of the Warehouse Clerk I/II/III and Warehouse Chief Clerk classifications.

Compared to FY2008 job group analysis, there was a net decrease of two (2) personnel in this group.

### Skilled Craft:

The Skilled Craft job had a total of two hundred three employees (203) and eleven (11) job classifications. The DOT-Maintenance Superintendent II classification had the largest number of employees with a total of one hundred twenty (120). Of that total, twenty-seven were minorities and none were females. The Facilities Maintenance Repairer II had the second highest representation with eighteen employees. Of that total, eight (8) were minorities and none females. The DOT-Superintendent I classification had the third highest representation with sixteen (16) employees. Of that total, one (1) was female and six (6) were minorities.

Compared to FY2008 job group analysis, there was a net decrease of eighteen (18) personnel in this group.

### Service Maintenance:

The Service Maintenance job group had a total of nineteen (19) employees and five (5) job classifications. The DOT-Bridge Tender had the highest total number of employees within this group at nine (9). Out of this total, seven (7) were females and six (6) were minorities. The second largest classification in this job group was the General Service Employee II position with a total of five (5) employees of which one was a minority and none female. The DOT-Bridge Tender Senior classification had the third highest representation with three employee of which one (1) was a female and one minority male.

Compared to FY2008 job group analysis, there was a net decrease of twenty-two (22) personnel in this group

**PERSONNEL ACTIONS OVERVIEW  
(EXHIBIT 9)**

Promotions

A total of nine hundred seventy-four (974) employees received promotions during FY2014. This was an increase of two hundred five (205) in comparison to the seven hundred sixty-nine (769) promotions during FY2013. Promotions for males during FY2014 were eight hundred eighty-nine (889). Promotions for females were eighty-five (85). Minorities represented two hundred fifty-eight (258) or 55.3% of the total promotions and females represented 9.6%.

The Professional job group had the highest representation with eight hundred eight (808). Two hundred three (203) or 51% were minorities and seventy-eight (78) or 9.6% were females. The salary range of 33.0-42.9 had the most terminations with three hundred forty-six (346) of which eighty-six (86) or 24.9% were minorities and thirty (30) or 8.7% were females.

The Technicians job group had the second highest number with a total of one hundred thirty-four (134). Fifty-one (51) or 38.1% were minorities and three (3) or 2.2% were females. The salary range of 20.0-24.9 in this job group had highest terminations with seventy-two (72) of which fifty-one (51) or 70.8% were minorities and two (2) or 2.8% were females.

Overall, minority promotions for FY 2014 increase by 37.8% from FY 2013 while female promotions decreased by 11.5%.

Please note that the following groups underwent increases or decreases in promotions between FY 2013 and FY 2014.

<i>Category</i>	<i>Net + (increase) / - (decrease)</i>
Administration/Officials	-39
Professionals	+ 574
Technicians	-270
Office/Clerical	-22
Skilled Craft	-33
Service Maintenance	-1

New Hires

A total of four hundred ninety-eight (498) new hires occurred during FY2014. This was an increase of one hundred eighty (180) new hires as compared to the three hundred eighteen (318) new hires that occurred in FY2013. New hires for males during FY2014

were four hundred fifty-five (455). New hires for females were forty-three (43). Minorities represented one hundred seventy-five (175) or 35.1% of the total new hires and females and females represented 8.6%.

The Technicians job group had the highest representation with three hundred fifty (350). One hundred thirty-two (132) or 37.7% were minorities and two (2) or 0.57% were females. The salary range of 16.0 – 19.9 in this job group had the highest new hires with three hundred fifty (350) of which one hundred thirty-two (132) or 37.7% were minorities and two (2) or 0.57% were females.

The Professionals job group had the second highest number of new hires with a total of fifty-two (52). Nine (9) or 17.3% of the total new hires in this job group were minorities and ten (10) or 19.2% were females. The salary range of 25.0 – 32.9 had the highest number of terminations with a total of fifty-two (52) of which nine (9) or 17.3% were minorities and ten (10) or 19.2% were females.

Overall, there was an increase in the both minorities and females for FY2014. Minority new hires increase by 42.9% and female new hires increased by 46.5.

Please note that the following groups underwent increases or decreases in new hires.

<i>Category</i>	<i>Net + (increase) / - (decrease)</i>
Administration/Officials	+3
Professionals	+66
Technicians	+107
Para-Professional	+1
Office/Clerical	+9
Skilled Craft	-6
Service Maintenance	+2

### Terminations

A total of four hundred sixty-eight (468) employees were terminated during FY 2014. This was an increase of sixty-seven (67) in comparison to the four hundred one (401) terminations that occurred in FY 2013. Terminations for males during FY2014 were four hundred twenty-five (425). Terminations for females were forty-three (43). Minorities represented one hundred fifty-five (155) or 33.1% of the total terminations and females represented 9.2%.

The Technician job group had the highest representation of terminations during FY2014 with two hundred fifty-two (252). One hundred two (102) or 40.5% were minorities.

Two (2) or 0.79% were females. The salary range of 16.0 – 19.9 had the highest number of new hires with one hundred forty (140) of which fifty-seven (57) or 3.6 were minorities. None were females.

The Professional job group had the second highest representation of terminations occurring during FY2014 with one hundred fifty-three (153). Thirty (30) or 19.6% were minorities and twenty-one (21) or 13.7% were females. The salary range of 25.0 – 32.9 had the highest terminations with sixty-one (61) of which eleven (11) or 18% were minorities and eleven (11) or 18% were females.

Overall, minorities represented twenty one (33%) of the terminations within our workforce which was up twenty-one percent (21%) from last year while females comprised nine percent (9%) of the terminations which was down fourteen percent (14%) from last year's total.

Please note that the following groups underwent increases or decreases in terminations.

<i>Category</i>	<i>Net + (increase) / - (decrease)</i>
Administration/Officials	+3
Professionals	+85
Technicians	-29
Para-Professional	-3
Office/Clerical	+2
Skilled Craft	-2
Service Maintenance	+5

## POTENTIAL PROBLEM AREA ANALYSIS

Potential Problem Area	Analysis
Composition of the workforce by minority group status and sex	The workforce reflects slight underutilization of minorities in only two categories, while underutilization of women exists in a number of categories.
The total selection process, including position descriptions, position titles, interview procedures, final selection process and similar factors	The total selection process ensures equal employment opportunity.
Transfers and promotion practices	The transfer and promotion practices assure equal opportunity. The Department's review indicates that women and minorities have equal access to promotional and transfer opportunities.
Training Programs - formal and informal	The Department has developed a learning management system designed to create promotion opportunities and to better assist employees with their training needs. The system consist of the Training Hub Program which better able employees to locate courses that will directly benefit them in their position and the Train Track Program designed to allow employees to register for courses and have easy access to their transcript.
Underutilization of minorities or women in specific Job Groups	The workforce reflects underutilization of minorities in the Service/Maintenance job group. Underutilization of females was found in all job groups with the exception of Administrative Support. It is important to note that a majority of MDOT's positions in the Official/Administrative and the Professional job groups are engineering positions. MDOT continues to have very little success in hiring qualified female and minority engineers despite extensive recruiting efforts. MDOT's Recruiting Director is using the assistance of alumni's from schools with engineering program to recruit engineer graduates. Bridge Division is using a minority engineer to recruit minority graduates from Jackson State University.
Personnel actions and performance management	An analysis in this area demonstrates a need to incorporate an EEO component into the performance appraisal system.
An audit system to evaluate compliance and the effectiveness of EEO and AA	Our review in this area revealed that a more comprehensive audit system and specific performance measures should be implemented.

## POTENTIAL PROBLEM AREA ANALYSIS (continued...)

The Department will take the following steps to correct the problem areas identified by the above analysis:

*Underutilization of minorities and women in the work force:* The Department will make every effort to identify minority and female applicant resources. Job announcements for external recruiting will continue to be placed with the Mississippi State Personnel Board and local WIN Centers, and will be documented. The Department will use networking opportunity with career counselors at Mississippi's Historical Black Colleges and Universities and career counselors of schools in surrounding States.

The Department's goal will be to increase the number of women and minorities in those Job Groups where a conspicuous absence or manifest imbalance exists. Guidance and support will be made available to all managers, supervisors and hiring officials during the hiring process. Every effort will be made to ensure that qualified female **and** minority applicants are interviewed and considered for hire when they appear on the qualified applicant list. When feasible, the Department will participate in recruiting activities in connection with career job fairs conducted by minority and female organizations, as well as local colleges and universities.

Specific areas of underutilization:

**Official/Administrative** –Underutilization Analysis revealed no underutilization overall for minorities; however, it did reveal a need for MDOT to increase the number of Hispanics by at least 2. Analysis also revealed a need for MDOT to increase the number of females in this job group by 27. While females in this job category are underutilized by 27. The majority of MDOT's positions in the Official/Administrative job group are engineering positions. MDOT continues to have very little success being able to hire and retain qualified minority and female engineers despite extensive recruiting efforts, special compensation packages, and legislation raising minimum salaries for engineers. This coupled with the fact that the current median age of the workforce in this job group is approximately 50 which will probably result in much less turnover in this job class. MDOT continues to make every effort to promote and hire additional minorities into this category as opportunities arise. In an effort to recruit minorities and females engineers, MDOT is using the assistance of alumni's from universities with Engineering studies.

**Professional** – Underutilization analysis revealed a need for an additional 708 female workers in this job class in order to reach parity. MDOT will not realistically have 708 vacancies in a five year period. A review of last fiscal year revealed that MDOT had an increase of 86 females during the year but this increase was due to the newly created DOT-Engineering Technician series which allowed these positions to move from the Technician job group to the Professional job group. Also, similar to

Official/Administrative, the majority of our professional positions are engineering related which MDOT continues to have very little success being able to hire and retain qualified female engineers.

**Technicians** – Underutilization of females was also determined for this job class. A review of last year’s analysis shows that the number of females dropped significant during the year. This reduction was due to the newly created DOT-Engineering Technician job group which moved these positions from the Technician job group to the Professional. Again, it unrealistic to that we will have 646 vacancies over a five year period in this job class. It important to note that this job class is also impacted by our lack of success in hiring and retaining qualified engineers. A large number of these jobs are the Engineering Technician job classes that require engineering courses. MDOT will continue to recruit, hire, and promote females into this job class as opportunities arise.

**Skilled Craft** – Underutilization of females was revealed for this job group. Seven (7) females are needed in order for the agency to meet parity in this job group. For the past 2 years, MDOT have employed only 2 females in this job group. The majority of these individuals were promoted to either a technician or Service/Maintenance job class. The nature of the work in the field makes it difficult to recruit and hire qualified female workers in this area. MDOT will continue to recruit, hire, and promote females into this job group as opportunities arise.

**Service/Maintenance** – Underutilization of minorities and females was revealed for this job group as well. MDOT’s minority and female workforce needs to increase by 3 each in order to achieve parity. MDOT had a loss of 3 minorities and 1 female during the year. As with the Skilled Craft job group, the nature of the work in this field makes it difficult to recruit and hire qualified females in this area. MDOT will continue to recruit, hire, and promote minorities and females into this job class as opportunities arise.



## SETTING GOALS

### **INCLUDE SPECIFIC, MEASURABLE, ATTAINABLE HIRING AND PROMOTION GOALS, WITH TARGET DATE, IN EACH AREA OF UNDERUTILIZATION**

Goals are defined as, “the results toward which efforts are directed.” Goals are flexible targets for hiring and promoting affected group members in job groups where underutilization exists in an attempt to reach parity. The Department’s affirmative Action goals are set by:

1. Determining the anticipated vacancies by job group for each year of the plan period at the local level. The attrition rate by job groups is not available. However, the expectation is that the anticipated vacancies methods allows for consideration of statewide and local constraints and therefore provides more accurate goal projections.
2. Estimating the number of anticipated vacancies that will be affirmative action hires. Historical affirmative hires are used for this purpose.
3. Assigning goals to those affected groups that are underutilized in the various job groups. The Department will not attempt to attain parity during this plan period for those job groups where the lack of anticipated vacancies does not allow for a reasonable percentage of attempted affirmative action hires to non-affirmative action hires. For example, if underutilization results in a need for 110 affirmative action hires and the anticipated vacancies for that job group are only 110, the Department will consider a more reasonable goal percentage. In this example, the Department will set what it considers to be a good faith effort affirmative action goal.

Specific goals to address areas of underutilization for MDOT are found in Exhibit 10.

Other goals and objectives to be achieved are as follows:

<b>Action Plan:</b>
<b>Activity:</b> The State EEO Officer will continue to assist District EEO Officers, Division Heads and District Engineers in eliminating any discrimination in the Department's employment practices based on race, color, religion, sex, age, national origin or disability. Identify potential adverse impacts and work to reduce complaints by 10%.
<b>Timeline for Completion:</b> Ongoing
<b>Performance Measure:</b>
<ul style="list-style-type: none"> <li>• Reduction or elimination of complaints</li> <li>• Identification of possible adverse impacts and solutions to eliminate</li> <li>• Development of programs to reduce or eliminate discrimination</li> </ul>
<b>Activity:</b> The State EEO Officer will discuss with Division Heads and District Engineers to discuss the goals and timelines established in the revised Equal Employment Opportunity Plan for the period December 1, 2014 – November 30, 2019.
<b>Timeline for Completion:</b> December 31, 2015
<b>Performance Measures:</b>
<ul style="list-style-type: none"> <li>• Management knowledgeable of goals and expectations</li> <li>• Policy available to all employees and other interested parties via web and hard copy.</li> </ul>
<b>Activity:</b> The Department will continue to recruit and employ qualified individuals without regard to race, color, religion, sex, age, national origin, or disability. The Department will also continue to participate in special activities such as TRAC, RIDES, and the Summer Transportation Institute designed to attract females and minorities to the transportation industry as well as explore new activities to achieve this goal.
<b>Timeline for Completion:</b> Ongoing
<b>Performance Measures:</b>
<ul style="list-style-type: none"> <li>• Department meeting or exceeding new hire and/or promotional goals as outlined in Exhibit #10.</li> <li>• Number of students participating in programs</li> <li>• Number of students seeking and/or getting jobs in transportation industry</li> </ul>
<b>Activity:</b> State EEO Officer request that District Human Resources Professionals be allowed to attend at least one EEOC Technical Assistance seminar sponsored by EEO Commission, Washington, DC as an additional source of vital training in EEO related issues.
<b>Timeline for Completion:</b> Ongoing
<b>Performance Measures:</b>
<ul style="list-style-type: none"> <li>• Number of Human Resources Professionals attending training</li> </ul>
<b>Activity:</b> The Training Division will continue to meet the training needs of the employees in order that they may build career paths within the Department. The Training Division will also continue to work to expand the scope of the training offered. Sexual Harassment, ADA, Diversity, and other related EEO training will continue to be offered.
<b>Timeline for Completion:</b> Ongoing

<b>Performance Measures:</b>
<ul style="list-style-type: none"> <li>• Number of employees being trained</li> <li>• Number of new training programs developed</li> <li>• All supervisory personnel being trained on EEO related issues</li> </ul>
<b>Activity:</b> The State EEO Officer will perform quarterly reviews of new hires, promotions, and termination data to monitor if the Department is on track to reach desired goals and correct any adverse impact that may be occurring.
<b>Timeline for Completion:</b> December (2014, 2015, 2016, 2017 and 2018), March (2015, 2016, 2017, and 2018) June (2015, 2016, 2017) September (2015, 2016, and 2017)
<b>Performance Measures:</b>
<ul style="list-style-type: none"> <li>• Adjustments made to goals and timelines when needed</li> <li>• Goals and timelines achieved</li> </ul>
<b>Activity:</b> The State EEO Officer will conduct internal EEO reviews of Divisions and Districts on an annual basis.
<b>Timeline for Completion:</b> July 1, (2015, 2016, 2017, 2018, and 2019)
<b>Performance Measures:</b>
<ul style="list-style-type: none"> <li>• Reviews completed</li> </ul>
<b>Activity:</b> The Division Heads and District Engineers or their designee will report on an as-needed basis to the State EEO Officer any special accommodations requested.
<b>Timeline for Completion:</b> Ongoing
<b>Performance Measures:</b>
<ul style="list-style-type: none"> <li>• Number of special accommodations needed</li> </ul>
<b>Activity:</b> Develop language to be incorporated into appraisal system to ensure that supervisors and managers are evaluated annually on their performance toward achieving the Department's Affirmative Action goals and their support of the EEO/AA Program.
<b>Timeline for Completion:</b> July 1, 2015
<b>Performance Measures:</b>
<ul style="list-style-type: none"> <li>• All supervisors have appropriate language in their performance appraisal.</li> </ul>

**DISCUSSION OF HOW EVERY MANAGER AND SUPERVISOR ARE RESPONSIBLE  
AND ACCOUNTABLE FOR MEETING THESE GOALS**

**EQUAL EMPLOYMENT OPPORTUNITY/AFFIRMATIVE ACTION DEPARTMENT  
RESPONSIBILITIES**

<p>Managers and Supervisors</p>	<ul style="list-style-type: none"> <li>▪ Ensure that protected group members are provided with equal opportunity for hiring, training, promotion, transfer, career counseling, and reasonable accommodation.</li> <li>▪ Prevent any harassment of employees who are placed through affirmative action efforts or who utilize their affirmative action rights.</li> <li>▪ Implement the affirmative action plan.</li> <li>▪ Resolve complaints at the earliest opportunity available.</li> <li>▪ Make EEO/AAP implementation part of the appraisal process.</li> </ul>
<p>State EEO Officer</p>	<ul style="list-style-type: none"> <li>▪ Monitor Department Affirmative Action/EEO activities.</li> <li>▪ Coordinate People with Disabilities Program (Section 504 (55b/c); Americans with Disabilities Act), including reasonable accommodations.</li> <li>▪ Ensure equal availability of employee benefits</li> <li>▪ Monitor Hiring/Promotions.</li> <li>▪ Monitor classification and compensation transactions.</li> <li>▪ Assist in coordinating diversity initiatives/activities, including diversity training</li> <li>▪ Investigate and Resolve Complaints.</li> <li>▪ Ensures employees are not disciplined in a discriminatory manner.</li> <li>▪ Provide opportunity for open dialogue between managers, supervisors, and subordinates to ensure they have an overall knowledge of the Agency's EEO Program.</li> <li>▪ Ensure EEO Policies are discussed with new employees during orientation.</li> <li>▪ Assist with the implementation of EEO/AAP into the appraisal system.</li> </ul>
<p>Training Director</p>	<ul style="list-style-type: none"> <li>▪ Conduct and analyze staff development needs assessment to meet the changing needs of</li> </ul>

	<p>employees and the department with regard to training.</p> <ul style="list-style-type: none"> <li>▪ Ensure all employees are informed of opportunities to attend workshops, seminars, classes, conferences, and other training being offered internally and externally.</li> <li>▪ Provide quarterly report to State EEO Officer to ensure training opportunities are being offered to all eligible employees on an equal basis and to correct any inequities discovered.</li> <li>▪ Coordinate Sexual Harassment Intervention Program Training.</li> </ul>
<p>District Human Resources Professionals</p>	<ul style="list-style-type: none"> <li>▪ Ensure that all employees are provided with equal opportunity for hiring, training, promotion, transfer, career counseling, and reasonable accommodation.</li> <li>▪ Monitor Hiring/Promotions.</li> <li>▪ Monitor classification and compensation transactions.</li> <li>▪ Ensure EEO Policies are discussed with new employees during orientation.</li> </ul>
<p>Human Resource Manager</p>	<ul style="list-style-type: none"> <li>▪ Review and evaluate job descriptions as needed and recommends any necessary changes. The State Personnel Board has final authority by state law for approval of all job descriptions.</li> <li>▪ Ensure that all employees are provided with equal opportunity for hiring, training, promotion, transfer, career counseling, and reasonable accommodation.</li> <li>▪ Monitor Hiring/Promotions.</li> <li>▪ Monitor classification and compensation transactions.</li> </ul>
<p>Contract Compliance Officer</p>	<ul style="list-style-type: none"> <li>▪ Manage Department's External EEO Program.</li> <li>▪ Ensure Compliance with Title VI (external).</li> <li>▪ Ensure M/W/DBE Contract Compliance.</li> </ul>

## INTERNAL AND EXTERNAL DISSEMINATION OF AAP

### Internal:

- MDOT's Affirmative Action Plan is made available to employees upon request and can be found on our website at [www.mdot.ms.gov](http://www.mdot.ms.gov).
- The Department's EEO Policy Statement is posted throughout the Agency in all Departments and Divisions across the State.
- During orientation sessions, new employees receive information explaining EEO, disciplinary, grievance and complaint procedures, MDOT's Drug and Alcohol Program, Sexual Harassment and ADA. The procedure for processing a grievance is explained to all employees. New employees are again reminded that the Department is an Equal Employment Opportunity employer.
- Personal Data Forms contain the wording "**An Equal Opportunity Employer.**" The notice is also printed on the credits page of the "Transportation Connection" for Transportation employees, an in-house publication for MDOT employees and the public. MDOT's intranet site, [MDOT@Work](#) also contains this wording at the bottom of the job listing homepage.
- Managers and Supervisors are notified through MDOT's Policy Statement that they are obligated to ensure that all employment practices are to be conducted without regard to race, color, religion, sex, age, national origin or disability.

### External:

- MDOT's Affirmative Action Plan is made available to the public upon request and can be found on our website at [www.mdot.ms.gov](http://www.mdot.ms.gov)
- An equal opportunity statement will be incorporated into all purchase orders, contracts, recruitment advertising, and state maps.

## **EEO DISCRIMINATION COMPLAINTS**

The Department has developed a procedure whereby employees may process allegations of discrimination without fear of reprisal. It is the policy of the Department that every employee is given the opportunity through established steps and procedures to resolve complaints or grievances concerning matters which they believe adversely affect their employment.

The Department has adopted the grievance procedure developed by the State Personnel Board for all state employees. This procedure outlines the system for processing complaints alleging discrimination because of race, color, sex, religion, disability or national origin. However, grievances regarding sexual harassment and discrimination of any kind maybe filed directly with the Office of Civil Rights for investigation. Also, under the grievance procedure every effort will be made to settle complaints or grievances early in the grievance procedure. If a complaint is not resolved in-house, then the person complaining may appeal to the Mississippi Employee Appeals Board. Employees filing grievances on discrimination are also are informed of their rights to file an EEO charge through the Equal Employment Opportunity Commission (EEOC). MDOT's Complaint procedures are included as Exhibit 12.

## **RECRUITMENT, PLACEMENT, AND HIRING APPLICANT FLOW ANALYSIS:**

### **A. Merit System Requirements**

The State Personnel Board was created by an act of the State Legislature. The Personnel Board provides for career employment, appeal rights, grievance and complaint procedures, progressive discipline guidelines, EEO, training programs, etc. All employees are provided a copy of the State of Mississippi Handbook. The Handbook sets forth rules and regulations of the State Personnel Board and the Mississippi Department of Transportation.

The majority of the Department's positions are filled through the State Personnel Board with all of the recruiting and processing of applications being handled by the State Personnel Board. When a State agency has a position to be filled, a certificate of eligibles is requested from the State Personnel Board. The Agency receives an electronic list of applicants that have applied for a particular position along with an electronic file of scanned applications. No personal data such as race, gender, and age is included on the list of eligibles. However, applications for each applicant on the list can be downloaded and printed and that application will contain race, sex, age, etc of the individual.

Listed below are positions that the Department has direct hire authority to fill.

- Clerk
- DOT-Bridge Tender
- DOT-Silk Screen Printer
- DOT-Traffic Signal Technician Trainee
- DOT-Waste Water Treatment Aide
- DOT- Engineer I-IV
- DOT-Engineering Aide I-III
- DOT-Engineer-in-Training
- DOT-Maintenance Technician I-V
- Equipment Operator – Light Vehicle
- Environmental Scientist I-III
- DOT-Engineering Technician I-VIII
- Facilities Maintenance Worker
- General Service Employee I
- General Service Employee II
- State Service Trainee
- Warehouse Clerk I
- All Information Technology Classes



## B. Recruitment Procedures

### 1. Positions requiring Certificate of Eligibles

All recruiting, screening of minimum qualifications and processing of applications is handled through the State Personnel Board. However, the department always encourages individuals seeking employment directly through the Department of Transportation to submit an application(s) to the State Personnel Board so that they may be considered for a position.

### 2. Positions not requiring Certificate of Eligibles

Recruiting for these positions is handled through the Department. All managers and supervisors are aware that they can post announcements within the community, with local employment agencies, etc. Walk-in applicants submit the vast majority of the applications received, and this method usually provides an adequate pool of applicants. Applications are screened by a Human Resources Professional to assess the positions for which the applicant meets the minimum qualifications. The State Personnel Board has final authority by State Law in determining if an applicant meets the minimum requirements for a position. Selection of applicants is based on education, experience and principles of nondiscrimination.

- Recruitment activities are based on attaining employment goals as established by the Department. The Human Resources Division actively recruits on campus at University of Mississippi, Mississippi State University and Jackson State University. CO-OP agreements with Alcorn State University, Rust College, Jackson State University, Hinds Community College and Mississippi State University are maintained. The Division will participate in Career Day activities at Jackson State University, Mississippi State University, Copiah-Lincoln and the University of Mississippi as well as other Institutions of Higher Learning as needed.
- Recruitment literature or brochures are prepared in such a manner as to be relevant to all employees, including minorities, females and the disabled.
- The State EEO Officer and District Human Resources Professionals ensure that all job vacancies are posted conspicuously and that all employees of the MDOT are encouraged to apply for all jobs that they feel they are qualified for.
- The Department provides training and offers one-on-one assistance when needed to all persons conducting interviews to identify and

eliminate factors that may lead to improper selection of employees or applicants.

- In an effort to recruit students into Transportation/Engineering careers, MDOT participates in the Transportation Resource Activity Center (TRAC) program. The program is in place in all Mississippi schools and provides students hands-on learning experiences that relate to Transportation and Engineering concepts. MDOT also participates in the Summer Transportation Institute program hosted by local Institutions of Higher Learning such as Alcorn State University, Mississippi State University and Jackson State University. This program focuses on recruiting high school students into the Transportation/Engineering fields as well. MDOT also host annual Career Construction Fairs across the state to introduce high school and community college students to career opportunities in the construction field.

#### C. New Hire Procedures

- It is the Department's policy that vacancies be advertised: first, within the Divisions or Districts; secondly within the Department – statewide; and thirdly, through certificate of eligibles procedures promulgated by the State Personnel Board.
- The Department's selection of applicants is conducted in a nondiscriminatory manner and based on State Personnel Board's selection procedures.
- As vacancies occur, they are publicized within the specific District or Division for five (5) working days by posting memorandums from the Human Resources Division on work area bulletin boards. If a qualified applicant is not found, then the position is publicized for seven (7) working days statewide throughout the Department. If a qualified applicant is still not found, then a Certificate of Eligibles is requested from the State Personnel Board. Announcements include title of position, qualifications, location, salary range and closing dates for receiving applications. Interested persons are instructed to submit a state application to the Division or District, Human Resources Division, or the State Personnel Board.
- The classification and compensation system set forth by the State Personnel Board contains entry level and trainee positions to facilitate progression with occupational areas. Efforts to increase entry level salaries and Engineer position salaries to enhance the Department's attractiveness to minorities and females have been made. The Department has also developed a new series of DOT-Maintenance

Technicians and DOT-Engineering Technicians to allow more opportunities for career advancements. All salaries are governed by the rules and regulations of the State Personnel Board as required by state statute. If a position remains vacant for a prolonged period of time due to a lack of qualified applicants, the Department may request recruitment flexibility and may be given the authority to employ at a higher rate of pay (up to 20%).

#### D. Promotion Procedures

- As vacancies occur, they are publicized within the specific District or Division for five (5) working days by posting memorandums from the Human Resources Division on work area bulletin boards. If a qualified employee is selected, the necessary paperwork is submitted to the Human Resources Division for processing. Processing includes a final review by the State Personnel Board to ensure employee meets minimum qualifications and to administer any test that may be required. If a qualified applicant is not found, then the position is publicized for seven (7) working days statewide throughout the Department. If a qualified applicant is still not found then a Certificate of Eligibles is requested from the State Personnel Board. Announcements include title of position, qualifications, location, salary range and closing dates for receiving applications. Interested persons are instructed to submit a state application to the Division or District, Human Resources Division, or the State Personnel Board.
- The Department participates with other State agencies to permit inter-agency transfers of personnel to positions that offer progression or promotional opportunities. Personnel involved in inter-agency transfers retain their accrued vacation and medical leave and their "state service" status and do not have to repeat the probationary period.

#### E. Termination Procedures

- Terminations are processed in accordance with State Personnel Board rules and regulations in a nondiscriminatory manner.
- A record of terminations is maintained to include name, race, sex, date of termination, Division/District terminated from and reason for termination.

F. EMPLOYEE DEVELOPMENT PROGRAMS (TRAINING)

- New employees are advised of available training programs through employee orientation, and during duration of their employment via the Department's learning management systems and through internal communication processes.
- The Training Director notifies Supervisors, and all employees, of training activities by way of internal correspondence and the learning management system. Formal and on the job training are offered to provided employees opportunities to develop competencies that will improve their potential for advancement and productivity.
- To maintain compliance with FHWA's 1993 Division Office Construction Monitoring Program, the Department developed in 1995 a self-instructional training course. The course covers the related areas of earthwork, pavements, structures, and other general categories.
- The Human Resources Division is responsible for ongoing assessment of training needs. Employees are encouraged to work with supervisory staff in identifying training activities that are in line with professional goals and objectives.
- The Department's Performance Development System utilizes an Individual Development Plan which tailors employees' training activities to their needs and goals. Performance of probationary employees is reviewed at six months and twelve months of the first year of employment. Performance of permanent state services employees is reviewed at least annually.
- Employees are provided information regarding opportunities to attend workshops, seminars, classes, conferences and other training/development activities provided outside the agency.
- The Human Resources staff, division heads and district engineers are available to assist and counsel employees on job performance and identifying career opportunities.
- District Human Resources Professionals, Division Heads and District Engineers are available to assist and counsel employees on job performance and identifying career opportunities to advance qualified MDOT employees.

G. JOB VALIDATION PROCEDURES

Job descriptions are reviewed and evaluated as needed. The Human Resources Division Classification Manager recommends changes to the Human Resources Director who reviews and evaluates the recommendations to ensure that positions are allocated to the appropriate classification. Recommended changes are submitted to the State Personnel Board which has final authority by State Law for approval of all job descriptions.

## **SPECIFIC PROGRAMS TO REMOVE BARRIERS**

### **LEAD (*Leadership Enhancement Assessment Development*)**

An 18-month training program for current and potential senior managers. The aim is to provide a continuous pool of well-prepared potential leaders. After a competitive selection process, participants' leadership competencies are assessed. Customized programs of classroom training, on-the-job experience, one-on-one coaching, and other opportunities help develop those competencies.

### **MSTI (*Mississippi Summer Transportation Institute*)**

A two-week residential program for 30 high school students. It is aimed at exposing students to technical aspects of the transportation industry to provide meaningful educational enrichment and to encourage students to pursue careers in transportation. It is developed and overseen by MDOT, and includes site visits to MDOT projects.

### **PILOT**

Provides work experience to college students majoring in civil engineering. Participants work a total of one year, in four segments that generally alternate with academic experience. Students receive a wage, benefits, and earn real-world civil engineering experience before graduation.

### **PEAK Program**

This program addresses training and professional development needs of supervisors who are, primarily, supervising the performance of discreet tasks at the first or front line level. Maintenance supervisors will form the core of this group but it may well also include others who perform similar duties.

PEAK participants will be developed in the areas of core supervisory skills such as coaching and counseling employees, effective conflict resolution, team building, performance management, etc. Curriculum will also likely include core competencies such as customer service, effective interpersonal skills, leadership, and professionalism. Curriculum for fiscal 2007 will focus on the development of a sound leadership style and the supervisor's role as team builder.

### **HORIZON Program**

This program is designed to address training and professional development needs of professionals within MDOT who are performing as line supervisors, project supervisors, are supervising important programs (but not people), and those who are acting as team leads, etc. The program is targeted toward those persons within the MDOT structure who are in need of enhanced professional skills in dealing with either employees or key internal and external stakeholders.

HORIZON participants will be developed in the areas of core leadership and professional competencies, including partnering, effective peer skills, learning to think and act at the “macro” level, and serving as effective leaders in a variety of contexts.

### **SCHOLARSHIP PROGRAM**

The purpose of the scholarship program is to encourage employees to develop job-related skills and to develop employees for higher-level professional and management positions. Priorities for awarding scholarships will be based on the established need within the Department for staff with the educational credentials being sought and the unavailability of individuals with those credentials in the relevant applicant pool.

Established needs for scholarships include:

Middle/and or upper management employees to obtain an undergraduate or graduate degree in a course of study directly related to the requirements of the job. Other employees to obtain an undergraduate or graduate degree in a course of study directly related to the requirements of the job.

### **ON-THE-JOB TRAINING PROGRAM**

The Office of Civil Rights administers the On-the-Job Training. The primary responsibility is to market the On-the-Job Training Program to contractors so that they may recruit, assess, counsel, and find job placement opportunities for interested individuals as apprentices or trainees within the transportation construction industry. Individuals can be trained for, but is not limited to, the following Apprenticeship Programs: Laborer, Iron Worker, Pile Driver, Electrician, Carpenter, Heavy Equipment Operator, Cement Mason, Painter, Mechanic and Truck Driver.

### **REASONABLE ACCOMMODATION PROCEDURES**

MDOT established a committee to review all requests for a reasonable accommodation that consist of the ADA Coordinator, the Division Head of the respective person requesting the accommodation, a representative from Human Resources, and the Agency Staff Attorney.

**STATEWIDE MINORITY AND WOMEN  
RECRUITMENT SOURCES**

Alcorn State University	Jackson State University
Mississippi State University	Mississippi University for Women
Mississippi Valley State University	University of Mississippi
University of Southern Mississippi	Copiah-Lincoln Community College
Hinds Community College	Northwest Community College
Pearl River Community College	Mississippi Employment Security Commission
African-American Newspapers	State Personnel Board



## INTERNAL PROGRAM EVALUATION

The Civil Rights Office has the task of monitoring and reporting the Department's progress towards Equal Employment Opportunity in the workforce. To this end, the following monitoring and reporting system has been developed.

### Quarterly Affirmative Action Report

Each quarter a report is prepared and sent to Executive and Senior Management using information from our quarterly EEO Report as well as the agency's monthly new hire, termination and promotion reports. The report will include a current workforce profile, an analysis of the Department's progress toward achieving its Affirmative Action goals, and identification of problem areas and recommended corrective measures.

### Applicant Tracking

The State Personnel Board, by law, handles applicant tracking for state agencies. There are over 2,000 job classes that can be utilized by state agencies. Approximately 200 of those are utilized by the 3,259 workforce of MDOT and of those 200 job classes; MDOT only has direct hire authority for 50.

### Annual Update

An Annual Update will be prepared and submitted to our local division of FHWA and upper management of MDOT with the following information:

1. Efforts towards implementing recommendations;
2. Progress towards achievement of agency AA goals;
3. Progress towards the correction of problem areas; and
4. General comments about the agency's EEO/AA program.

### On-Going Efforts

- A. Communicate with Managers and Supervisors to gain information and feedback on the program and identify any problem areas. Perform quarterly reviews of new hire, promotion, and termination data to ensure Department is on track to reach desired goals and correct any adverse impact that maybe occurring. Provide annual report to Federal Highway Administration (FHWA).
- B. The State EEO Officer analyzes statistical data to assess the impact of termination procedures on the representation of minorities and females. This is accomplished quarterly.
- C. Promotion data is analyzed monthly to ensure that a sufficient number of minorities and females in relation to the number of non-minority and non-female employees are being promoted. If the numbers of minority and female promotions are low, then each problem area is reviewed on a case by case basis to determine and possibly remedy any adverse impact.

- D. New Hire data is analyzed monthly to ensure that a sufficient number of minorities and females in relation to the number of non-minority and non-female employees are being hired. If the number of minority and female hired are low, then each problem area is reviewed on a case by case basis to determine and possibly remedy any adverse impact.

# EXHIBIT 1

## **DEFINITIONS**

**Adverse Impact:** A substantially different rate of selection in hiring, promotion, transfer, training or other employment decisions, which works to the disadvantage of members of an affected group. Rates less than 80% of the highest selection rate that was experienced are generally regarded as evidence of adverse impact. This is sometimes referred to as the “80% rule.”

**Affected Class:** A group of persons who are identified victims of a pattern or practice of discrimination.

**Affected Group:** Groups specified in affirmative action laws, including: Native Americans, Asians/Pacific Islanders, African Americans, Hispanics, women, person age 40 and over, persons with disabilities, disabled veterans, and Vietnam era veteran.

**American with Disabilities Act (ADA):** Federal statute that prohibits discrimination against individuals with disabilities in employment, public service, public accommodations and telecommunications.

**American Indian:** A person with origins in any of the original peoples of North America who maintains cultural identification through tribal affiliation or community recognition.

**Asian or Pacific Islander:** A person with origins in any of the original people of the Far East, Southeast Asia, the Indian Subcontinent, or the Pacific Islands. This includes, for example, China, Japan, Korea, the Philippine Republic, and Samoa; and, on the Indian Subcontinent, includes India, Pakistan, Bangladesh, Sri Lanka, Nepal, Skim, and Bhutan.

**African American or Black:** An individual, not of Hispanic origin, with origins in any of the Black racial groups of Africa.

**Hispanic:** A person of Mexican, Puerto Rican, Cuban, Central or South American, or other Spanish culture or origin, regardless of race. Only those persons from Central and South American countries who are of Spanish origin, descent, or culture should be included in this category. Persons from Brazil, Guyana, Surinam, or Trinidad, for example, would be classified according to their race and would not necessarily be included in the Hispanic category. This category does not include persons from Portugal who should be classified according to race.

**Affirmative Action:** Actions, policies, and procedures to which an employer commits itself that are designed to achieve equal employment opportunity. The affirmative action obligation includes: (1) thorough, systematic efforts to prevent discrimination from occurring or to detect it and eliminate it as promptly as possible, and (2) recruitment and outreach measures.

**Affirmative Action Goals:** The end results achieved by attaining specific AA objectives.

**Affirmative Action Plan Objectives:** Specific actions to be taken by designated, responsible officials or by some specified date to achieve one or more Affirmative Action Plan goals.

**Affirmative Action Officer:** An full-time and qualified individual who is part of the civil rights unit, reporting directly to the civil rights director and have direct access to the head of STA, as well as whom is designated affirmative action responsibilities.

**Affirmative Action Plan (AAP):** A written program in which an employer details the steps it will take, and has already taken, to ensure equal employment opportunity.

**Applicant Flow Data:** A compilation of data regarding applicants for employment or promotion, showing the persons categorized by race, sex, and ethnic group, who applied for each job title (or group of job titles requiring similar qualifications) during a specific period.

**Applicant Flow Record:** A management tool designed to maintain a written record that provides a breakdown of job applicants by race, sex, and location. It (1) shows the percentage of applicants who are getting jobs with the Department and the percentage who are not; (2) provides availability and utilization analysis information directly related to the location where opportunities will occur; and (3) shows established AA Goals for EEO category from which selection is being made.

**Availability:** The “availability” of an affected class for a job group means their percentage among persons in the relevant labor area and/or internal feeder pools having the requisite qualifications (or, are capable of acquiring them) to perform in the positions of any job group. Availability figures are used in determining whether to find underutilization and, where a goal is established, in determining the level of the goal.

**Availability Analysis:** Availability is defined by the U. S. Department of Labor as the "Percentage of minorities or women among the labor force with requisite skills and those who are capable of acquiring them." In determining availability of minorities and women the U.S. Department of Labor regulations require consideration of two specific factors. The availability criteria for each job group is provided by budget code.

**Complaint Procedure:** A process that allows an aggrieved employee to file a complaint when he/she believes an act of discrimination has occurred.

**Disabled Person:** Federal and state definitions vary. *The Federal Affirmative Action and Equal Opportunity Definition* – A person is disabled who:

- Has a physical or mental impairment which substantially limits one or more major life activities:
- Has a record of such an impairment; or
- Is regarded as having such an impairment [Section 503 and 504 of the Rehabilitation Act of 1973, and Americans with Disabilities Act of 1990.]

**Discrimination:** A distinction in treatment, whether intentional or unintentional, based on political or religious opinion or affiliation, race, color, creed, national origin, marital status, gender, sexual preference, physical or mental handicap, age, or non-merit factor; except when sex, handicap, or age is a bona fide job requirement.

**Equal Employment Opportunity:** The opportunity to obtain employment, promotions, and other benefits of employment without discrimination because of race, color, religion, sex, marital status, sexual preference/orientation, national origin, age, physical, sensory or mental disability, or status.

**Equal Opportunity (EO) Officer:** An employee whose principal function involves the management of civil rights policies, practices, procedures, and equal opportunity compliance review and evaluation functions.

**Good Faith Efforts:** This term refers to an employer's efforts to make all aspects of its Affirmative Action Plan work. Designing and implementing an effective Affirmative Action Plan requires sustained attention. The employer must analyze its employment and recruitment practices as they affect equal opportunity, identify problem areas, design and implement measures to address the problems, and monitor the effectiveness of its program, making adjustments as circumstances warrant. The basic components of good faith efforts are: (1) outreach and recruitment measures to broaden candidate pools from which selection decisions are made to include people of color and women and (2) systematic efforts to assure that selections thereafter are made without regard to race, sex, or other prohibited factors.

**Goals and Timetables:** Goals and timetables are established to correct those areas where women and minorities are underutilized. The STA Affirmative Action Plan includes annual goals.

**Job Categories:** The eight categories designated by the Equal Employment Opportunity Commission for affirmative action reporting to federal agencies: Officials and Administrators, Professionals, Technicians, Protective Service Workers, Paraprofessionals, Office and Clerical, Skilled Craft, and Service Maintenance.

***Officials and Administrators:*** Occupations in which employees set broad policies, exercise overall responsibility for execution of these policies, or direct individual departments or special phases of the agency's operations, or provide specialized consultation on a regional, district, or area basis. Includes: department heads, bureau chiefs, division chiefs, directors, deputy directors,

controllers, examiners, wardens, superintendents, sheriffs, police and fire chiefs, and inspectors and kindred workers.

**Professionals:** Occupations which require specialized and theoretical knowledge, which is usually acquired through college training, or through work experience and other training which provide comparable knowledge. Includes: personnel and labor relations workers, social workers, doctors, psychologists, registered nurses, economists, dietitians, lawyers, systems analysts, accountants, engineers, employment and vocational rehabilitation counselors, teachers or instructors, police and fire captains, and lieutenants, and kindred workers.

**Technicians:** Occupations which require a combination of basic scientific or technical knowledge and manual skill that can be obtained through specialized post-secondary school education or through equivalent on-the-job, training. Includes: computer programmers and operators, drafters, surveyors, licensed practical nurses, photographers, radio operators, technical illustrators, highway technicians, technicians (medical, dental, electronic, physical sciences), assessors, inspectors, police and fire sergeants, and kindred workers

**Protective Service Workers:** Occupations in which workers are entrusted with public safety, security, and protection from destructive forces. Includes: police patrol officers, fire fighters, guards, deputy sheriffs, bailiffs, correctional officers, detectives, marshals, harbor patrol officers, and kindred workers.

**Administrative Support:** Occupations in which workers are responsible for internal and external communication, recording and retrieval of data and/or information and other paperwork required in an office. Includes: bookkeepers, transcribers, hearing reporters, statistical clerks, dispatchers, license distributors, payroll clerks, and kindred workers.

**Skilled Craft Workers:** Occupations in which workers perform jobs which require special manual skill and a thorough and comprehensive knowledge of the processes involved in the work which is acquired through on-the-job training and experience or through apprenticeship or other formal training programs. Includes: mechanics and repairers, electricians, heavy equipment operators, stationary engineers, skilled machining occupations, carpenters, compositors and typesetters, and kindred workers.

**Service Maintenance Workers:** Occupations in which workers perform duties which result in or contribute to the comfort, convenience, hygiene or safety of the general public or which contribute to the upkeep and care of buildings, facilities or grounds of public property. Workers in this group may operate machinery. Includes: chauffeurs, laundry or dry cleaning operatives, truck drivers, bus drivers, garage laborers, custodial employees, gardeners and groundskeepers, refuse collectors, construction laborers, park rangers (maintenance), farm

workers (except managers), craft apprentices/trainees/helpers, and kindred workers.

**Job Group:** One or more job classes having similar job duties, salary ranges, career ladders, and recruitment areas and having enough incumbents (optimally 50 or more) to allow for a useful utilization analysis.

**Job Group Analysis:** The job group analysis combines jobs requiring skills or having similar job content, wage rates and promotional opportunities. It lists for each position in the job group the total number of incumbents and the total number of male, female and minority incumbents. The major groups for the STA includes: Officials/Administrators, Professional, Technicians, Protective Service, Administrative Support, Skilled Craft, and Service/Maintenance.

**Minority groups:** An employee may be included in the minority group to which he or she appears to belong, or is regarded in the community as belonging. As defined by U.S. Federal agencies for employment purposes, minority group persons in the U.S. are identified as Blacks (not of Hispanic origin), Hispanics, Asian or Pacific Islanders, and American Indians or Alaskan Natives.

**Parity:** A condition where the representation of an affected group in the workforce, or in the occupational category, job group, or class equals its availability.

**Racial/ethnic identification:** For the purpose of this regulation and any accompanying report requirements, an employee may be included in the group to which he or she appears to belong, identifies with, or is regarded in the community as belonging. However, no person should be counted in more than one racial/ethnic category.

**State:** means any of the 50 States of the United States, the District of Columbia, the Commonwealth of Puerto Rico, Guam, American Samoa, and the Virgin Islands.

**State highway agency/State Transportation Agency:** means that department, commission, board, or official of any State charged by its laws with the responsibility for highway construction. The term State should be considered equivalent to State highway agency if the context so implies.

**Utilization Analysis:** Utilization analysis is the comparison of the STA's actual employment of minorities and women identified by job group with their availability after the two factor analysis. Underutilization exists when the number of minorities and women employed within any job group is less than what would reasonably be expected by their availability.

**Underutilization:** Having fewer affected group members in a particular job group than would be reasonably expected based upon their availability. The concept of underutilization includes any numerical disparity, and is not limited by the 80% rule



applicable to concepts such as adverse impact (OFCCP Compliance Manual Chapter 1, Section 60.103).

**Workforce Analysis:** The work force analysis is a composite of the STA staff by budget code or major organizational unit. It provides a listing of all job titles ranked from the highest to the lowest paid within each budget code and lists the wage and salary grade and the total number of incumbents in each title by race and sex.

# EXHIBIT 2

**BACKGROUND**  
**23 Code of Federal Regulations (CFR)-Part 230**

**§ 230.301 Purpose.**

The purpose of the regulations in this subpart is to set forth Federal Highway Administration (FHWA) Federal-aid policy and FHWA and State responsibilities relative to a State highway agency's internal equal employment opportunity program and for assuring compliance with the equal employment opportunity requirements of federally-assisted highway construction contracts.

**§ 230.303 Applicability.**

The provisions of this subpart are applicable to all States that receive Federal financial assistance in connection with the Federal-aid highway program.

**§ 230.307 Policy.**

Every employee and representative of State highway agencies shall perform all official equal employment opportunity actions in an affirmative manner, and in full accord with applicable statutes, executive orders, regulations, and policies enunciated there under, to assure the equality of employment opportunity, without regard to race, color, religion, sex, or national origin both in its own work force and in the work forces of contractors, subcontractors, and material suppliers engaged in the performance of Federal-aid highway construction contracts.

**§ 230.309 Program format.**

It is essential that a standardized Federal approach be taken in assisting the States in development and implementation of EEO programs. The format set forth in appendix A provides that standardized approach. State equal employment opportunity programs that meet or exceed the prescribed standards will comply with basic FHWA requirements.

**§ 230.311 State responsibilities.**

(a) Each State highway agency shall prepare and submit an updated equal employment opportunity program, one year from the date of approval of the preceding program by the Federal Highway Administrator, over the signature of the head of the State highway agency, to the Federal Highway Administrator through the FHWA Division Administrator. The program shall consist of the following elements:

(1) The collection and analysis of internal employment data for its entire work force in the manner prescribed in part II, paragraph III of appendix A; and

(2) The equal employment opportunity program, including the internal affirmative action plan, in the format and manner set forth in appendix A.

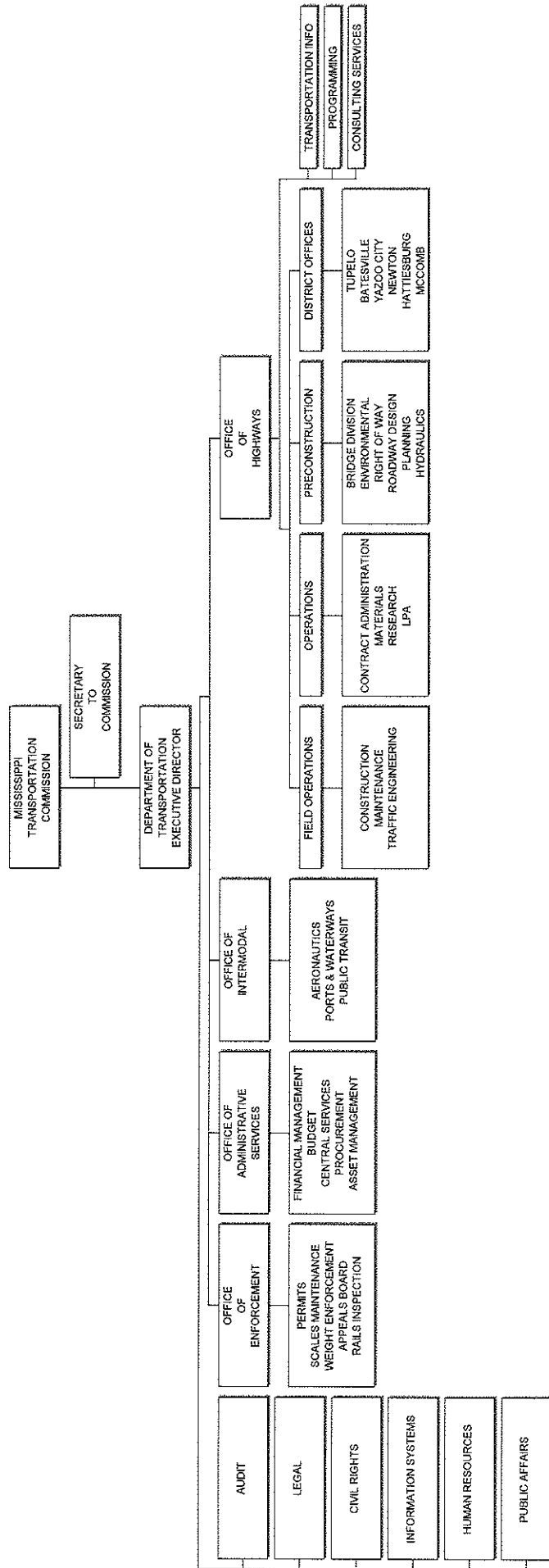
(b) In preparation of the program required by §230.311(a), the State highway agency shall consider and respond to written comments from FHWA regarding the preceding program.

### **§ 230.313 Approval procedure**

After reviewing the State highway agency equal employment opportunity program and the summary analysis and recommendations from the FHWA regional office, the Washington Headquarters Office of Civil Rights staff will recommend approval or disapproval of the program to the Federal Highway Administrator. The State highway agency will be advised of the Administrator's decision. Each program approval is effective for a period of one year from date of approval.

**NOTE: With the restructuring of FHWA, the FHWA Divisions have full oversight responsibilities and approval of the program. The Headquarters Office of Civil Rights and FHWA Resource Centers provide technical assistance and training.**

# **EXHIBIT 3**



# **EXHIBIT 4**

Table 1

2010 Census of Population and Employment by Ethnic Group and Gender

State of Mississippi	Number	Percent
Total Population	2,967,680	100%
White	1,768,590	59.6%
Black	1,101,870	37.1%
Hispanic	78,670	2.7%
Others	97,220	3.3%

EEO-4 Job Category	Total Labor Force by Occupational Categories*										Total Labor Force	
	White Female	Black Female	Hispanic Female	Asian Female	American Indian Female	Total Females	White Male	Black Male	Hispanic Male	Asian Males		American Indian Male
Officials/ Administrators	35,105	12,955	760	550	270	49,640	61,885	8,855	1,385	25	110	72,260
Professionals	88,901	31,675	1,040	1,570	420	123,606	59,375	10,335	1,120	1,965	220	73,015
Technicians	16,640	9,300	385	285	65	26,675	10,870	2,815	160	165	45	14,055
Protective Service	0	0	0	0	0	0	0	0	0	0	0	0
Paraprofessionals	0	0	0	0	0	0	0	0	0	0	0	0
Administrative Support	100,475	43,275	1,325	565	590	146,230	26,035	15,530	465	390	95	42,515
Skilled Craft	4,190	1,935	370	90	30	6,605	96,095	31,125	6,395	485	445	134,545
Service/Maintenance	57,645	74,305	2,695	2,400	1,175	138,220	40,005	36,825	2,850	1,320	635	81,635
<b>Total</b>	<b>302,946</b>	<b>173,445</b>	<b>6,575</b>	<b>5,460</b>	<b>2,550</b>	<b>490,976</b>	<b>294,265</b>	<b>105,485</b>	<b>12,375</b>	<b>4,350</b>	<b>1,550</b>	<b>418,025</b>

\* The above labor market data is derived from the 20---, U.S. Census

EEO-4 Job Category	Availability %				
	Total Females	Total Minorities	Black	Hispanic	American Indian
Officials/ Administrators	40.7%	20.4%	17.9%	1.8%	0.5%
Professionals	62.9%	24.6%	21.4%	5.8%	1.8%
Technicians	65.5%	32.5%	29.7%	1.3%	1.1%
Protective Service	0.0%	0.0%	0.0%	0.0%	0.0%
Paraprofessionals	0.0%	0.0%	0.0%	0.0%	0.0%
Administrative Support	77.5%	28.2%	31.2%	0.9%	0.5%
Skilled Craft	4.7%	29.0%	23.4%	4.8%	0.4%
Service/Maintenance	62.9%	55.6%	50.5%	2.5%	1.7%

\* Per the U.S. Census, the eight categories will add to more than the total population and the percentages may add to more than 100% because individuals were allowed to report more than one race. "Some other race" - the respondent identified with a race not identified on the census.



# **EXHIBIT 5**

Table 6

NET CHANGES IN EMPLOYMENT AGENCY WIDE Report Period: June 30, 2013 - June 30, 2014 NOTE: Data represents IDENTIFIED Ethnic groups and females representing Permanent Full-Time Employees.																				
Ethnic Categories EEO Job Categories	AFRI. AMER./BLACKS			AMER. IND./ALSKN. NAT.			ASIANS			HISPANIC/LATINOS			WHITES			FEMALES				
	FY2013	FY2014	Net Diff.	%	FY2013	FY2014	Net Diff.	%	FY2013	FY2014	Net Diff.	%	FY2013	FY2014	Net Diff.	%	FY2013	FY2014	Net Diff.	%
Offcls/Admin	49	46	-3	-6.1%	0	0	0	0.0%	1	1	0	0.0%	210	215	5	2.4%	69	81	12	17.4%
Professionals	164	337	173	105.5%	2	2	0	0.0%	6	9	3	50.0%	4	4	0	0.0%	705	1192	206	27.2%
Technicians	570	395	-175	-30.7%	3	1	-2	-66.7%	3	2	-1	-33.3%	4	2	-2	-50.0%	1165	622	-543	-46.6%
Para-Professionals	4	3	-1	-25.0%	0	0	0	0.0%	0	0	0	0.0%	0	0	0	0.0%	9	11	2	22.2%
Admin Support	88	80	-8	-9.1%	2	2	0	0.0%	0	0	0	0.0%	1	0	-1	-100.0%	113	115	2	1.8%
Skilled Craft Wrks.	53	55	2	3.8%	0	0	0	0.0%	0	0	0	0.0%	0	0	0	0.0%	150	144	-6	-4.0%
Svc/Maintenance	10	6	-4	-40.0%	0	0	0	0.0%	0	0	0	0.0%	0	0	0	0.0%	10	11	1	10.0%
ALL EMPLOYEES	#REF!	#REF!	#REF!	#REF!	#REF!	#REF!	#REF!	#REF!	#REF!	#REF!	#REF!	#REF!	#REF!	#REF!	#REF!	#REF!	#REF!	#REF!	#REF!	#REF!

Employees who did not indicate a race/gender or listed as multi-racial were omitted from calculations

FY 14 Perm FT Wrkfr.	3259
FY 13 Perm FT Wrkfr.	3324
(+Gain / - Loss)	-65

Non-Minorities	FY14	FY13	(+Gain / - Loss)
Minorities	2310	2363	-53
	949	961	-12

Females	FY14	FY13	(+Gain / - Loss)
	555	560	-5

NET CHANGES IN EMPLOYMENT Department/Unit/Division: Report Period: MMDDYY to MMDDYY NOTE: Data represents IDENTIFIED Ethnic groups and females representing Permanent Full-Time Employees.																				
Ethnic Categories EEO Job Categories	AFRI. AMER./BLACKS			AMER. IND./ALSKN. NAT.			ASIANS			HISPANIC/LATINOS			WHITES			FEMALES				
	FY2012	FY2013	Net Diff.	%	FY2012	FY2013	Net Diff.	%	FY2012	FY2013	Net Diff.	%	FY2012	FY2013	Net Diff.	%	FY2012	FY2013	Net Diff.	%
Offcls/Admin-Engr.	0	0	0	#DIV/0!	0	0	0	#DIV/0!	0	0	0	#DIV/0!	0	0	0	#DIV/0!	0	0	0	#DIV/0!
Offcls/Admin-Non-Engr.	0	0	0	#DIV/0!	0	0	0	#DIV/0!	0	0	0	#DIV/0!	0	0	0	#DIV/0!	0	0	0	#DIV/0!
Prof-Engr.	0	0	0	#DIV/0!	0	0	0	#DIV/0!	0	0	0	#DIV/0!	0	0	0	#DIV/0!	0	0	0	#DIV/0!
Prof-Non-Engr.	0	0	0	#DIV/0!	0	0	0	#DIV/0!	0	0	0	#DIV/0!	0	0	0	#DIV/0!	0	0	0	#DIV/0!
Technicians	0	0	0	#DIV/0!	0	0	0	#DIV/0!	0	0	0	#DIV/0!	0	0	0	#DIV/0!	0	0	0	#DIV/0!
Protect Svc. Wrk(NS)	0	0	0	#DIV/0!	0	0	0	#DIV/0!	0	0	0	#DIV/0!	0	0	0	#DIV/0!	0	0	0	#DIV/0!
Admin Support	0	0	0	#DIV/0!	0	0	0	#DIV/0!	0	0	0	#DIV/0!	0	0	0	#DIV/0!	0	0	0	#DIV/0!
Skilled Craft Wrks.	0	0	0	#DIV/0!	0	0	0	#DIV/0!	0	0	0	#DIV/0!	0	0	0	#DIV/0!	0	0	0	#DIV/0!
Svc/Maintenance	0	0	0	#DIV/0!	0	0	0	#DIV/0!	0	0	0	#DIV/0!	0	0	0	#DIV/0!	0	0	0	#DIV/0!
TOTAL ENGRS.	0	0	0	#DIV/0!	0	0	0	#DIV/0!	0	0	0	#DIV/0!	0	0	0	#DIV/0!	0	0	0	#DIV/0!
TOTAL NON-ENGRS.	0	0	0	#DIV/0!	0	0	0	#DIV/0!	0	0	0	#DIV/0!	0	0	0	#DIV/0!	0	0	0	#DIV/0!
ALL EMPLOYEES	0	0	0	#DIV/0!	0	0	0	#DIV/0!	0	0	0	#DIV/0!	0	0	0	#DIV/0!	0	0	0	#DIV/0!

Employees who did not indicate a race/gender or listed as multi-racial were omitted from calculations

FY --- Perm FT Wrkfr.	0
FY --- Perm FT Wrkfr.	0
(+Gain / - Loss)	0

Non-Minorities	FY03	FY02	(+Gain / - Loss)
Minorities	0	0	0

Females	FY03	FY02	(+Gain / - Loss)
	0	0	0

# **EXHIBIT 6**

Table 3

## WORKFORCE AGENCYWIDE ANALYSIS

Department/Unit:

Employment Data - As of June 30, 2014

EEO-4 Category	White Female	Black Female	Hispanic Female	Asian Female	Am.Indian Female	White Male	Black Male	Hispanic Male	Asian Male	Am. Indian Male	Total
<b>Officials/ Administrators</b>	52	28	1	0	0	163	21	0	1	0	266
	19.5%	10.5%	0.4%	0.0%	0.0%	61.3%	7.9%	0.0%	0.4%	0.0%	8.2%
<b>Professionals</b>	169	86	2	3	2	1023	251	2	6	0	1544
	10.9%	5.6%	0.1%	0.2%	0.1%	66.3%	16.3%	0.1%	0.4%	0.0%	47.4%
<b>Technicians</b>	10	11	0	0	1	612	384	2	2	0	1022
	1.0%	1.1%	0.0%	0.0%	0.1%	59.9%	37.6%	0.2%	0.2%	0.0%	31.4%
<b>Para-Professionals</b>	7	1	0	0	0	4	2	0	0	0	14
	50.0%	7.1%	0.0%	0.0%	0.0%	28.6%	14.3%	0.0%	0.0%	0.0%	0.4%
<b>Administrative Support</b>	97	74	0	0	1	18	6	0	0	1	197
	49.2%	37.6%	0.0%	0.0%	0.5%	9.1%	3.0%	0.0%	0.0%	0.5%	6.0%
<b>Skilled Craft</b>	0	2	0	0	0	144	53	0	0	0	199
	0.0%	1.0%	0.0%	0.0%	0.0%	72.4%	26.6%	0.0%	0.0%	0.0%	6.1%
<b>Service/Maintenance</b>	2	6	0	0	0	9	0	0	0	0	17
	11.8%	35.3%	0.0%	0.0%	0.0%	52.9%	0.0%	0.0%	0.0%	0.0%	0.5%
<b>Total</b>	<b>337</b>	<b>208</b>	<b>3</b>	<b>3</b>	<b>4</b>	<b>1973</b>	<b>717</b>	<b>4</b>	<b>9</b>	<b>1</b>	<b>3259</b>

Table 2

**WORKFORCE ANALYSIS**

Date: _____		Line of Progression: _____																
Department: _____		Organizational Unit: _____																
Agency-Wide		MINORITY EMPLOYEES																
Job Title	Job Group No.	EEO-4 Category	Pay Rate/Salary Range	All Employees				MALES				FEMALES				Total M/F Min		
				Total	M	F	B	AS/PI	AI/AN	H	Total Males	B	AS/PI	AI/AN	H		Total Fem	
		Official/ADM		266	185	81	21	1	0	0	0	22	28	0	0	1	29	51
		Professionals		1544	1276	262	251	6	0	2	259	86	3	2	2	93	352	
		Technicians		1022	1000	22	384	2	0	2	388	11	0	1	0	12	400	
		Para-Professionals		14	6	8	2	0	0	0	2	1	0	0	0	1	3	
		Office/Clerical		197	25	172	6	0	1	0	7	74	0	1	0	75	82	
		Skilled Craft		199	197	2	53	0	0	0	53	2	0	0	2	55		
		Service/Maint		17	9	8	0	0	0	0	0	0	0	0	0	0	0	
				0	0	0	0	0	0	0	0	0	0	0	0	0	0	
				0	0	0	0	0	0	0	0	6	0	0	0	6	6	
<b>Total</b>				<b>3259</b>	<b>2698</b>	<b>555</b>	<b>717</b>	<b>9</b>	<b>1</b>	<b>4</b>	<b>731</b>	<b>208</b>	<b>3</b>	<b>4</b>	<b>3</b>	<b>218</b>	<b>949</b>	

**NOTE:** List jobs from lowest paid to highest paid within work unit including supervision

**Legend:**

- B - Black/African American
- AS/PI - Asian American/Pacific Islander
- AI/AN - American Indian/Alaskan Native
- Hisp - Hispanic
- Min - Minority
- F - Female
- M - Male

**WORKFORCE ANALYSIS**

Date: as of June 30, 2014		Line of Progression:												
Department: District One		Organizational Unit: 21-01												
Job Title	Job Group No.	EEO-4 Category	Pay Rate/ Salary Range	All Employees			MINORITY EMPLOYEES					Total M/F Min		
				Total	M	F	MALES		FEMALES					
				B	AS/PI	AI/AN	H	Total Males	B	AS/PI	AI/AN	H	Total Fem	
		Official/Adm		11	10	1	0	0	0	0	0	0	0	0
		Professionals		152	142	10	15	0	0	2	0	0	0	2
		Technicians		180	180	0	31	0	0	0	0	0	0	31
		Para-Professional		1	0	1	0	0	0	0	0	0	0	0
		Office/Clerical		15	5	10	0	0	0	0	0	0	0	0
		Skilled Craft		30	30	0	2	0	0	2	0	0	0	2
		Service/Maint		0	0	0	0	0	0	0	0	0	0	0
				0	0	0	0	0	0	0	0	0	0	0
				0	0	0	0	0	0	0	0	0	0	0
				0	0	0	0	0	0	0	0	0	0	0
<b>Total</b>				<b>389</b>	<b>367</b>	<b>22</b>	<b>48</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>2</b>	<b>0</b>	<b>0</b>	<b>50</b>

**NOTE:** List jobs from lowest paid to highest paid within work unit including supervision

**Legend:**

- B - Black/African American
- AS/PI - Asian American/Pacific Islander
- AI/AN - American Indian/Alaskan Native
- Hisp - Hispanic
- Min - Minority
- F - Female
- M - Male

Table 2

**WORKFORCE ANALYSIS**

Date: <u>as of June 30, 2014</u>		Line of Progression:																				
Department: <u>District Two</u>		Organizational Unit: <u>22-01</u>																				
Job Title	Job Group No.	EEO-4 Category	Pay Rate/Salary Range	All Employees				MINORITY EMPLOYEES				Total M/F Min										
				Total	M	F	B	AS/PI	AI/AN	H	Total Males		FEMALES									
		Official/Adm		11	11	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
		Professionals		149	139	10	25	0	0	0	25	0	0	0	0	0	0	0	0	0	2	27
		Technicians		178	175	3	73	0	0	0	73	0	0	0	0	0	0	0	0	0	1	74
		Para-Professional		1	0	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	1	1
		Office/Clerical		18	4	14	3	0	0	0	3	0	0	0	0	0	0	0	0	0	3	6
		Skilled Craft		35	35	0	3	0	0	0	3	0	0	0	0	0	0	0	0	0	0	3
		Service/Maint		4	4	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
				0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
				0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
<b>Total</b>				<b>396</b>	<b>368</b>	<b>28</b>	<b>104</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>104</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>7</b>	<b>111</b>	

**Legend:** B - Black/African American  
 AS/PI - Asian American/Pacific Islander  
 AI/AN - American Indian/Alaskan Native  
 Hisp - Hispanic  
 Min - Minority  
 F - Female  
 M - Male

**NOTE:** List jobs from lowest paid to highest paid within work unit including supervision

Table 2

**WORKFORCE ANALYSIS**

Date: June 30, 2014		Line of Progression:															
Department: District Three		Organizational Unit: 23-01															
Job Title	Job Group No.	EEO-4 Category	Pay Rate/ Salary Range	All Employees				MINORITY EMPLOYEES				Total M/F Min					
				Total	M	F	B	AS/PI	AI/AN	H	Total Males		B	AS/PI	AI/AN	H	Total Fem
		Official/Adm		7	6	1	0	0	0	0	0	0	0	0	0	0	0
		Professionals		91	84	7	18	0	0	0	0	0	0	0	0	0	18
		Technicians		113	113	0	90	0	0	0	0	0	0	0	0	0	90
		Para-Professional		0	0	0	0	0	0	0	0	0	0	0	0	0	0
		Office/Clerical		18	3	15	1	0	0	0	0	0	0	0	0	0	1
		Skilled Craft		16	16	0	0	0	0	0	0	0	0	0	0	0	0
		Service/Maint		1	1	0	0	0	0	0	0	0	0	0	0	0	0
				0	0	0	0	0	0	0	0	0	0	0	0	0	0
				0	0	0	0	0	0	0	0	0	0	0	0	0	0
<b>Total</b>				246	223	23	109	0	0	0	0	0	0	0	0	0	109

**NOTE:** List jobs from lowest paid to highest paid within work unit including supervision

**Legend:**

- B - Black/African American
- AS/PI - Asian American/Pacific Islander
- AI/AN - American Indian/Alaskan Native
- Hisp - Hispanic
- Min - Minority
- F - Female
- M - Male



Table 2

**WORKFORCE ANALYSIS**

Date: <u>as of June 30, 2014</u>		Organizational Unit: <u>25-01</u>		Line of Progression:										
Department: <u>District Five</u>		All Employees		MINORITY EMPLOYEES				Total						
Job Title	Job Group No.	EEO-4 Category	Pay Rate/ Salary Range	MALES		FEMALES								
				Total	M	F	B	AS/PI	AI/AN	H	Total Fem			
		Official/Adm		13	9	4	1	0	0	0	0	0	2	3
		Professionals		198	184	14	40	0	0	0	1	0	4	44
		Technicians		177	174	3	65	0	0	1	0	0	1	67
		Para-Professional		1	0	1	0	0	0	0	0	0	0	0
		Office/Clerical		26	4	22	1	0	0	0	0	0	4	5
		Skilled Craft		31	30	1	9	0	0	0	0	0	1	10
		Service/Maint		0	0	0	0	0	0	0	0	0	0	0
				0	0	0	0	0	0	0	0	0	0	0
				0	0	0	0	0	0	0	0	0	0	0
<b>Total</b>				<b>446</b>	<b>401</b>	<b>45</b>	<b>116</b>	<b>0</b>	<b>0</b>	<b>1</b>	<b>117</b>	<b>0</b>	<b>12</b>	<b>129</b>

**NOTE:** List jobs from lowest paid to highest paid within work unit including supervision

- Legend:**
- B - Black/African American
  - AS/PI - Asian American/Pacific Islander
  - AI/AN - American Indian/Alaskan Native
  - Hisp - Hispanic
  - Min - Minority
  - F - Female
  - M - Male

Table 2

**WORKFORCE ANALYSIS**

		Line of Progression:													
Date: as of June 30, 2014		Organizational Unit: 26-01													
Department: District Six		Line of Progression:													
Job Title	Job Group No.	EEO-4 Category	Pay Rate/ Salary Range	All Employees			MINORITY EMPLOYEES					Total M/F Min			
				Total	M	F	MALES		FEMALES						
				Total	B	AS/PI	AI/AN	H	Total Males	B	AS/PI	AI/AN	H	Total Fem	
		Official/Adm		12	12	0	2	0	0	0	0	0	0	0	2
		Professionals		159	148	11	17	0	0	1	18	0	0	0	18
		Technicians		168	162	6	50	0	1	0	51	3	0	0	54
		Para-Professional		2	1	1	0	0	0	0	0	0	0	0	0
		Office/Clerical		23	2	21	0	0	0	0	0	3	0	0	3
		Skilled Craft		33	33	0	0	0	0	0	0	0	0	0	0
		Service/Maint		11	3	8	6	0	0	0	6	0	0	0	12
				0	0	0	0	0	0	0	0	0	0	0	0
				0	0	0	0	0	0	0	0	0	0	0	0
<b>Total</b>				408	361	47	75	0	1	1	77	12	0	0	89

**NOTE:** List jobs from lowest paid to highest paid within work unit including supervision

**Legend:**

- B - Black/African American
- AS/PI - Asian American/Pacific Islander
- AI/AN - American Indian/Alaskan Native
- Hisp - Hispanic
- Min - Minority
- F - Female
- M - Male

**WORKFORCE ANALYSIS**

Date: <u>as of June 30, 2014</u>		Organizational Unit: <u>27-01</u>		Line of Progression:												
Department: <u>District Seven</u>																
Job Title	Job Group No.	EEO-4 Category	Pay Rate/ Salary Range	All Employees				MINORITY EMPLOYEES				Total M/F Min				
				Total	M	F	B	AS/PI	AI/AN	H	Total Males		B	AS/PI	AI/AN	H
		Official/Adm		8	7	1	0	0	0	0	0	0	0	0	0	0
		Professionals		108	93	15	23	0	0	1	24	2	0	0	2	26
		Technicians		147	143	4	60	0	1	0	61	1	0	0	1	62
		Para-Professional		2	1	1	0	0	0	0	0	0	0	0	0	0
		Office/Clerical		15	2	13	0	0	0	0	0	4	0	0	4	4
		Skilled Craft		24	24	0	6	0	0	0	0	0	0	0	0	0
		Service/Maint		0	0	0	0	0	0	0	0	6	0	0	6	6
				0	0	0	0	0	0	0	0	0	0	0	0	0
				0	0	0	0	0	0	0	0	0	0	0	0	0
				0	0	0	0	0	0	0	0	0	0	0	0	0
<b>Total</b>				304	270	34	89	0	1	1	85	13	0	0	13	98

**NOTE:** List jobs from lowest paid to highest paid within work unit including supervision

**Legend:**

- B - Black/African American
- AS/PI - Asian American/Pacific Islander
- AI/AN - American Indian/Alaskan Native
- Hisp - Hispanic
- Min - Minority
- F - Female
- M - Male

Table 2

**WORKFORCE ANALYSIS**

Date: as of June 30, 2014		Line of Progression:															
Department: Aeronautics		Organizational Unit: 51-01															
Job Title	Job Group No.	EEO-4 Category	Pay Rate/ Salary Range	All Employees			MINORITY EMPLOYEES					Total M/F Min					
				Total	M	F	B	AS/PI	AI/AN	H	Total Males		B	AS/PI	AI/AN	H	Total Fem
		Official/Adm		1	1	0		0	0	0	0	0	0	0	0	0	0
		Professionals		2	1	1		0	0	0	0	0	0	0	0	0	0
		Technicians		0	0	0	0	0	0	0	0	0	0	0	0	0	0
		Para-Professional		0	0	0	0	0	0	0	0	0	0	0	0	0	0
		Office/Clerical		1	0	1	0	0	0	0	0	0	0	0	1	0	1
		Skilled Craft		0	0	0	0	0	0	0	0	0	0	0	0	0	0
		Service/Maint		0	0	0	6	0	0	0	0	0	0	0	0	0	0
				0	0	0	0	0	0	0	0	0	0	0	0	0	0
				0	0	0	0	0	0	0	0	0	0	0	0	0	0
<b>Total</b>				4	2	2	6	0	0	0	0	0	0	1	0	0	1

**NOTE:** List jobs from lowest paid to highest paid within work unit including supervision

- Legend:**
- B - Black/African American
  - AS/PI - Asian American/Pacific Islander
  - AI/AN - American Indian/Alaskan Native
  - Hisp - Hispanic
  - Min - Minority
  - F - Female
  - M - Male





Table 2

**WORKFORCE ANALYSIS**

Date: as of June 30, 2014		Organizational Unit: 57-01		Line of Progression:													
Department: Commissioner-Southern																	
Job Title	Job Group No.	EEO-4 Category	Pay Rate/ Salary Range	All Employees		MINORITY EMPLOYEES											
				Total	M	F	B	AS/PI	AI/AN	H	Total Males	B	AS/PI	AI/AN	H	Total Fem	Total M/F Min
		Official/Adm		1	1	0		0	0	0	0	0	0	0	0	0	0
		Professionals		2	0	2		0	0	0	0	0	0	0	0	0	0
		Technicians		0	0	0	0	0	0	0	0	0	0	0	0	0	0
		Para-Professional		1	1	0	0	0	0	0	0	0	0	0	0	0	0
		Office/Clerical		0	0	0	0	0	0	0	0	0	0	0	0	0	0
		Skilled Craft		0	0	0	0	0	0	0	0	0	0	0	0	0	0
		Service/Maint		0	0	0	0	0	0	0	0	0	0	0	0	0	0
				0	0	0	0	0	0	0	0	0	0	0	0	0	0
				0	0	0	0	0	0	0	0	0	0	0	0	0	0
				0	0	0	0	0	0	0	0	0	0	0	0	0	0
				4	2	2	0	0	0	0	0	0	0	0	0	0	0
<b>Total</b>																	

**NOTE:** List jobs from lowest paid to highest paid within work unit including supervision

- Legend:**
- B - Black/African American
  - AS/PI - Asian American/Pacific Islander
  - AI/AN - American Indian/Alaskan Native
  - Hisp - Hispanic
  - Min - Minority
  - F - Female
  - M - Male

Table 2

**WORKFORCE ANALYSIS**

Date: as of June 30, 2014      Line of Progression: \_\_\_\_\_  
 Department: Commissioner-Northern      Organizational Unit: 58-01

Job Title	Job Group No.	EEO-4 Category	Pay Rate/ Salary Range	All Employees		MINORITY EMPLOYEES						Total M/F Min					
				Total	M	F	MALES			FEMALES							
							B	AS/PI	AI/AN	H	Total Males		B	AS/PI	AI/AN	H	Total Fem
		Official/Adm		1	1	0	0	0	0	0	0	0	0	0	0	0	
		Professionals		1	0	1	0	0	0	0	0	0	0	0	0	0	0
		Technicians		0	0	0	0	0	0	0	0	0	0	0	0	0	0
		Para-Professional		0	0	0	0	0	0	0	0	0	0	0	0	0	0
		Office/Clerical		0	0	0	0	0	0	0	0	0	0	0	0	0	0
		Skilled Craft		0	0	0	0	0	0	0	0	0	0	0	0	0	0
		Service/Maint		0	0	0	0	0	0	0	0	0	0	0	0	0	0
				0	0	0	0	0	0	0	0	0	0	0	0	0	0
				0	0	0	0	0	0	0	0	0	0	0	0	0	0
<b>Total</b>				2	1	1	0	0	0	0	0	0	0	0	0	0	0

**NOTE:** List jobs from lowest paid to highest paid within work unit including supervision

- Legend:**
- B - Black/African American
  - AS/PI - Asian American/Pacific Islander
  - AI/AN - American Indian/Alaskan Native
  - Hisp - Hispanic
  - Min - Minority
  - F - Female
  - M - Male







**WORKFORCE ANALYSIS**

Date: as of June 30, 2014 Line of Progression:  
 Department: Public Transit Orgnaizational Unit: 61-01

Job Title	Job Group No.	EEO-4 Category	Pay Rate/Salary Range	All Employees		MINORITY EMPLOYEES						Total M/F Min				
				Total	M	F	MALES			FEMALES						
							B	AS/PI	AI/AN	H	Total Males		B	AS/PI	AI/AN	H
		Official/Adm		1	0	1	1	0	0	0	0	0	0	0	1	2
		Professionals		10	5	5	4	0	0	0	0	0	0	0	5	9
		Technicians		0	0	0	0	0	0	0	0	0	0	0	0	0
		Para-Professional		0	0	0	0	0	0	0	0	0	0	0	0	0
		Office/Clerical		0	0	0	0	0	0	0	0	0	0	0	0	0
		Skilled Craft		0	0	0	0	0	0	0	0	0	0	0	0	0
		Service/Maint		0	0	0	0	0	0	0	0	0	0	0	0	0
				0	0	0	0	0	0	0	0	0	0	0	0	0
				0	0	0	0	0	0	0	0	0	0	0	0	0
<b>Total</b>				11	5	6	5	0	0	0	0	0	0	6	0	11

**Legend:** NOTE: List jobs from lowest paid to highest paid within work unit including supervision

- B - Black/African American
- AS/PI - Asian American/Pacific Islander
- AI/AN - American Indian/Alaskan Native
- Hisp - Hispanic
- Min - Minority
- F - Female
- M - Male

Table 2

**WORKFORCE ANALYSIS**

Date: as of June 30, 2014      Organizational Unit: 62-01      Line of Progression: \_\_\_\_\_  
 Department: Executive Director

Job Title	Job Group No.	EEO-4 Category	Pay Rate/ Salary Range	All Employees			MINORITY EMPLOYEES						Total M/F Min			
				Total	M	F	MALES			FEMALES						
							B	AS/PI	AI/AN	H	Total Males	B		AS/PI	AI/AN	H
		Official/Adm		6	2	4	1	0	0	0	0	0	0	0	2	3
		Professionals		2	0	2	0	0	0	0	0	0	0	0	0	0
		Technicians		0	0	0	0	0	0	0	0	0	0	0	0	0
		Para-Professional		0	0	0	0	0	0	0	0	0	0	0	0	0
		Office/Clerical		1	0	1	0	0	0	0	0	1	0	0	1	1
		Skilled Craft		0	0	0	0	0	0	0	0	0	0	0	0	0
		Service/Maint		0	0	0	0	0	0	0	0	0	0	0	0	0
				0	0	0	0	0	0	0	0	0	0	0	0	0
				0	0	0	0	0	0	0	0	0	0	0	0	0
<b>Total</b>				9	2	7	1	0	0	0	0	1	0	0	3	4

**NOTE:** List jobs from lowest paid to highest paid within work unit including supervision

- Legend:**
- B - Black/African American
  - AS/PI - Asian American/Pacific Islander
  - AI/AN - American Indian/Alaskan Native
  - Hisp - Hispanic
  - Min - Minority
  - F - Female
  - M - Male

**WORKFORCE ANALYSIS**

Date: <u>as of June 30, 2014</u>		Line of Progression: <u>64-01</u>															
Department: <u>Deputy Executive Director-Administration</u>		Organizational Unit: <u>64-01</u>															
Job Title	Job Group No.	EEO-4 Category	Pay Rate/ Salary Range	All Employees				MINORITY EMPLOYEES				Total M/F Min					
				Total	M	F	B	AS/PI	AI/AN	H	Total Males		B	AS/PI	AI/AN	H	Total Fem
		Official/Adm		7	1	6	0	0	0	0	0	0	0	0	0	3	3
		Professionals		2	1	1	0	0	0	0	0	0	0	0	0	0	0
		Technicians		0	0	0	0	0	0	0	0	0	0	0	0	0	0
		Para-Professional		0	0	0	0	0	0	0	0	0	0	0	0	0	0
		Office/Clerical		0	0	0	0	0	0	0	0	0	0	0	0	0	0
		Skilled Craft		0	0	0	0	0	0	0	0	0	0	0	0	0	0
		Service/Maint		0	0	0	0	0	0	0	0	0	0	0	0	0	0
				0	0	0	0	0	0	0	0	0	0	0	0	0	0
				0	0	0	0	0	0	0	0	0	0	0	0	0	0
<b>Total</b>				9	2	7	0	0	0	0	0	0	0	0	3	0	3

**NOTE:** List jobs from lowest paid to highest paid within work unit including supervision

- Legend:**
- B - Black/African American
  - AS/PI - Asian American/Pacific Islander
  - AI/AN - American Indian/Alaskan Native
  - Hisp - Hispanic
  - Min - Minority
  - F - Female
  - M - Male

**WORKFORCE ANALYSIS**

Date: as of June 30, 2014      Line of Progression: \_\_\_\_\_  
 Department: Deputy Executive Director, Chief Engineer      Organizational Unit: 65-01

Job Title	Job Group No.	EEO-4 Category	Pay Rate/ Salary Range	All Employees			MINORITY EMPLOYEES						Total M/F Min				
				Total	M	F	MALES			FEMALES							
							B	AS/PI	AI/AN	H	Total Males	B		AS/PI	AI/AN	H	Total Fem
		Official/Adm		7	4	3	0	0	0	0	0	0	0	0	0	0	1
		Professionals		1	0	1	0	0	0	0	0	0	0	0	0	0	0
		Technicians		0	0	0	0	0	0	0	0	0	0	0	0	0	0
		Para-Professional		0	0	0	0	0	0	0	0	0	0	0	0	0	0
		Office/Clerical		1	0	1	0	0	0	0	0	0	0	0	0	0	1
		Skilled Craft		0	0	0	0	0	0	0	0	0	0	0	0	0	0
		Service/Maint		0	0	0	0	0	0	0	0	0	0	0	0	0	0
				0	0	0	0	0	0	0	0	0	0	0	0	0	0
				0	0	0	0	0	0	0	0	0	0	0	0	0	0
<b>Total</b>				9	4	5	0	0	0	0	0	0	0	0	0	1	2

**Legend:** \_\_\_\_\_ **NOTE:** List jobs from lowest paid to highest paid within work unit including supervision

- B - Black/African American
- AS/PI - Asian American/Pacific Islander
- AI/AN - American Indian/Alaskan Native
- Hisp - Hispanic
- Min - Minority
- F - Female
- M - Male



**WORKFORCE ANALYSIS**

		Line of Progression: 66-01												
		Organizational Unit: 66-01					Line of Progression: 66-01							
Job Title	Job Group No.	EEO-4 Category	Pay Rate/ Salary Range	All Employees		MINORITY EMPLOYEES					Total M/F Min			
				Total	M F	MALES		FEMALES						
				B	AS/PI	AI/AN	H	Total Males	B	AS/PI	AI/AN	H	Total Fem	
		Official/Adm		7	6	1	1	0	0	0	0	0	0	1
		Professionals		195	174	21	39	0	0	1	40	9	0	49
		Technicians		4	4	0	0	1	0	0	1	0	0	1
		Para-Professional		0	0	0	0	0	0	0	0	0	0	0
		Office/Clerical		15	0	15	0	0	0	0	13	0	0	13
		Skilled Craft		0	0	0	0	0	0	0	0	0	0	0
		Service/Maint		0	0	0	0	0	0	0	0	0	0	0
				0	0	0	0	0	0	0	0	0	0	0
				0	0	0	0	0	0	0	0	0	0	0
				0	0	0	0	0	0	0	0	0	0	0
<b>Total</b>				221	184	37	40	1	0	1	42	22	0	64

**NOTE:** List jobs from lowest paid to highest paid within work unit including supervision

**Legend:**

- B - Black/African American
- AS/PI - Asian American/Pacific Islander
- AI/AN - American Indian/Alaskan Native
- Hisp - Hispanic
- Min - Minority
- F - Female
- M - Male



**WORKFORCE ANALYSIS**

		Line of Progression:															
		All Employees					MINORITY EMPLOYEES										
Job Title	Job Group No.	EEO-4 Category	Pay Rate/Salary Range	Total		MALES			FEMALES			Total M/F Min					
				M	F	B	AS/PI	AI/AN	H	Total Males	B		AS/PI	AI/AN	H	Total Fem	
		Official/Adm		3	1	2	0	0	0	0	1	0	0	0	0	1	1
		Professionals		3	1	2	0	0	0	0	2	0	0	0	0	2	2
		Technicians		0	0	0	0	0	0	0	0	0	0	0	0	0	0
		Para-Professional		0	0	0	0	0	0	0	0	0	0	0	0	0	0
		Office/Clerical		0	0	0	0	0	0	0	0	0	0	0	0	0	0
		Skilled Craft		0	0	0	0	0	0	0	0	0	0	0	0	0	0
		Service/Maint		0	0	0	0	0	0	0	0	0	0	0	0	0	0
				0	0	0	0	0	0	0	0	0	0	0	0	0	0
				0	0	0	0	0	0	0	0	0	0	0	0	0	0
				0	0	0	0	0	0	0	0	0	0	0	0	0	0
				6	2	4	0	0	0	0	3	0	0	0	0	3	3
<b>Total</b>																	

**NOTE:** List jobs from lowest paid to highest paid within work unit including supervision

**Legend:**

- B - Black/African American
- AS/PI - Asian American/Pacific Islander
- AI/AN - American Indian/Alaskan Native
- Hisp - Hispanic
- Min - Minority
- F - Female
- M - Male



**WORKFORCE ANALYSIS**

Date: as of June 30, 2014		Line of Progression:														
Department: Transportation Information Division		Organizational Unit: 70-01														
Job Title	Job Group No.	EEO-4 Category	Pay Rate/ Salary Range	All Employees				MINORITY EMPLOYEES				Total M/F Min				
				Total	M	F	B	AS/PI	AI/AN	H	Total Males		B	AS/PI	AI/AN	H
		Official/Adm		3	3	0	0	0	0	0	0	0	0	0	0	0
		Professionals		3	2	1	0	0	0	0	0	0	0	0	0	0
		Technicians		0	0	0	0	0	0	0	0	0	0	0	0	0
		Para-Professional		0	0	0	0	0	0	0	0	0	0	0	0	0
		Office/Clerical		0	0	0	0	0	0	0	0	0	0	0	0	0
		Skilled Craft		0	0	0	0	0	0	0	0	0	0	0	0	0
		Service/Maint		0	0	0	0	0	0	0	0	0	0	0	0	0
				0	0	0	0	0	0	0	0	0	0	0	0	0
				0	0	0	0	0	0	0	0	0	0	0	0	0
				0	0	0	0	0	0	0	0	0	0	0	0	0
				0	0	0	0	0	0	0	0	0	0	0	0	0
				6	5	1	0	0	0	0	0	0	0	0	0	0
<b>Total</b>																

**NOTE:** List jobs from lowest paid to highest paid within work unit including supervision

**Legend:**

- B - Black/African American
- AS/PI - Asian American/Pacific Islander
- AI/AN - American Indian/Alaskan Native
- Hisp - Hispanic
- Min - Minority
- F - Female
- M - Male

Table 2

**WORKFORCE ANALYSIS**

Date: <u>as of June 30, 2014</u>		Line of Progression:												
Department: <u>Asst. Chief Engineer, Operations</u>		Organizational Unit: <u>71-01</u>												
Job Title	Job Group No.	EEO-4 Category	Pay Rate/ Salary Range	All Employees			MINORITY EMPLOYEES					Total M/F Min		
				Total	M	F	MALES		FEMALES					
					B	AS/PI	AI/AN	H	Total Males	B	AS/PI	AI/AN	H	Total Fem
		Official/Adm		0	0	0	0	0	0	0	0	0	0	0
		Professionals		0	0	0	0	0	0	0	0	0	0	0
		Technicians		0	0	0	0	0	0	0	0	0	0	0
		Para-Professional		0	0	0	0	0	0	0	0	0	0	0
		Office/Clerical		1	0	1	0	0	0	0	0	1	0	1
		Skilled Craft		0	0	0	0	0	0	0	0	0	0	0
		Service/Maint		0	0	0	0	0	0	0	0	0	0	0
				0	0	0	0	0	0	0	0	0	0	0
				0	0	0	0	0	0	0	0	0	0	0
<b>Total</b>				1	0	1	0	0	0	0	0	1	0	1

**NOTE:** List jobs from lowest paid to highest paid within work unit including supervision

- Legend:**
- B - Black/African American
  - AS/PI - Asian American/Pacific Islander
  - AI/AN - American Indian/Alaskan Native
  - Hisp - Hispanic
  - Min - Minority
  - F - Female
  - M - Male

**WORKFORCE ANALYSIS**

Date: as of June 30, 2014      Line of Progression: \_\_\_\_\_  
 Department: Materials Division      Organizational Unit: 72-01

Job Title	Job Group No.	EEO-4 Category	Pay Rate/ Salary Range	All Employees				MINORITY EMPLOYEES						Total M/F Min		
				Total	M	F	MALES			FEMALES			Total Fem			
							B	AS/PI	AI/AN	H	Total Males	B			AS/PI	AI/AN
		Official/Adm		12	12	0	4	1	0	0	0	0	0	0	0	5
		Professionals		56	47	9	14	1	0	0	0	0	0	0	0	15
		Technicians		2	2	0	1	0	0	0	0	0	0	0	0	1
		Para-Professional		0	0	0	0	0	0	0	0	0	0	0	0	0
		Office/Clerical		7	0	7	0	0	0	0	0	0	0	0	7	7
		Skilled Craft		0	0	0	0	0	0	0	0	0	0	0	0	0
		Service/Maint		0	0	0	0	0	0	0	0	0	0	0	0	0
				0	0	0	0	0	0	0	0	0	0	0	0	0
				0	0	0	0	0	0	0	0	0	0	0	0	0
				0	0	0	0	0	0	0	0	0	0	0	0	0
<b>Total</b>				<b>77</b>	<b>61</b>	<b>16</b>	<b>19</b>	<b>2</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>21</b>	<b>28</b>

**Legend:**      **NOTE:** List jobs from lowest paid to highest paid within work unit including supervision

- B - Black/African American
- AS/PI - Asian American/Pacific Islander
- AI/AN - American Indian/Alaskan Native
- Hisp - Hispanic
- Min - Minority
- F - Female
- M - Male

Table 2

**WORKFORCE ANALYSIS**

		Line of Progression:													
Date: as of June 30, 2014		Organizational Unit: 73-01													
Department: Construction Division															
Job Title	Job Group No.	EEO-4 Category	Pay Rate/ Salary Range	All Employees			MINORITY EMPLOYEES					Total M/F Min			
				Total	M	F	MALES		FEMALES						
				B	AS/PI	AI/AN	H	Total Males	B	AS/PI	AI/AN	H	Total Fem		
		Official/Adm		2	2	0	1	0	0	0	0	0	0	0	1
		Professionals		10	8	2	0	0	0	0	0	0	0	0	0
		Technicians		0	0	0	0	0	0	0	0	0	0	0	0
		Para-Professional		0	0	0	0	0	0	0	0	0	0	0	0
		Office/Clerical		3	0	3	0	0	0	0	0	0	0	3	3
		Skilled Craft		0	0	0	0	0	0	0	0	0	0	0	0
		Service/Maint		0	0	0	0	0	0	0	0	0	0	0	0
				0	0	0	0	0	0	0	0	0	0	0	0
				0	0	0	0	0	0	0	0	0	0	0	0
				15	10	5	1	0	0	0	0	0	0	3	4
<b>Total</b>															

**NOTE:** List jobs from lowest paid to highest paid within work unit including supervision

- Legend:**
- B - Black/African American
  - AS/PI - Asian American/Pacific Islander
  - AI/AN - American Indian/Alaskan Native
  - Hisp - Hispanic
  - Min - Minority
  - F - Female
  - M - Male

Table 2

**WORKFORCE ANALYSIS**

Date: as of June 30, 2014		Line of Progression:																
Department: Contract Administration Division		Organizational Unit: 74-01																
Job Title	Job Group No.	EEO-4 Category	Pay Rate/ Salary Range	All Employees						MINORITY EMPLOYEES						Total M/F Min		
				MALES			FEMALES			MALES			FEMALES					
				Total	M	F	B	AS/PI	AI/AN	H	Total Males	B	AS/PI	AI/AN	H		Total Fem	
		Official/Adm		6	3	3	0	0	0	0	0	0	0	0	0	0	1	1
		Professionals		4	3	1	0	0	0	0	0	0	0	0	0	0	0	0
		Technicians		0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
		Para-Professional		0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
		Office/Clerical		1	0	1	0	0	0	0	0	0	0	0	0	0	1	1
		Skilled Craft		0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
		Service/Maint		0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
				0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
				0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
<b>Total</b>				11	6	5	0	0	0	0	0	0	0	0	0	0	2	2

**NOTE:** List jobs from lowest paid to highest paid within work unit including supervision

**Legend:**

- B - Black/African American
- AS/PI - Asian American/Pacific Islander
- AI/AN - American Indian/Alaskan Native
- Hisp - Hispanic
- Min - Minority
- F - Female
- M - Male



**WORKFORCE ANALYSIS**

Date: as of June 30, 2014      Line of Progression: \_\_\_\_\_  
 Department: Maintenance Division      Organizational Unit: 75-01

Job Title	Job Group No.	EEO-4 Category	Pay Rate/ Salary Range	All Employees		MINORITY EMPLOYEES						Total M/F Min			
				Total	M	F	MALES			FEMALES					
							B	AS/PI	AI/AN	H	Total Males		B	AS/PI	AI/AN
		Official/Adm		3	3	0	0	0	0	0	0	0	0	0	0
		Professionals		15	10	5	0	0	0	0	2	0	0	0	2
		Technicians		1	1	0	0	0	0	0	0	0	0	0	0
		Para-Professional		0	0	0	0	0	0	0	0	0	0	0	0
		Office/Clerical		2	0	2	0	0	0	0	2	0	0	0	2
		Skilled Craft		0	0	0	0	0	0	0	0	0	0	0	0
		Service/Maint		0	0	0	0	0	0	0	0	0	0	0	0
				0	0	0	0	0	0	0	0	0	0	0	0
				0	0	0	0	0	0	0	0	0	0	0	0
<b>Total</b>				21	14	7	0	0	0	0	4	0	0	4	4

**Legend:**

- B - Black/African American
- AS/PI - Asian American/Pacific Islander
- AI/AN - American Indian/Alaskan Native
- Hisp - Hispanic
- Min - Minority
- F - Female
- M - Male

**NOTE:** List jobs from lowest paid to highest paid within work unit including supervision

**WORKFORCE ANALYSIS**

Date: June 30, 2014		Line of Progression:															
Department: Traffic Engineering Division		Organizational Unit: 76:01															
Job Title	Job Group No.	EEO-4 Category	Pay Rate/ Salary Range	All Employees				MINORITY EMPLOYEES				Total M/F Min					
				Total	M	F	B	AS/PI	AI/AN	H	Total Males		B	AS/PI	AI/AN	H	Total Fem
		Official/Adm		9	8	1	1	0	0	0	0	0	0	0	0	0	1
		Professionals		21	18	3	1	1	0	0	0	0	0	0	0	0	2
		Technicians		20	20	0	9	0	0	0	0	0	0	0	0	0	9
		Para-Professional		0	0	0	0	0	0	0	0	0	0	0	0	0	0
		Office/Clerical		6	2	4	1	0	0	0	0	0	0	0	0	0	2
		Skilled Craft		13	12	1	6	0	0	0	0	0	0	0	0	0	6
		Service/Maint		0	0	0	0	0	0	0	0	0	0	0	0	0	0
				0	0	0	0	0	0	0	0	0	0	0	0	0	0
				0	0	0	0	0	0	0	0	0	0	0	0	0	0
<b>Total</b>				69	60	9	18	1	0	0	0	0	0	0	0	0	20

**NOTE:** List jobs from lowest paid to highest paid within work unit including supervision

**Legend:**

- B - Black/African American
- AS/PI - Asian American/Pacific Islander
- AI/AN - American Indian/Alaskan Native
- Hisp - Hispanic
- Min - Minority
- F - Female
- M - Male

**WORKFORCE ANALYSIS**

Date: June 30, 2014		Line of Progression:															
Department: Local Public Agency Division		Organizational Unit: 77-01															
Job Title	Job Group No.	EEO-4 Category	Pay Rate/ Salary Range	All Employees			MINORITY EMPLOYEES			FEMALES			Total M/F Min				
				Total	M	F	Total Males	B	AS/PI	AI/AN	H	Total Fem		B	AS/PI	AI/AN	H
		Official/Adm		5	2	3	0	0	0	0	0	0	0	0	0	0	2
		Professionals		0	0	0	0	0	0	0	0	0	0	0	0	0	0
		Technicians		0	0	0	0	0	0	0	0	0	0	0	0	0	0
		Para-Professional		0	0	0	0	0	0	0	0	0	0	0	0	0	0
		Office/Clerical		1	0	1	0	0	0	0	0	0	0	0	0	0	0
		Skilled Craft		0	0	0	0	0	0	0	0	0	0	0	0	0	0
		Service/Maint		0	0	0	0	0	0	0	0	0	0	0	0	0	0
				0	0	0	0	0	0	0	0	0	0	0	0	0	0
				0	0	0	0	0	0	0	0	0	0	0	0	0	0
<b>Total</b>				<b>6</b>	<b>2</b>	<b>4</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>2</b>	<b>2</b>

**NOTE:** List jobs from lowest paid to highest paid within work unit including supervision

- Legend:**
- B - Black/African American
  - AS/PI - Asian American/Pacific Islander
  - AI/AN - American Indian/Alaskan Native
  - Hisp - Hispanic
  - Min - Minority
  - F - Female
  - M - Male



Table 2

**WORKFORCE ANALYSIS**

Date: as of June 30, 2014		Organizational Unit: 81-01		Line of Progression:													
Department: Asst. Chief Engineer, Preconstruction																	
Job Title	Job Group No.	EEO-4 Category	Pay Rate/Salary Range	All Employees		MINORITY EMPLOYEES						Total M/F Min					
				Total	M	F	MALES			FEMALES							
							B	AS/PI	AI/AN	H	Total Males	B	AS/PI	AI/AN	H	Total Fem	
		Official/Adm		1	1	0	0	0	0	0	0	0	0	0	0	0	0
		Professionals		0	0	0	0	0	0	0	0	0	0	0	0	0	0
		Technicians		0	0	0	0	0	0	0	0	0	0	0	0	0	0
		Para-Professional		0	0	0	0	0	0	0	0	0	0	0	0	0	0
		Office/Clerical		0	0	0	0	0	0	0	0	0	0	0	0	0	0
		Skilled Craft		0	0	0	0	0	0	0	0	0	0	0	0	0	0
		Service/Maint		0	0	0	0	0	0	0	0	0	0	0	0	0	0
				0	0	0	0	0	0	0	0	0	0	0	0	0	0
				0	0	0	0	0	0	0	0	0	0	0	0	0	0
<b>Total</b>				1	1	0	0	0	0	0	0	0	0	0	0	0	0

**NOTE:** List jobs from lowest paid to highest paid within work unit including supervision

**Legend:**

- B - Black/African American
- AS/PI - Asian American/Pacific Islander
- AI/AN - American Indian/Alaskan Native
- Hisp - Hispanic
- Min - Minority
- F - Female
- M - Male

**WORKFORCE ANALYSIS**

Date: <u>as of June 30, 2014</u>		Organizational Unit: <u>82-01</u>		Line of Progression:									
Department: <u>Bridge Division</u>		All Employees		MINORITY EMPLOYEES				Total M/F Min					
Job Title	Job Group No.	EEO-4 Category	Pay Rate/ Salary Range	MALES		FEMALES							
				Total	M	F	B	AS/PI	AI/AN	H	Total Fem		
		Official/Adm		5	4	1	0	0	0	0	0	0	1
		Professionals		33	30	3	1	0	0	0	0	1	5
		Technicians		0	0	0	0	0	0	0	0	0	0
		Para-Professional		0	0	0	0	0	0	0	0	0	0
		Office/Clerical		1	0	1	0	0	0	0	0	1	1
		Skilled Craft		0	0	0	0	0	0	0	0	0	0
		Service/Maint		0	0	0	0	0	0	0	0	0	0
				0	0	0	0	0	0	0	0	0	0
				0	0	0	0	0	0	0	0	0	0
				0	0	0	0	0	0	0	0	0	0
<b>Total</b>				39	34	5	4	1	0	0	0	2	7

**NOTE:** List jobs from lowest paid to highest paid within work unit including supervision

- Legend:**
- B - Black/African American
  - AS/PI - Asian American/Pacific Islander
  - AI/AN - American Indian/Alaskan Native
  - Hisp - Hispanic
  - Min - Minority
  - F - Female
  - M - Male

**WORKFORCE ANALYSIS**

Date: June 30, 2014		Organizational Unit: 83-01		Line of Progression:										
Department: Roadway Design		All Employees		MINORITY EMPLOYEES				Total						
Job Title	Job Group No.	EEO-4 Category	Pay Rate/ Salary Range	MALES		FEMALES								
				Total	M	F	B	AS/PI	AI/AN	H	Total Fem			
		Official/Adm		4	3	1	0	0	0	0	0	0	0	
		Professionals		44	34	10	9	1	0	0	2	1	0	3
		Technicians		0	0	0	0	0	0	0	0	0	0	0
		Para-Professional		0	0	0	0	0	0	0	0	0	0	0
		Office/Clerical		3	3	0	3	0	0	0	0	0	0	3
		Skilled Craft		0	0	0	0	0	0	0	0	0	0	0
		Service/Maint		0	0	0	0	0	0	0	0	0	0	0
				0	0	0	0	0	0	0	0	0	0	0
				0	0	0	0	0	0	0	0	0	0	0
				51	40	11	12	1	0	0	2	1	0	3
<b>Total</b>														16

**NOTE:** List jobs from lowest paid to highest paid within work unit including supervision

- Legend:**
- B - Black/African American
  - AS/PI - Asian American/Pacific Islander
  - AI/AN - American Indian/Alaskan Native
  - Hisp - Hispanic
  - Min - Minority
  - F - Female
  - M - Male

Table 2

**WORKFORCE ANALYSIS**

		Line of Progression: 84-01														
		All Employees					MINORITY EMPLOYEES									
Job Title	Job Group No.	EEO-4 Category	Pay Rate/ Salary Range	Total		MALES			FEMALES			Total M/F Min				
				M	F	B	AS/PI	AI/AN	H	Total Males	B		AS/PI	AI/AN	H	Total Fem
		Official/Adm		3	2	1	0	0	0	0	0	0	0	0	0	0
		Professionals		85	58	27	11	0	0	0	0	11	9	0	0	20
		Technicians		0	0	0	0	0	0	0	0	0	0	0	0	0
		Para-Professional		0	0	0	0	0	0	0	0	0	0	0	0	0
		Office/Clerical		10	0	10	0	0	0	0	0	0	6	0	0	6
		Skilled Craft		0	0	0	0	0	0	0	0	0	0	0	0	0
		Service/Maint		0	0	0	0	0	0	0	0	0	0	0	0	0
				0	0	0	0	0	0	0	0	0	0	0	0	0
				0	0	0	0	0	0	0	0	0	0	0	0	0
				0	0	0	0	0	0	0	0	0	0	0	0	0
				0	0	0	0	0	0	0	0	0	0	0	0	0
				98	60	38	11	0	0	0	0	11	15	0	0	26
<b>Total</b>																

**NOTE:** List jobs from lowest paid to highest paid within work unit including supervision

- Legend:**
- B - Black/African American
  - AS/PI - Asian American/Pacific Islander
  - AI/AN - American Indian/Alaskan Native
  - Hisp - Hispanic
  - Min - Minority
  - F - Female
  - M - Male

**WORKFORCE ANALYSIS**

Date: as of June 30, 2014		Organizational Unit: 85-01		Line of Progression:										
Department: Planning Division		All Employees		MINORITY EMPLOYEES				Total						
Job Title	Job Group No.	EEO-4 Category	Pay Rate/ Salary Range	Total	MALES			FEMALES						
					M	F	B	AS/PI	AI/AN	H	Total Males	Total Fem	M/F Min	
		Official/Adm		9	5	4	1	0	0	0	0	0	0	1
		Professionals		38	24	14	12	1	0	0	8	1	0	22
		Technicians		0	0	0	0	0	0	0	0	0	0	0
		Para-Professional		0	0	0	0	0	0	0	0	0	0	0
		Office/Clerical		3	0	3	0	0	0	0	1	0	0	1
		Skilled Craft		0	0	0	0	0	0	0	0	0	0	0
		Service/Maint		0	0	0	0	0	0	0	0	0	0	0
				0	0	0	0	0	0	0	0	0	0	0
				0	0	0	0	0	0	0	0	0	0	0
				0	0	0	0	0	0	0	0	0	0	0
				0	0	0	0	0	0	0	0	0	0	0
<b>Total</b>				50	29	21	13	1	0	0	9	1	0	24

**Legend:** NOTE: List jobs from lowest paid to highest paid within work unit including supervision

- B - Black/African American
- AS/PI - Asian American/Pacific Islander
- AI/AN - American Indian/Alaskan Native
- Hisp - Hispanic
- Min - Minority
- F - Female
- M - Male



Table 2

**WORKFORCE ANALYSIS**

Date: June 30, 2014		Line of Progression:															
Department: Research Division		Organizational Unit: 86-01															
Job Title	Job Group No.	EEO-4 Category	Pay Rate/ Salary Range	All Employees				MINORITY EMPLOYEES				Total M/F Min					
				Total	M	F	B	AS/PI	AI/AN	H	Total Males		B	AS/PI	AI/AN	H	Total Fem
		Official/Adm		5	4	1	1	0	0	0	0	0	0	0	0	0	1
		Professionals		5	4	1	0	0	1	0	0	0	0	0	0	1	2
		Technicians		0	0	0	0	0	0	0	0	0	0	0	0	0	0
		Para-Professional		0	0	0	0	0	0	0	0	0	0	0	0	0	0
		Office/Clerical		2	0	2	0	0	0	0	0	0	0	0	0	0	2
		Skilled Craft		0	0	0	0	0	0	0	0	0	0	0	0	0	0
		Service/Maint		0	0	0	0	0	0	0	0	0	0	0	0	0	0
				0	0	0	0	0	0	0	0	0	0	0	0	0	0
				0	0	0	0	0	0	0	0	0	0	0	0	0	0
<b>Total</b>				12	8	4	1	0	1	0	0	0	0	2	0	0	5

**NOTE:** List jobs from lowest paid to highest paid within work unit including supervision

**Legend:**

- B - Black/African American
- AS/PI - Asian American/Pacific Islander
- AI/AN - American Indian/Alaskan Native
- Hisp - Hispanic
- Min - Minority
- F - Female
- M - Male

Table 2

**WORKFORCE ANALYSIS**

Date: as of June 30, 2014		Line of Progression:															
Department: Environmental Division		Organizational Unit: 87-01															
Job Title	Job Group No.	EEO-4 Category	Pay Rate/ Salary Range	All Employees				MINORITY EMPLOYEES				Total M/F Min					
				Total	M	F	B	AS/PI	AI/AN	H	Total Males		B	AS/PI	AI/AN	H	Total Fem
		Official/Adm		5	4	1	0	0	0	0	0	0	0	0	0	0	0
		Professionals		12	8	4	1	0	1	0	0	1	0	0	1	2	4
		Technicians		0	0	0	0	0	0	0	0	0	0	0	0	0	0
		Para-Professional		0	0	0	0	0	0	0	0	0	0	0	0	0	0
		Office/Clerical		2	0	2	0	0	0	0	0	0	2	0	0	2	2
		Skilled Craft		0	0	0	0	0	0	0	0	0	0	0	0	0	0
		Service/Maint		0	0	0	0	0	0	0	0	0	0	0	0	0	0
				0	0	0	0	0	0	0	0	0	0	0	0	0	0
				0	0	0	0	0	0	0	0	0	0	0	0	0	0
				0	0	0	0	0	0	0	0	0	0	0	0	0	0
<b>Total</b>				19	12	7	1	0	1	0	1	0	2	3	0	1	4

**NOTE:** List jobs from lowest paid to highest paid within work unit including supervision

- Legend:**
- B - Black/African American
  - AS/PI - Asian American/Pacific Islander
  - AI/AN - American Indian/Alaskan Native
  - Hisp - Hispanic
  - Min - Minority
  - F - Female
  - M - Male

Table 2

**WORKFORCE ANALYSIS**

Date: as of June 30, 2014		Line of Progression:														
Department: Office of Freights Division		Organizational Unit: 88-01														
Job Title	Job Group No.	EEO-4 Category	Pay Rate/ Salary Range	All Employees				MINORITY EMPLOYEES				Total M/F Min				
				Total	M	F	B	AS/PI	AI/AN	H	Total Males		B	AS/PI	AI/AN	H
		Official/Adm		1	1	0	0	0	0	0	0	0	0	0	0	0
		Professionals		2	0	2	0	0	0	0	0	2	0	0	2	0
		Technicians		0	0	0	0	0	0	0	0	0	0	0	0	0
		Para-Professional		0	0	0	0	0	0	0	0	0	0	0	0	0
		Office/Clerical		1	0	1	0	0	0	0	0	1	0	0	1	0
		Skilled Craft		0	0	0	0	0	0	0	0	0	0	0	0	0
		Service/Maint		0	0	0	0	0	0	0	0	0	0	0	0	0
				0	0	0	0	0	0	0	0	0	0	0	0	0
				0	0	0	0	0	0	0	0	0	0	0	0	0
				0	0	0	0	0	0	0	0	0	0	0	0	0
				0	0	0	0	0	0	0	0	0	0	0	0	0
				4	1	3	0	0	0	0	0	3	0	0	3	0
<b>Total</b>																

**NOTE:** List jobs from lowest paid to highest paid within work unit including supervision

**Legend:**

- B - Black/African American
- AS/PI - Asian American/Pacific Islander
- AI/AN - American Indian/Alaskan Native
- Hisp - Hispanic
- Min - Minority
- F - Female
- M - Male





Table 2

**WORKFORCE ANALYSIS**

Date: as of June 30, 2014																	
Department: Asst. Chief Engineer, Field Operations																	
Organizational Unit: 91-01																	
Line of Progression:																	
Job Title	Job Group No.	EEO-4 Category	Pay Rate/Salary Range	All Employees		MINORITY EMPLOYEES						Total M/F Min					
				Total	M	F	MALES			FEMALES							
							B	AS/PI	AI/AN	H	Total Males	B	AS/PI	AI/AN	H	Total Fem	
		Official/Adm		1	1	0	0	0	0	0	0	0	0	0	0	0	0
		Professionals		0	0	0	0	0	0	0	0	0	0	0	0	0	0
		Technicians		0	0	0	0	0	0	0	0	0	0	0	0	0	0
		Para-Professional		0	0	0	0	0	0	0	0	0	0	0	0	0	0
		Office/Clerical		0	0	0	0	0	0	0	0	0	0	0	0	0	0
		Skilled Craft		0	0	0	0	0	0	0	0	0	0	0	0	0	0
		Service/Maint		0	0	0	0	0	0	0	0	0	0	0	0	0	0
				0	0	0	0	0	0	0	0	0	0	0	0	0	0
				0	0	0	0	0	0	0	0	0	0	0	0	0	0
<b>Total</b>				<b>1</b>	<b>1</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

**NOTE:** List jobs from lowest paid to highest paid within work unit including supervision

- Legend:**
- B - Black/African American
  - AS/PI - Asian American/Pacific Islander
  - AI/AN - American Indian/Alaskan Native
  - Hisp - Hispanic
  - Min - Minority
  - F - Female
  - M - Male

Table 2

WORKFORCE ANALYSIS																			
Date: as of June 30, 2014		Line of Progression:																	
Department: Financial Management Division		Organizational Unit: 92.01																	
Job Title	Job Group No.	EEO-4 Category	Pay Rate/Salary Range	All Employees			MALES			FEMALES			Total M/F Min						
				Total	M	F	B	AS/PI	AI/AN	H	Total Males	B		AS/PI	AI/AN	H	Total Fem		
		Official/Adm		11	3	8	0	0	0	0	0	0	0	0	0	0	5	5	
		Professionals		23	6	17	1	0	0	0	0	0	0	1	13	1	0	14	15
		Technicians		0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
		Para-Professional		1	0	1	0	0	0	0	0	0	0	0	0	0	0	0	0
		Office/Clerical		4	0	4	0	0	0	0	0	0	0	0	3	0	0	3	3
		Skilled Craft		0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
		Service/Maint		0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
				0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
				0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
<b>Total</b>				39	9	30	1	0	0	0	0	0	0	1	21	1	0	22	23

**NOTE:** List jobs from lowest paid to highest paid within work unit including supervision

- Legend:**
- B - Black/African American
  - AS/PI - Asian American/Pacific Islander
  - AI/AN - American Indian/Alaskan Native
  - Hisp - Hispanic
  - Min - Minority
  - F - Female
  - M - Male

Table 2

**WORKFORCE ANALYSIS**

Date: as of June 30, 2014		Line of Progression:														
Department: Asset Management Division		Organizational Unit: 93-01														
Job Title	Job Group No.	EEO-4 Category	Pay Rate/ Salary Range	All Employees		MINORITY EMPLOYEES					Total M/F Min					
				Total	M F	MALES		FEMALES								
						B	AS/PI	AI/AN	H	Total Males	B	AS/PI	AI/AN	H	Total Fem	
		Official/Adm		5	2	3	0	0	0	0	0	0	0	0	0	0
		Professionals		4	1	3	0	0	0	0	1	0	0	0	1	1
		Technicians		0	0	0	0	0	0	0	0	0	0	0	0	0
		Para-Professional		0	0	0	0	0	0	0	0	0	0	0	0	0
		Office/Clerical		1	0	1	0	0	0	0	1	0	0	0	1	1
		Skilled Craft		0	0	0	0	0	0	0	0	0	0	0	0	0
		Service/Maint		0	0	0	0	0	0	0	0	0	0	0	0	0
				0	0	0	0	0	0	0	0	0	0	0	0	0
				0	0	0	0	0	0	0	0	0	0	0	0	0
				0	0	0	0	0	0	0	0	0	0	0	0	0
				0	0	0	0	0	0	0	0	0	0	0	0	0
				10	3	7	0	0	0	0	2	0	0	0	2	2
<b>Total</b>																

**NOTE:** List jobs from lowest paid to highest paid within work unit including supervision

- Legend:**
- B - Black/African American
  - AS/PI - Asian American/Pacific Islander
  - AI/AN - American Indian/Alaskan Native
  - Hisp - Hispanic
  - Min - Minority
  - F - Female
  - M - Male

Table 2

**WORKFORCE ANALYSIS**

Date: as of June 30, 2014		Organizational Unit: 94-01		Line of Progression:								
Department: Human Resources Division		All Employees		MINORITY EMPLOYEES				Total				
Job Title	Job Group No.	EEO-4 Category	Pay Rate/Salary Range	MALES		FEMALES				Total M/F Min		
				Total	M	F	B	AS/PI	AI/AN		H	Total Fem
		Official/Adm		10	3	7	1	0	0	0	2	3
		Professionals		18	5	13	0	0	0	0	2	2
		Technicians		0	0	0	0	0	0	0	0	0
		Para-Professional		2	0	2	0	0	0	0	0	0
		Office/Clerical		1	0	1	0	0	0	0	0	0
		Skilled Craft		0	0	0	0	0	0	0	0	0
		Service/Maint		0	0	0	0	0	0	0	0	0
				0	0	0	0	0	0	0	0	0
				0	0	0	0	0	0	0	0	0
				0	0	0	0	0	0	0	0	0
<b>Total</b>				31	8	23	1	0	0	0	4	5

**Legend:** NOTE: List jobs from lowest paid to highest paid within work unit including supervision

- B - Black/African American
- AS/PI - Asian American/Pacific Islander
- AI/AN - American Indian/Alaskan Native
- Hisp - Hispanic
- Min - Minority
- F - Female
- M - Male



Table 2

**WORKFORCE ANALYSIS**

Date: <u>as of June 30, 2014</u>		Organizational Unit: <u>95-01</u>		Line of Progression:									
Department: <u>Procurement Division</u>		All Employees		MINORITY EMPLOYEES									
Job Title	Job Group No.	EEO-4 Category	Pay Rate/ Salary Range	MALES		FEMALES							
				Total	M	F	B	AS/PI	AI/AN	H	Total Fem		
												Total M/F Min	
		Official/Adm		3	1	2	0	0	0	0	0	0	0
		Professionals		6	1	5	0	0	0	0	2	0	2
		Technicians		0	0	0	0	0	0	0	0	0	0
		Para-Professional		0	0	0	0	0	0	0	0	0	0
		Office/Clerical		1	0	1	0	0	0	0	1	0	1
		Skilled Craft		0	0	0	0	0	0	0	0	0	0
		Service/Maint		0	0	0	0	0	0	0	0	0	0
				0	0	0	0	0	0	0	0	0	0
				0	0	0	0	0	0	0	0	0	0
				10	2	8	0	0	0	0	3	0	3
<b>Total</b>													

**NOTE:** List jobs from lowest paid to highest paid within work unit including supervision

- Legend:**
- B - Black/African American
  - AS/PI - Asian American/Pacific Islander
  - AI/AN - American Indian/Alaskan Native
  - Hisp - Hispanic
  - Min - Minority
  - F - Female
  - M - Male

Table 2

**WORKFORCE ANALYSIS**

		Line of Progression: _____															
Date: <u>as of June 30, 2014</u>		Organizational Unit: <u>96-01</u>															
Department: <u>Central Services Division</u>		All Employees															
Job Title	Job Group No.	EEO-4 Category	Pay Rate/ Salary Range	Total		MALES				FEMALES				Total M/F Min			
				M	F	B	AS/PI	AI/AN	H	Total Males	B	AS/PI	AI/AN		H	Total Fem	
		Official/Adm		16	10	6	2	0	0	0	0	0	0	0	0	0	2
		Professionals		7	4	3	0	0	0	0	0	0	0	0	0	0	2
		Technicians		16	16	0	2	0	1	0	3	0	0	0	0	0	3
		Para-Professional		2	2	0	2	0	0	0	2	0	0	0	0	0	2
		Office/Clerical		6	2	4	0	0	0	0	0	4	0	0	0	4	4
		Skilled Craft		17	17	0	11	0	0	0	0	0	0	0	0	0	0
		Service/Maint		1	1	0	0	0	0	0	0	0	0	0	0	0	0
				0	0	0	0	0	0	0	0	0	0	0	0	0	0
				0	0	0	0	0	0	0	0	0	0	0	0	0	0
<b>Total</b>				65	52	13	17	0	1	0	7	6	0	0	0	6	13

**Legend:** **NOTE:** List jobs from lowest paid to highest paid within work unit including supervision

- B - Black/African American
- AS/PI - Asian American/Pacific Islander
- AI/AN - American Indian/Alaskan Native
- Hisp - Hispanic
- Min - Minority
- F - Female
- M - Male

**WORKFORCE ANALYSIS**

Date: <u>as of June 30, 2014</u>		Organizational Unit: <u>97-01</u>		Line of Progression:								
Department: <u>Information Systems</u>		All Employees		MINORITY EMPLOYEES								
Job Title	Job Group No.	EEO-4 Category	Pay Rate/ Salary Range	MALES		FEMALES		Total M/F Min				
				Total	M F	Total Males	Total Fem					
				B	AS/PI	AI/AN	H					
		Official/Adm		19	14	5	3	0	0	0	2	5
		Professionals		49	29	20	7	1	0	0	5	13
		Technicians		14	9	5	0	0	0	0	5	5
		Para-Professional		0	0	0	0	0	0	0	0	0
		Office/Clerical		1	0	1	0	0	0	0	0	0
		Skilled Craft		0	0	0	0	0	0	0	0	0
		Service/Maint		0	0	0	0	0	0	0	0	0
				0	0	0	0	0	0	0	0	0
				0	0	0	0	0	0	0	0	0
<b>Total</b>				<b>83</b>	<b>52</b>	<b>31</b>	<b>10</b>	<b>1</b>	<b>0</b>	<b>0</b>	<b>12</b>	<b>23</b>

**NOTE:** List jobs from lowest paid to highest paid within work unit including supervision

- Legend:**
- B - Black/African American
  - AS/PI - Asian American/Pacific Islander
  - AI/AN - American Indian/Alaskan Native
  - Hisp - Hispanic
  - Min - Minority
  - F - Female
  - M - Male



Table 2

**WORKFORCE ANALYSIS**

Date: June 30, 2014		Line of Progression:														
Department: Office of State Aid		98-01														
Organizational Unit:		98-01														
Job Title	Job Group No.	EEO-4 Category	Pay Rate/Salary Range	All Employees				MINORITY EMPLOYEES				Total M/F Min				
				Total	M	F	B	AS/PI	AI/AN	H	Total Males		B	AS/PI	AI/AN	H
		Official/Adm		21	16	5	0	0	0	0	0	2	0	0	0	2
		Professionals		22	13	9	0	0	0	0	0	4	0	1	0	4
		Technicians		2	2	5	0	1	0	0	1	0	0	0	0	1
		Para-Professional		0	0	0	0	0	0	0	0	0	0	0	0	0
		Office/Clerical		6	1	5	0	1	0	1	4	0	0	0	0	5
		Skilled Craft		0	0	0	0	0	0	0	0	0	0	0	0	0
		Service/Maint		0	0	0	0	0	0	0	0	0	0	0	0	0
				0	0	0	0	0	0	0	0	0	0	0	0	0
				0	0	0	0	0	0	0	0	0	0	0	0	0
				0	0	0	0	0	0	0	0	0	0	0	0	0
				0	0	0	0	0	0	0	0	0	0	0	0	0
<b>Total</b>				51	32	24	0	1	1	0	2	9	0	1	0	12

**Legend:** B - Black/African American  
AS/PI - Asian American/Pacific Islander  
AI/AN - American Indian/Alaskan Native  
Hispanic  
Min - Minority  
F - Female  
M - Male

**NOTE:** List jobs from lowest paid to highest paid within work unit including supervision

# EXHIBIT 7

**EQUAL EMPLOYMENT OPPORTUNITY COMMISSION  
STATE AND LOCAL GOVERNMENT INFORMATION (EEO-4)**

EXCLUDE SCHOOL SYSTEMS AND EDUCATIONAL INSTITUTIONS  
(Read attached instructions prior to completing this form-  
[https://egov.eeoc.gov/eeo4/pdf/Computer\\_Printout.pdf](https://egov.eeoc.gov/eeo4/pdf/Computer_Printout.pdf))

**INTERNAL USE ONLY**

**DO NOT ALTER INFORMATION PRINTED IN THIS BOX**  
Please do not modify this form in any way.

**DONOT MAIL HARDCOPY -- THIS FORM IS FOR HEADQUARTERS CIVIL RIGHTS PURPOSES ONLY**

**A. TYPE OF GOVERNMENT (Check one box only)**

1. State       2. County       3. City       4. Township       5. Special District   
6. Other (Specify) \_\_\_\_\_

**B. IDENTIFICATION**

1. NAME OF POLITICAL JURISDICTION (If same as label, skip to Item C)

2. Address--Number and Street	CITY/TOWN	COUNTY	STATE/ZIP	EEOC USE ONLY A
				B

**C. FUNCTION**

(Put an "X" in one box to indicate the function(s) for which this form is being submitted. Data should be reported for all departments and agencies in your government covered by the function(s) indicated. If you cannot supply the data for every agency within the function(s) attach a list showing name and address of agencies whose data are not included.)

	1. Financial Administration. Tax billing and collection, budgeting, purchasing, central accounting and similar financial administration carried on by a treasurer's, auditor's or comptroller's office and		8. HEALTH. Provision of public health services, out-patient clinics, visiting nurses, food and sanitary inspections, mental health, alcohol rehabilitation service, etc.
	GENERAL CONTROL. Duties usually performed by boards of supervisors or commissioners, central administration offices and agencies, central personnel or planning agencies, all judicial offices and employees (judges, magistrates, bailiffs, etc.)		9. HOUSING. Code enforcement, low rent public housing, fair housing ordinance enforcement, housing for elderly, housing rehabilitation, rent control.
X	2. STREETS AND HIGHWAYS. Maintenance, repair, construction and administration of streets, alleys, sidewalks, roads, highways and bridges.		10. COMMUNITY DEVELOPMENT. Planning, zoning, land development, open space, beautification, preservation.
	3. PUBLIC WELFARE. Maintenance of homes and other institutions for the needy; administration of public assistance. (Hospitals and sanatoriums should be reported as item 7.)		11. CORRECTIONS. Jails, reformatories, detention homes, half-way houses, prisons, parole and probation activities
	4. POLICE PROTECTION. Duties of a police department sheriff's, constable's, coroner's office, etc., including technical and clerical employees engaged in police activities.		12. UTILITIES AND TRANSPORTATION. Includes water supply, electric power, transit, gas, airports, water transportation and terminals.
	5. FIRE PROTECTION. Duties of the uniformed fire force and clerical employees. (Report any forest fire protection activities as item 6.)		13. SANITATION AND SEWAGE. Street cleaning, garbage and refuse collection and disposal. Provision, maintenance and operation of sanitary and storm sewer systems and sewage disposal plants.
	6. NATURAL RESOURCES. Agriculture, forestry, forest fire protection, irrigation drainage, flood control, etc., and PARKS AND RECREATION. Provision, maintenance and operation of parks, playgrounds, swimming pools, auditoriums, museums, marinas, zoos, etc.		14. EMPLOYMENT SECURITY STATE GOVERNMENTS ONLY
	7. HOSPITALS AND SANATORIUMS. Operation and maintenance of institutions for inpatient medical care.		15. OTHER (Specify on Page Four)

ENTER NAME OF STATE HERE:

		1. EMPLOYMENT DATA AS OF JUNE 30										
JOB CATEGORIES	ANNUAL SALARY (In thousands 000)	MALE						FEMALE				
		TOTAL (COLUMN S B-K)	NON- HISPANIC ORIGIN	BLACK	HISPANIC	ASIAN OR PACIFIC ISLANDER	AMERICAN INDIAN OR ALASKAN	NON- HISPANIC ORIGIN	BLACK	HISPANIC	ASIAN OR PACIFIC ISLANDER	AMERICAN INDIAN OR ALASKAN
		A	WHITE B	C	D	E	F	WHITE G	H	I	J	K
<b>OFFICIALS AND ADMINISTRATOR</b>	1. \$0.1-15.9											
	2. 16.0-19.9											
	3. 20.0-24.9											
	4. 25.0-32.9											
	5. 33.0-42.9											
	6. 43.0-54.9											
	7. 55.0-69.9											
	8. 70.0 PLUS											
<b>TOTAL</b>		0	0	0	0	0	0	0	0	0	0	0
<b>PROFESSIONALS</b>	9. \$0.1-15.9											
	10. 16.0-19.9											
	11. 20.0-24.9											
	12. 25.0-32.9											
	13. 33.0-42.9											
	14. 43.0-54.9											
	15. 55.0-69.9											
	16. 70.0- PLUS											
<b>TOTAL</b>		0	0	0	0	0	0	0	0	0	0	0
<b>TECHNICIANS</b>	17. \$0.1-15.9											
	18. 16.0-19.9											
	19. 20.0-24.9											
	20. 25.0-32.9											
	21. 33.0-42.9											
	22. 43.0-54.9											
	23. 55.0-69.9											
	24. 70.0- PLUS											
<b>TOTAL</b>		0	0	0	0	0	0	0	0	0	0	0
<b>PROTECTIVE SERVICE</b>	25. \$0.1-15.9											
	26. 16.0-19.9											
	27. 20.0-24.9											
	28. 25.0-32.9											
	29. 33.0-42.9											
	30. 43.0-54.9											
	31. 55.0-69.9											
	32. 70.0- PLUS											
<b>TOTAL</b>		0	0	0	0	0	0	0	0	0	0	0
<b>PARA- PROFESSIONAL</b>	33. \$0.1-15.9											
	34. 16.0-19.9											
	35. 20.0-24.9											
	36. 25.0-32.9											
	37. 33.0-42.9											
	38. 43.0-54.9											
	39. 55.0-69.9											
	40. 70.0- PLUS											
<b>TOTAL</b>		0	0	0	0	0	0	0	0	0	0	0
<b>ADMINISTRATIVE SUPPORT</b>	41. \$0.1-15.9											
	42. 16.0-19.9											
	43. 20.0-24.9											
	44. 25.0-32.9											
	45. 33.0-42.9											
	46. 43.0-54.9											
	47. 55.0-69.9											
	48. 70.0- PLUS											
<b>TOTAL</b>		0	0	0	0	0	0	0	0	0	0	0
<b>SKILLED CRAFT</b>	49. \$0.1-15.9											
	50. 16.0-19.9											
	51. 20.0-24.9											
	52. 25.0-32.9											
	53. 33.0-42.9											
	54. 43.0-54.9											
	55. 55.0-69.9											
	56. 70.0- PLUS											
<b>TOTAL</b>		0	0	0	0	0	0	0	0	0	0	0
<b>SERVICE MAINTENANCE</b>	57. \$0.1-15.9											
	58. 16.0-19.9											
	59. 20.0-24.9											
	60. 25.0-32.9											
	61. 33.0-42.9											
	62. 43.0-54.9											
	63. 55.0-69.9											
	64. 70.0- PLUS											
<b>TOTAL</b>		0	0	0	0	0	0	0	0	0	0	0
<b>65. TOTAL FULL TIME (LINES 1-64)</b>		0	0	0	0	0	0	0	0	0	0	0
<b>2. OTHER THAN FULL-TIME EMPLOYEES (Including temporary employees)</b>												
66. OFFICIALS/ADMIN												
67. PROFESSIONALS												
68. TECHNICIANS												
69. PROTECTIVE SERVICE												
70. PARA-PROFESSIONAL												
71. ADMIN. SUPPORT												
72. SKILLED CRAFT												
73. SERVICE/MAINTENANCE												
<b>74. TOTAL OTHER THAN FULL TIME (Lines 66-73)</b>		0	0	0	0	0	0	0	0	0	0	0
<b>3. NEW HIRES DURING FISCAL YEAR (Permanent full time only)</b>												
75. OFFICIALS/ADMIN												
76. PROFESSIONALS												
77. TECHNICIANS												
78. PROTECTIVE SERVICE												
79. PARA-PROFESSIONAL												
80. ADMIN. SUPPORT												
81. SKILLED CRAFT												
82. SERVICE/MAINTENANCE												
<b>83. TOTAL NEW HIRES(Lines 75-82)</b>		0	0	0	0	0	0	0	0	0	0	0

# EXHIBIT 8

Table 7

JOB GROUP ANALYSIS													
Job Group	Job Group No.	Job Titles	Total Employees	Total Male	Total Females	Total Minority	Male			Female			
							B	AS/PI	AI/AN	Hisp	B	AS/PI	AI/AN
Official/Administrator	1	Auditing Director	2	1	1	1	0	0	0	1	0	0	0
		Branch Director I	15	10	5	5	5	0	0	0	0	0	0
		Branch Director II	37	32	5	8	6	1	0	0	1	0	0
		Chemist, Chief	1	1	0	0	0	0	0	0	0	0	0
		Commissioner, Trans Dept	3	3	0	0	0	0	0	0	0	0	0
		Communication Administrator	1	1	1	1	1	0	0	0	0	0	0
		Director II	1	1	1	1	1	0	0	0	0	0	0
		Division Director I	5	4	1	1	1	0	0	0	0	0	0
		Division Director II	1	1	1	1	1	0	0	0	0	0	0
		DOT-Administrator I	25	10	15	11	2	0	0	0	9	0	0
		DOT-Administrator II	18	10	8	3	3	0	0	0	3	0	0
		DOT-Deputy Exec Dir, admin	1	1	1	1	1	0	0	0	0	0	0
		DOT-Deputy Exec Dir, ChF Eng	1	1	1	1	1	0	0	0	0	0	0
		DOT-Dir, Off Of Intermodal Pla	1	1	0	1	1	0	0	0	0	0	0
		DOT-Director, Office of Enforc	1	1	1	1	1	0	0	0	0	0	0
		DOT-Eng Admor Asst	35	30	5	1	1	0	0	0	0	0	0
		DOT-Eng Division Admor	28	28	1	1	1	0	0	0	0	0	0
		DOT-Eng Bureau Admor	9	8	1	1	1	0	0	0	0	0	0
		DOT-Special Projects Admor	17	7	10	3	1	0	0	0	2	0	0
		DOT-Dir-Dept of Transportaation	1	0	1	0	0	0	0	0	0	0	0
		Lead Systems Administrator	5	3	2	1	1	0	0	0	1	0	0
		Senior Systems Administrator	14	9	5	3	3	0	0	0	2	0	0
		Staff Officer I	16	5	11	8	1	0	0	0	7	0	0
		Staff Officer II	4	1	3	1	1	0	0	0	1	0	0
		System1 Info Officer, Chief	1	1	1	1	1	0	0	0	0	0	0
		Systems Manager III	5	4	1	1	1	0	0	0	0	0	0
			0	0	0	0	0	0	0	0	0	0	0
			248	172	76	49	21	1	0	0	26	0	1
Professional	2	Accountant/Auditor I	6	0	6	4	0	0	0	0	4	0	0
		Accountant/Auditor II	5	0	5	5	0	0	0	0	5	0	0
		Accountant/Auditor III	5	0	5	5	0	0	0	0	5	0	0
		Accountant/Auditor II, Professional	3	0	3	2	0	0	0	0	2	0	0
		Accountant/Auditor III, Professional	4	1	3	3	1	0	0	0	2	0	0
		Accountant/Auditor IV, Professional	5	1	4	3	1	0	0	0	2	1	0
		Architect	1	1	1	1	1	0	0	0	0	0	0
		Attorney Senior	2	2	1	1	1	0	0	0	0	0	0
		Attorney Staff	1	1	1	1	1	0	0	0	0	0	0
		Business Systems Analyst I	8	4	4	2	2	0	0	0	2	0	0
		Business Systems Analyst II	7	5	2	2	2	0	0	0	0	0	0
		Business Systems Analyst, Assoc	1	1	1	1	1	0	0	0	0	0	0
		Chemist I	1	1	1	1	1	0	0	0	0	0	0
		Chemist III	3	1	2	2	2	0	0	0	2	0	0
		Communication Analyst I	1	1	1	1	1	0	0	0	0	0	0
		Customer Services Specialist I	1	1	1	1	1	0	0	0	0	0	0
		Database Administrator	2	1	1	2	1	0	0	0	1	0	0
		Database Analyst I	1	1	1	1	1	0	0	0	0	0	0
		Database Analyst II	1	1	1	1	1	0	0	0	0	0	0
		DOT District Surveyor Senior	11	10	1	1	1	0	0	0	0	0	0
		DOT Bridge Inspector I	4	4	4	4	4	0	0	0	0	0	0
		DOT Bridge Inspector II	2	2	2	2	2	0	0	0	0	0	0
		DOT Bridge Inspector III	2	2	2	2	2	0	0	0	0	0	0
		DOT Bridge Inspector Team Leader	7	7	7	7	7	0	0	0	0	0	0
		DOT Bridge Inspector Trainee	6	6	6	6	6	0	0	0	0	0	0







Job Group	Job Group	Job Titles	Total Employees	Total Male	Total Females	Total Minority	Total	Male	Female	AS/PI	A/AN	Hisp	B	AS/PI	A/AN	Hisp	B	AS/PI	A/AN	Hisp			
5	Accounting Clerk	1	1																				
	Accounting Clerk Senior	6	6																				
	Admin Assistant I	17	2	15	8	2	2																
	Admin Assistant II	36		36	20	1	20	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
	Admin Assistant III	54	0	54	15		15																
	Admin Assistant IV	15	1	14	7		7																
	Admin Assistant V	18	18	13	13		13																
	Admin Assistant VI	13	13	5	5		5																
	Admin Assistant VII	9	9	1	1		1																
	Clerk Senior	3	1	2	1		1																
	Legal Secretary II	2	2	2	2		2																
	Office Manager III	3	3	2	2		2																
	Office Manager IV	2	2	2	2		2																
	Postal Clerk	1	1																				
	Warehouse Clerk I	1	1				1																
	Warehouse Clerk II	3	2	1																			
	Warehouse Clerk III	13	12	1	2		2																
	Warehouse Clerk, Chief	8	6	2	2		2																
		0	0	0	0		0																
	<b>Total</b>	<b>205</b>	<b>26</b>	<b>179</b>	<b>83</b>	<b>6</b>	<b>83</b>	<b>6</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

**JOB GROUP ANALYSIS**

Job Group	Job Group	Job Titles	Total Employees	Total Male	Total Females	Total Minority	Total	Male	Female	AS/PI	A/AN	Hisp	B	AS/PI	A/AN	Hisp	B	AS/PI	A/AN	Hisp			
6	DOT-Equipment Operations Supt	11	11	0	0	3	3	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	DOT-Maint Supt I	16	15	1	6		6																
	DOT-Maint Supt II	120	120		27		27																
	DOT-Silk Screen Printer	6	6		4		4																
	Equipment Oper-Mat Hndlg	2	1	1	2		2																
	Facilities Maint Manager	14	14		2		2																
	Facilities Maint Repairer I	1	1																				
	Facilities Maint Repairer II	18	18		8		8																
	Facilities Maint Supervisor	9	9		3		3																
	Facilities Maint Supt	5	5																				
	Welder	1	1	0	0		0																
		0	0	0	0		0																
		0	0	0	0		0																
		0	0	0	0		0																
	<b>Total</b>	<b>203</b>	<b>201</b>	<b>2</b>	<b>55</b>	<b>53</b>	<b>55</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

Job Group	Job Group	Job Titles	Total Employees	Total Male	Total Females	Total Minority	Total	Male	Female	AS/PI	A/AN	Hisp	B	AS/PI	A/AN	Hisp	B	AS/PI	A/AN	Hisp			
7	DOT-Bridge Tender	9	2	7	6		6																
	DOT-Bridge Tender Senior	3	2	1	1		1																
	DOT-Equipment Operations Supv	1	1	0	0		0																
	Equipment Oper-Light Vehicles	1	1	0	0		0																
	General Service Employee II	5	5		1		1																
		0	0	0	0		0																
	<b>Total</b>	<b>19</b>	<b>11</b>	<b>8</b>	<b>8</b>	<b>2</b>	<b>8</b>	<b>2</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>6</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
	<b>Total</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
	<b>Grand Total</b>	<b>3288</b>	<b>2739</b>	<b>549</b>	<b>953</b>	<b>729</b>	<b>953</b>	<b>8</b>	<b>0</b>	<b>4</b>	<b>205</b>	<b>3</b>	<b>1</b>	<b>3</b>									

# EXHIBIT 9

Table 5

## PERSONNEL ACTIVITIES

NEW HIRES AGENCYWIDE ANALYSIS													
EEO-4 Job Category	Female						Male						
	White	Black	Hisp	Asian/ Pacific	American Indian	Total Females	White	Black	Hisp	Asian/ Pacific	American Indian	Total Males	Grand Total
Officials/ Administrators	3	0	0	0	0	3	0	3	0	0	0	3	6
Professionals	62	12	0	1	0	75	14	6	0	0	0	20	95
Technicians	228	140	1	0	0	369	2	0	0	0	0	2	371
Protective Service	0	0	0	0	0	0	0	0	0	0	0	0	0
Paraprofessionals	0	0	0	0	0	0	0	0	0	0	0	0	0
Office/Clerical	0	0	0	0	0	0	8	6	1	0	0	15	15
Skilled Craft Works	3	0	0	0	0	3	0	0	0	0	0	0	3
Service/Maintenance	3	2	0	0	0	5	0	3	0	0	0	3	8
<b>Total</b>	<b>299</b>	<b>154</b>	<b>1</b>	<b>1</b>	<b>0</b>	<b>455</b>	<b>24</b>	<b>18</b>	<b>1</b>	<b>0</b>	<b>0</b>	<b>43</b>	<b>498</b>

PROMOTIONS AGENCYWIDE ANALYSIS													
EEO-4 Job Category	Female						Male						
	White	Black	Hisp	Asian/ Pacific	American Indian	Total Females	White	Black	Hisp	Asian/ Pacific	American Indian	Total Males	Grand Total
Officials/ Administrators	8	1	0	0	0	9	0	0	0	0	0	0	9
Professionals	549	178	2	1	0	730	56	21	0	1	0	78	808
Technicians	83	49	1	0	0	133	2	1	0	0	0	3	136
Protective Service	0	0	0	0	0	0	0	0	0	0	0	0	0
Paraprofessionals	0	0	0	0	0	0	0	0	0	0	0	0	0
Administrative Support	2	0	0	0	0	2	3	1	0	0	0	4	6
Skilled Craft	13	2	0	0	0	15	0	0	0	0	0	0	15
Service/Maintenance	0	0	0	0	0	0	0	0	0	0	0	0	0
<b>Total</b>	<b>655</b>	<b>230</b>	<b>3</b>	<b>1</b>	<b>0</b>	<b>889</b>	<b>61</b>	<b>23</b>	<b>0</b>	<b>1</b>	<b>0</b>	<b>85</b>	<b>974</b>

TRAINING FOR CERTIFIED PUBLIC MANAGEMENT AGENCYWIDE ANALYSIS													
EEO-4 Job Category	Female						Male						
	White	Black	Hisp	Asian/ Pacific	American Indian	Total Females	White	Black	Hisp	Asian/ Pacific	American Indian	Total Males	Grand Total
Officials/ Administrators	1	0	0	0	0	1	0	2	0	0	0	2	3
Professionals	9	3	0	0	0	12	6	8	1	0	0	15	27
Technicians	0	0	0	0	0	0	0	0	0	0	0	0	0
Protective Service	0	0	0	0	0	0	0	0	0	0	0	0	0
Paraprofessionals	0	0	0	0	0	0	0	0	0	0	0	0	0
Administrative Support	0	0	0	0	0	0	0	2	0	0	0	2	2
Skilled Craft	0	0	0	0	0	0	0	0	0	0	0	0	0
Service/Maintenance	0	0	0	0	0	0	0	0	0	0	0	0	0
<b>Total</b>	<b>10</b>	<b>3</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>13</b>	<b>6</b>	<b>12</b>	<b>1</b>	<b>0</b>	<b>0</b>	<b>19</b>	<b>32</b>



Table 5 continues

LAYOFF/RECALLS ACTIONS AGENCYWIDE													
EEO-4 Job Category	Female						Male						Grand Total
	White	Black	Hisp	Asian/Pacific	American Indian	Total Females	White	Black	Hisp	Asian/Pacific	American Indian	Total Males	
Officials/ Administrators	0	0	0	0	0	0	0	0	0	0	0	0	0
Professionals	0	0	0	0	0	0	0	0	0	0	0	0	0
Technicians	0	0	0	0	0	0	0	0	0	0	0	0	0
Protective Service	0	0	0	0	0	0	0	0	0	0	0	0	0
Paraprofessionals	0	0	0	0	0	0	0	0	0	0	0	0	0
Administrative Support	0	0	0	0	0	0	0	0	0	0	0	0	0
Skilled Craft	0	0	0	0	0	0	0	0	0	0	0	0	0
Service/Maintenance	0	0	0	0	0	0	0	0	0	0	0	0	0
<b>Total</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

# **EXHIBIT 10**

**MDOT FIVE YEAR PROJECTED GOALS**

GOALS FOR 2015				
CATEGORY	AFRICAN/AMERICANS	HISPANIC	FEMALE	
Officials/Administrators		1		1
Professionals		3		
Technicians		2		
Administrative Support		2		1
Skilled Craft		2		1
Service/Maintenance	3			1

GOALS FOR 2016				
CATEGORY	AFRICAN/AMERICANS	HISPANIC	FEMALE	
Officials/Administrators		1		1
Professionals		3		
Technicians		2		
Administrative Support		1		1
Skilled Craft		2		1
Service/Maintenance	2			1

GOALS FOR 2017				
CATEGORY	AFRICAN/AMERICANS	HISPANIC	FEMALE	
Officials/Administrators		1		1
Professionals		3		
Technicians		2		
Administrative Support		1		1
Skilled Craft		2		1
Service/Maintenance	2			1

GOALS FOR 2018				
CATEGORY	AFRICAN/AMERICANS	HISPANIC	FEMALE	
Officials/Administrators		1		1
Professionals		4		
Technicians		3		
Administrative Support		1		2
Skilled Craft		2		1
Service/Maintenance	2			

GOALS FOR 2019				
CATEGORY	AFRICAN/AMERICANS	HISPANIC	FEMALE	
Officials/Administrators		1		1
Professionals		4		
Technicians		3		
Administrative Support		1		2
Skilled Craft		2		1
Service/Maintenance	2			

# **EXHIBIT 11**



Table 12

**EEO COMPLAINT ANALYSIS REPORT**  
**Period: MMDDYY through MMDDYY**

#	Issue	Race	Gender	Agency Filed With			Race	Gender (Sex)	Age	Disability	National Origin	Religion	Sex	Harassment	Color	Political	Retaliation	Status/Comments	Investigating Entity
				STA MMDDYY	OEES MMDDYY	EEOC MMDDYY													
1	Unfair Treatment	A	M	8/8/2013			X										Closed 8/16/2013	MDOT	
2	Non Promotion	B	F	9/3/2013													9/9/2013	MDOT	
3	Non Promotion	B	M	5/14/2014			X										Closed 5/20/2014-No discrimination	MDOT	
4		B	M	6/24/2014			X										Closed 6/24/2014-No discrimination	MDOT	
5	Unfair Treatment	B	M	9/20/2014			X										Closed 9/22/2014	MDOT	
6	Non Promotion	B	M				X										Still Pending	EEOC	
7	Harassment	W	F									X					No findings-employee was moved	MDOT	
8																			
9																			
10																			
11																			
12																			
13																			
14																			
15																			
16																			
17																			
18																			
19																			

**Legend**

- A = White
- B = Black
- C = Hispanic
- D = Asian
- E = American Indian
- U = Unknown Race

# **EXHIBIT 12**

## **CHAPTER 8 – GRIEVANCES AND APPEALS**

### **8.1 WHO MAY FILE A GRIEVANCE**

A permanent State Service employee may file a grievance on those issues listed below, through the grievance procedure.

A probationary employee in a State Service position, or a on-State Service employee in, or applicant for, an authorized employment position in an agency which employs State Service employees may grieve only alleged acts of discrimination based on political affiliation, race, color, handicap, genetic information, religion, national origin, sex, religious creed, age, or disability in any personnel action or employment practice.

### **8.2 GRIEVABLE ISSUES**

The following issues are grievable under the State Service grievance procedure:

- A. written reprimands;
- B. application of personnel policies, procedures, rules, regulations and statutes;
- C. acts of reprisal against an employee for using the grievance procedure;
- D. complaints of discrimination on the basis of political affiliation, race, color, handicap, genetic information, religion, national origin, sex, religious creed, age, or disability;
- E. any matter of concern or dissatisfaction to an employee if the matter is subject to the control of agency management, except those listed in the following section as non-grievable;
- F. performance review ratings to the extent they affect an employee's employment status or compensation;
- G. permanent relocation of an employee as a disciplinary measure, and/or where the employee can present substantive evidence that the management decision to relocate the employee was arbitrary or capricious; and
- H. dismissal or adverse action taken against an employee who reports an alleged improper governmental action to a State investigative body as defined in Mississippi Code Annotated § 25-9-171.

### **8.3 NON-GRIEVABLE ISSUES**

The following are non-grievable issues under the State Service grievance procedure:

- A. issues which are pending or have been concluded by direct appeal through administrative or judicial procedures;
- B. temporary work assignments which do not exceed ninety calendar days;

- C. budget and organizational structure, including the number or assignment of employees or positions in any organizational unit;
- D. duties/competencies/behavioral anchors/performance standards established as criteria for performance review;
- E. the selection of an individual by the appointing authority, department head, or designee to fill a position through promotion, transfer, demotion, or appointment unless it is alleged that selection is in violation of a written agency policy or of a MSPB rule on filling vacancies;
- F. internal security practices established by the appointing authority, department head, or designee;
- G. termination or layoff from duties because of shortage of funds or work, material change in duties or organization, or a merger of agencies;
- H. any matter which is not within the jurisdiction or control of the appointing authority;
- I. the content of published agency policy;
- J. an action by an agency pursuant to Federal or State law, directives from the Governor's office, or court order;
- K. establishment and revision of the compensation plan, and the policies, procedures, rules and regulations pertaining thereto;
- L. position classifications; and
- M. employee benefits.

#### **8.4 GENERAL INFORMATION**

When a conference (due process hearing) has been held prior to an employee being issued a written reprimand, the affected employee may appeal directly to the Employee Appeals Board without exhausting the grievance procedure.

If the employee does not present the grievance within the specified time frame, it is considered waived. If the employee does not advance the grievance to the next step within the specified time frame, the last management decision stands.

If management does not react within the specified time frame, the employee may advance the grievance to the next level unless an extension of time to respond is granted to management by written mutual agreement.

All time limits may be extended by mutual written agreement.

It is the responsibility of the aggrieved employee's supervisor and agency human resources director to make certain that all grievances are handled as quickly as possible and without prejudice.

## 8.5 GRIEVANCE PROCEDURAL STEPS

### *Step I*

1. An employee who has a grievable complaint may submit in writing (on the Grievance Form located at <http://www.mspb.ms.gov> and in Appendix A to this Handbook) a description of the grievance with all other required information to his or her immediate supervisor within seven (7) working days of becoming aware of the cause of the complaint.
2. The supervisor is required to conduct an investigation of the grievance and meet with the aggrieved employee within three (3) working days after receipt of the Grievance Form.
3. The supervisor is required to give the employee a written response within three (3) working days after the meeting.
4. The human resources director or designee may assist in the filing of the grievance or answer any questions the employee may have in connection with filing the grievance.

### *Step II*

1. If not satisfied with the Step I written decision, the employee may indicate (on the same form) the desire to have the grievance advanced to the next step. The grievance must be submitted to the next level of management within three (3) working days following receipt of the Step I supervisor's response.
2. The Step II supervisor is required to conduct an investigation of the grievance and meet with the aggrieved employee within three (3) working days after receipt of the Grievance Form.
3. The Step II supervisor is required to give the employee a written response within three (3) working days after the meeting.

### *Step III*

1. If the second step does not resolve the grievance, the employee should use the same form to advance the grievance to the third step and forward the grievance to the agency head within three (3) working days after receipt of the Step II response.
2. The Step III agency head or designated representative is required to review the grievance and relevant information and meet with the employee within seven (7) working days after receipt of the Grievance Form.
3. The Step III agency head or designated representative is required to give the employee the final agency decision concerning the grievance within seven (7) working days after the meeting.

### ***Special Procedure for Claims of Harassment or Discrimination***

If the employee's grievance is a complaint of unlawful discrimination or harassment and the source of the alleged discrimination or harassment is in the employee's chain of command, the employee may skip the source of the alleged discrimination or harassment's level of management by proceeding to the next step in the process and filing the grievance directly with the discriminating or harassing supervisor's supervisor. If the alleged source of the discrimination or harassment is the employee's agency head, then the employee may contact the MSPB Executive Director for assistance and may be advised to file an appeal directly with the Employee Appeals Board without exhausting agency level remedies.

### ***Time Limit***

If a grievance is not presented within the time limits as set forth above, it will be considered waived. If a grievance is not advanced to the next step within the specified time limit or an agreed extension thereof, it will be considered settled on the basis of the supervisor's, appointing authority's or designee's last answer. If the supervisor, appointing authority, or designee does not answer the grievance within the specified time limit, the employee may elect to treat the relief requested as denied at that step and immediately appeal the grievance to the next step. Time limits on each step may be extended by mutual written agreement of the parties involved.

## **8.6 AMERICANS WITH DISABILITIES ACT GRIEVANCE PROCEDURE**

- A. Any applicant for an employment position or employee who has reason to believe that they have been unlawfully discriminated against by a State agency on the basis of disability may file a grievance in accordance with this separate grievance procedure. A copy of the ADA Grievance Form can be found at <http://www.mspb.ms.gov> and in Appendix B of this Handbook. Implementation of this separate Americans with Disabilities Act (ADA) Grievance Procedure is not intended to prohibit an applicant or State employee from utilizing the existing grievance procedures. Grievants are not required to exhaust this separate ADA Grievance Procedure prior to filing a complaint with an applicable federal agency.
- B. The ADA Grievance Procedure begins with the individual who is filing the grievance preparing and submitting a written statement. The statement should contain the name, address, and telephone number of the individual or their authorized representative filing the complaint; a brief and specific description of the situation, incident, or condition being grieved and reasons therefore; identity of the grievant; identity of witnesses, if any; the remedy the individual is seeking; and the signature of the individual filing the grievance properly dated by this individual. (*See Appendix B for a sample form.*)
- C. The grievance should be submitted to the human resources director or ADA coordinator of the agency where the alleged discrimination occurred within seven (7) working days of when the grievant became aware of the cause of the complaint.

- D. The agency's human resources director, ADA coordinator, or a designee will have three (3) working days to provide to the grievant a written acknowledgment of the grievance.
- E. The agency human resources director, ADA coordinator, or a designee will promptly conduct a review of the issues involved in the grievance. If a resolution of the grievance is mutually agreeable by the parties involved, the agency human resources director or ADA coordinator will facilitate arrangement of the resolution and make a record of this agreement. If no resolution is possible, the human resources director, ADA coordinator, or a designee will provide a written response to the grievant outlining all of the relevant issues concerning the grievance. This response shall be approved by the agency head or appointing authority and must be completed no later than fifteen (15) working days from the agency's receipt of the grievance.
- F. If a grievance is not presented within the time lines as set forth herein above, it will be considered waived absent an extension by written mutual consent. If the human resources director, ADA coordinator, or designee does not answer or acknowledge receipt of the grievance within the specified time lines, the grievant may elect to treat the grievance as denied at that point and immediately appeal the grievance to the Mississippi Employee Appeals Board unless an extension of time is granted to the human resources director, ADA coordinator, or designee to respond by written mutual agreement.

## **CHAPTER 9 – APPEALS**

The purpose of the Employee Appeals Board is to provide a fair and impartial forum beyond the agency level for a full hearing on employee grievances and/or disciplinary action.

### **9.1 NOTICE OF APPELLANTS' RIGHTS**

Each agency must give notice to all applicants and employees of their rights regarding appeals and must make available copies of the administrative rules of the Employee Appeals Board.

### **9.2 WHO MAY APPEAL; ACTIONS WHICH MAY BE APPEALED**

- A. A permanent State Service employee may appeal any action adversely affecting his or her compensation or employment status after exhausting applicable agency grievance procedures.
- B. A permanent State Service employee may appeal any grievable action and/or a disciplinary action.
- C. No person may appeal a non-grievable action.
- D. A permanent State Service employee, probationary employee in a State Service position, or Non-State Service employee in, or applicant for, an authorized employment position in an agency which employs State Service employees, may appeal alleged acts of discrimination based on political affiliation, race, color, handicap, genetic information, religion, national origin, sex, religious creed, age, or disability in any personnel action or unlawful employment practice.
- E. A permanent State Service employee, probationary employee in a State Service position, or Non-State Service employee in, or applicant for, an authorized employment position in an agency which employs State Service employees, may appeal alleged acts of retaliation based upon the employee's or applicant's reports of alleged improper government action to a State investigative body.
- F. An employee may appeal the decision that he or she is not eligible to receive donated leave because the injury or illness of the employee or member of the employee's immediate family is not, in the appointing authority's determination, a catastrophic injury or illness.

### **9.3 EXHAUSTION OF REMEDIES**

- A. No person may file an appeal with the EAB until all applicable agency-level grievance procedures have been exhausted in accordance with MSPB policies and procedures.
- B. Except as authorized under federal law, no aggrieved party may file a petition for judicial review with a court of competent jurisdiction until a final written decision and order has been filed by the Administrative Office of the EAB.



## **9.4 PERFECTION OF APPEAL BY TIMELY FILING**

- A. All appeals to the EAB shall be initiated by filing a written Notice of Appeal with the Administrative Office. Notice of Appeal forms will be made available by the Administrative Office to all State agencies and employees. (*See Appendix C.*)
- B. A Notice of Appeal must be filed within fifteen calendar days after the date a person receives written notice of the final decision of an alleged grievable action or within fifteen calendar days of the first attempted delivery date by certified mail, return receipt requested, whichever occurs first.
- C. A non-refundable fee of one hundred dollars (\$100.00) in the form of a cashier's check, bona fide attorney's check or money order made payable to the "Mississippi Employee Appeals Board" must be filed by the appealing party with each Notice of Appeal. Cash or personal checks will not be accepted.

### **1. Content of Notice of Appeal**

The Notice of Appeal must contain:

- a. the names and mailing addresses of all parties and, if known, the names and mailing addresses of their attorneys, if any;
- b. if applicable, the appealing party's (i) employing agency, (ii) assigned work station (town, city, county) and organizational location (office, bureau, division, branch) within employing agency, (iii) immediate supervisor, (iv) job title, (v) date of hire, and (vi) date of termination;
- c. a statement, in sufficient detail, of the facts upon which the appeal is taken, including the effective date of any alleged grievable action, and why such action is in error;
- d. a statement of the final action taken and/or decision made as a result of the agency-level grievance proceedings, including the effective date of such final action; and,
- e. a statement of the relief requested.

The Notice of Appeal must be accompanied by copies of all documents related to the appeal in the possession of the employee. Such documents, when applicable, shall include, but not be limited to, performance review documents, correspondence between the appealing party and the responding agency, written reprimands, grievance forms, pre-disciplinary notice, and final disciplinary notice.

## **9.5 RULES OF THE EMPLOYEE APPEALS BOARD**

A complete list of procedural rules for appeals to the Mississippi Employee Appeals Board can be obtained by contacting the EAB or by visiting the MSPB website at [www.mspb.ms.gov](http://www.mspb.ms.gov).

**APPENDICES**

<b>MISSISSIPPI STATE PERSONNEL BOARD GRIEVANCE FORM</b>		
<b>Agency</b>	<b>Date</b>	
<b>Name</b>	<b>Job Classification</b>	
<b>Mailing Address</b>	<b>Telephone Number(s)</b>	
<b>GRIEVANCE STATEMENT</b> <i>(Include identity of grievant and witnesses, if any.)</i>		
<b>RELIEF SOUGHT</b>		
<b>Grievant's Signature:</b>		
<b>STEP ONE: Decision of Immediate Supervisor</b>		
<b>Supervisor's Signature</b>		
<b>Date</b>		
<b>Employee Answer</b>	<input type="checkbox"/>	I am satisfied with the answer to my grievance.
	<input type="checkbox"/>	I am not satisfied with the answer to my grievance and wish to have it advanced to the next step.

<b>STEP TWO: Reply to Employee Grievance, Next Level of Management</b>		
<b>Supervisor's Signature</b>		
<b>Date</b>		
<b>Employee Answer</b>		I am satisfied with the answer to my grievance.
		I am not satisfied with the answer to my grievance and wish to have it advanced to the next step.
<b>STEP THREE: Agency Decision</b>		
<b>Signature</b>		
<b>Date</b>		

<b>MISSISSIPPI STATE PERSONNEL BOARD ADA GRIEVANCE FORM</b>	
<b>Agency</b>	<b>Date</b>
<b>Name</b>	<b>Job Classification (if applicable)</b>
<b>Mailing Address</b>	<b>Telephone Number(s)</b>
<b>GRIEVANCE STATEMENT</b> <i>(Include identity of grievant and witnesses, if any.)</i>	
<b>RELIEF SOUGHT</b>	
<b>Grievant's Signature (or individual filing on behalf of grievant):</b>	
<b>Date:</b>	
<b>Agency Acknowledgment:</b>	
<b>Signature of Individual Investigating Grievance:</b>	
<b>Date:</b>	
<b>Agency:</b>	
<b>Title:</b>	

<b>NOTICE OF APPEAL BEFORE THE MISSISSIPPI EMPLOYEE APPEALS BOARD</b>	
	<b>APPEALING PARTY</b>
<b>VERSUS</b>	<b>NO.</b>
	<b>RESPONDING PARTY</b>
<b>NOTE: Supplemental pages may be attached if needed. Do not write on the reverse sides of this form or any supplemental page.</b>	
<b>1. Name, mailing address and telephone number of Appealing Party:</b>	
<hr style="border-top: 1px dashed black;"/>          	
<b>2. Name, mailing address and telephone number of Appealing Party's attorney, if any:</b>	
<hr style="border-top: 1px dashed black;"/>          	
<b>3. Name, mailing address and telephone number of Responding Party:</b>	
<hr style="border-top: 1px dashed black;"/>          	

<b>4. Name, mailing address and telephone number of Responding Party's attorney, if known:</b>
<b>5. Appealing Party's employing agency (if applicable):</b>
<b>6. Appealing Party's assigned work station (town, city, county) and organizational location (bureau, division, branch) within employing agency (if applicable):</b>
<b>7. Appealing Party's immediate supervisor (if applicable):</b>
<b>8. Appealing Party's job title (if applicable):</b>
<b>9. Appealing Party's date of hire with employing agency (if applicable):</b>
<b>10. Appealing Party's date of termination from employing agency (if applicable):</b>

<b>11.</b>	<b>Appealing Party’s Statement, in sufficient detail, of the facts upon which the appeal is taken, including the effective date of any alleged grievable action, and why such action is in error:</b>
<b>12.</b>	<b>Appealing Party’s Statement of the final action taken and/or decision made as a result of the agency-level grievance proceedings, including the effective date of such final action:</b>
<b>13.</b>	<b>Appealing Party’s Statement of relief requested:</b>
<b>14.</b>	<b>List of any documents, exhibits, and/or supplemental pages which Appealing Party has attached to this Notice of Appeal:</b>
<b>Signature of Appealing Party</b>	
<b>Date</b>	

**NOTE: To file an appeal, the Appealing Party should fill out and return this form to the Mississippi Employee Appeals Board, 210 East Capitol Street, Suite 800, Jackson, Mississippi 39201. The Notice of Appeal must be accompanied by copies of all documents generated by the agency-level grievance proceedings which took place prior to the filing of the appeal. A fee of one hundred dollars (\$100.00) in the form of a cashier's check, bona fide attorney's check, or money order made payable to the Mississippi Employee Appeals Board must be filed by the Appealing Party with the Notice of Appeal. Cash or personal checks will not be accepted. See Mississippi Code Annotated §§ 25-9-101 through 25-9-151 and §§ 25-9-301 through 25-9-305.**



# **EXHIBIT 13**

Accomplishment Report  
(July 1, 2013– June 30, 2014)

**Employment**

MDOT's active employee status for the fiscal year is 3259. Of the 3259 employees, minorities make up 29.1 percent of the workforce with females making up 17 percent. During the year, the agency lost 65 full-time employees. Minorities made up 31.1 percent of the terminations and females made up 9.2 percent.

MDOT has completed its five year projected hiring goals in those job categories underutilized by minorities and females. As noted in the Fiscal year 2014 Goal Attainment charts for minorities and females, the agency was able to achieve the goal for minorities in Official Administrator and achieve the goal for females in the Service Maintenance categories. We fell short in all other categories.

**Fiscal Year 2014 Goal Attainment for Minorities**

Categories	2014 Goal	2014 Attainment	# Employed 2014	Target Employment
Service/Maintenance	4	0	6	21

*A total of four minorities were lost in the Service/Maintenance job category during FY2014 with one being a female.*

**Fiscal Year 2014 Goal Attainment for Females**

Categories	2014 Goal	2014 Attainment	# Employed 2014	Target Employment
Off/Admin	3	12	51	73
Professional	2	56	262	432
Technicians	5	0	22	510*
Skilled Craft	2	0	2	17
Serv/Maint	4	0	8	18

*\*The target employment number from the 2008 census data was listed as 1,242 in our five-year plan. This number has been adjusted based on the fact that MDOT only has*

approximately 1,700 technician positions total. The increase in the Professional job category was due to the newly created DOT-Engineering Technician series.

**Recruitment**

**EEO Report for Minority and Female EITs – FY 2014**

For the fiscal year beginning July 1, 2013 and ending June 30, 2014, MDOT had the following minority or female EITs:

<b>EIT PINs</b>	<b>Race</b>	<b>Sex</b>	<b>Hire Date</b>	<b>Location Code</b>	<b>County</b>
2884	White	Female	2/1/2014	76-01	Hinds
2993	White	Female	1/1/2011	72-01	Hinds
3133	White	Female	3/1/2011	85-01	Hinds
3137	White	Female	3/1/2012	83-01	Hinds
3194	White	Female	3/1/2012	17-17	Marion
3735	Black	Female	1/4/1999	83-01	Hinds
4084	Asian	Male	5/16/2008	76-01	Hinds
4100	White	Female	1/3/1995	83-01	Hinds

For the fiscal year beginning July 1, 2013 and ending June 30, 2014, MDOT had the following minority or female Civil Engineering Interns. These students are enrolled in Civil Engineering at one of the three accredited Civil Engineering Universities in Mississippi. We had one student enrolled at an out-of-state university.

<b>Intern</b>	<b>Race</b>	<b>Sex</b>	<b>University</b>	<b>County</b>	<b>Mail Code</b>
Intern	Black	Male	MSU	Hinds	83-01
Intern	Asian	Female	MSU	Hinds	83-01
Intern	White	Female	Ole Miss	Hinds	83-01
Intern	White	Female	MSU	Hinds	76-01
Intern	White	Female	MSU	Yazoo	13-18
Intern	White	Female	MSU	Hinds	83-01
Intern	Black	Female	JSU	Hinds	75-01
Intern	White	Female	MSU	Marion	17-17
Intern	Black	Male	JSU	Hinds	70-01
Intern	White	Female	Univ. of Alabama	Jackson	16-11
Intern	White	Female	MSU	Harrison	16-15
Intern	White	Female	MSU	Harrison	16-15

As part of our recruiting methods, we attend Engineering Career Days and have begun to employ student interns to try and help boost EIT employment with MDOT upon graduation. The students work during the summer and some holidays. Student intern responsibilities may include, but are not limited to: disciplines of project construction functions, inspection, documentation of construction activities and reasoning for the process activities.

We currently have one student enrolled in a co-op through Ole Miss in District Six's Hattiesburg location. We periodically receive inquiries on the program but most students do not want to miss an entire semester of school and risk missing a building block class, so they opt for the intern program. MDOT is willing to follow through on any serious co-op inquiries.

This past fiscal year we recruited at all three universities that are accredited in Civil Engineering:

- Jackson State University
- Mississippi State University
- University of Mississippi

**Challenges MDOT constantly faces are:**

- Budget constraints
- Lack of vacant positions and opportunities
- Competitive salaries to match those of the private sector
- Not many women entering the field of Civil Engineering

**Training**

The Office of Civil Rights Staff attended the 2013 National Civil Rights Subcommittee Training Conference in Charleston, SC, August 26-29, 2013.

The Office of Civil Rights Staff attended the National Civil Rights Subcommittee Training Conference in Phoenix, AZ, April 28-May1, 2014.

The State EEO Officer attended a two-day EEOC Seminar, August 6-7, 2013 in Jackson, MS. Among the topics covered were Compensation discrimination and its impact on a woman's income, discussion on the Supreme Court rulings on retaliation, and the tools needed to conduct an effective investigation and response to an EEOC charge.

**Complaints**

MDOT received and investigated several allegations of workplace discrimination based on race, age and sex.

- 1) A white male alleged that three black employees were not being treated fairly by their supervisor and that one black employee received a promotion but did not

receive a raise in his salary. An investigation revealed that all claims were found to not be true. All employees denied any of the allegations.

- 2) A black female alleged that she had not been treated fairly when she was promoted from Office Manager III to an Administrative Assistant V position. An investigation revealed that putting her in the administrative assistant position better pay and allowed her more opportunities for future promotions.
- 3) A black male complained that it took too long for his supervisor to respond to a position he interviewed for. After he followed up to see if a decision had been made, he was told that the job would be advertised to all employees and he could reapply. Following his complaint, the employee was given the job.
- 4) A black male was concerned that he was being written up for an allegation made against him by a white co-worker for which he said was not true while the person making the allegation did not. It was disclosed that neither party was written up.
- 5) A black male claimed race discrimination when he was not selected for a Maintenance Supervisor II position. We were not able to substantiate his claim of discrimination and found that the person selected for the position was significantly more qualified. He filed with EEOC that is still pending. Charging party later resigned his position with the department.
- 6) A female alleged that her supervisor made sexually suggestive remarks in front of her and about her. The employee had recently had several unrelated human resources issues. An investigation revealed that there was no one who could verify her claim. She accepted as a resolution to be moved to a different department.

## **ADA**

There were no requests for ADA accommodation during this fiscal year.

## **General**

The State EEO Officer investigated five (5) allegations. Only one case was of discriminatory nature. All cases were resolved.

The State EEO Officer performed quarterly reviews of new hires, promotions, and terminations data to monitor the progress the Department is making in achieving the goals outlined in the department's EEO/Affirmative Action Plan. The analysis of the department employment activities revealed that during the fiscal year 2014:

- A total of 498 full time employees were hired. Of that 35.1% were minorities and 7.2% were females.

- A total of 974 full time employees received a promotion. Of that 26.4% were minorities and 8.7% were females.
- A total of 468 employees terminated employment. Of that 32.9% were minorities and 9.2% were females.
  - One hundred seventeen (117) retired, 62 was terminated for disciplinary reasons, and 308 resigned from their positions.
  - Of the 62 disciplinary termination approximately 84% were minorities and 7% were females.
  - Of the 308 that resigned, approximately 24% minorities and 5% females resigned for better jobs.

The State EEO Officer conducted quarterly EEO meetings with District Human Resources Managers to discuss current employment activities to include the department's FY2014 projected hiring goals, and Quarterly and Annual EEO Reports. The meetings continues to provide an avenue for District Human Resources Managers to address any EEO related complaints, issues and/or concerns of the districts, and to inform them of any upcoming events related to their areas of responsibilities.

These meetings also allowed the opportunity to receive feedback on the various reports to ensure that they give a clear view and understanding of our progress.

#### Equal Employment Opportunity/Affirmative Action Plan Evaluation

The State EEO Officer along with the Civil Rights Director performed reviews of divisions and districts implementation of the agency's Affirmative Action Plan. The reviews concentrated on their effort to hire and promote minorities and females in the EEO-4 job categories where underutilizations were identified in accordance with the EEO/AAP.

The review process consisted of four parts. Part one was a preliminary analysis of division and district's promotion, termination, new hire and training activities; and reviewing complaints issued by or against the division's employees and/or managers. The second part was to conduct an on-site review to include employee interviews and bulletin board inspections. Part three was a close-out session to discuss findings and to provide preliminary recommendations to correct findings. The fourth and final part was the submission of a Closing Report. The Closing Report was to provide the overall findings, conclusions, and recommendations.

The following divisions and districts were reviewed:

District One (Tupelo Offices only)  
 District Two (Batesville Offices only)  
 Aeronautics Division  
 Asset Management Division

Audit Division  
Bridge Design Division  
Construction Division

A total of 135 employees were interviewed. Of those 37.7% were minorities and 24.4% were females. Thirty-nine were supervisors with two or 5.1% being minorities and six or 15.4% being females.

### Onsite Inspections

The EEO Officer conducted inspections of bulletin boards of several maintenance and project offices in District One and District Two during the review period to ensure that required posters are displayed in a manner where it is easily viewed by all employees.

Inspections were performed on the following locations:

#### *District One:*

Webster County, Eupora Maintenance Office:

All required posters were appropriately displayed.

Clay County – Siloam Maintenance Office:

All required posters were current and appropriately displayed.

Oktibbeha County – Starkville Project Office and Maintenance Offices:

All required posters were appropriately displayed in the both offices. However, the Maintenance Office did not have the most current ADA and EEO Policy Statements.

#### District Two:

Attala County – Kosciusko Maintenance Office

All required poster were current and appropriately displayed.

Carroll County – Carrollton Maintenance Office

All required posters were displayed but the posters were weather damaged.

Montgomery County –Winona Project and Maintenance Offices

All required posters were displayed. However, the maintenance office did not have the most current ADA and EEO Policy Statements.

All insufficient findings were corrected onsite.

The Mississippi Department of Transportation (MDOT) Education Outreach Programs impact tens of thousands of people each year with transportation-related information.

## **Partnerships:**

MDOT partners with state community and junior colleges, and universities, the Mississippi Department of Education and government agencies to provide transportation education programs and resources in addition to enhancing STEM (Science, Technology, Engineering and Math) education while introducing students to careers in the transportation industry. MDOT's Education Outreach Programs train teachers and provide resources for hands-on activities that improve critical thinking skills for solving real-world problems in the transportation industry.

## **Education Outreach Programs:**

**RIDES (Roadways Into Developing Elementary Students)** is designed to improve math, science, engineering and technology skills, and prepare students in grades K-8 for the workforce of the future. Students utilize critical thinking skills to solve real world problems and learn about careers in the transportation industry, specifically civil engineering. Teachers attend two days of high energy training conducted by practicing math and science teachers. The module contains a curriculum and trunk of resources for the teacher to use in the classroom to conduct the hands-on activities. Since 2004, 1,696 teachers in the state have attended RIDES training.

The following RIDES activities occurred during this fiscal year.

- MDOT held RIDES training across the state during the summer of 2014 with 163 teachers participating.
- A RIDES Blitz was held in February 2014 highlighting activities in three schools across the state: Purvis Elementary School, Mannsdale Elementary School and Byhalia Elementary School.
- Through AASHTO (American Association of State Highway Transportation Officials), RIDES has been implemented nationwide as a model transportation education outreach program. Through this partnership, RIDES has expanded to six states: Louisiana, New York, Oregon, Rhode Island, Utah and North Dakota. Michigan and Florida plan to use RIDES in their classrooms in 2014-2015. Mississippi teachers conduct RIDES trainings for AASHTO across the country.
- Plans have been made for transportation officials from Namibia, Africa to receive RIDES training in Washington, D.C., in July 2014.

**TRAC (Transportation and Civil Engineering)** targets students in grades 7-12 and is an integral part of the Information Communication Technology (ICT) II Curriculum in Mississippi. MDOT has provided four modules (Bridge Builder, Sim City, Mag Lev and Construction) to 266 classrooms throughout the state. As the curriculum was revised in 2013-14, TRAC continued to be a primary resource for ICT II; however, the number of modules was reduced to two: Sim City and Bridge Builder. The Research Curriculum Unit at Mississippi State University provides training for TRAC. Additional training was held by MDOT in 2014 with 13 teachers participating.



TRAC activities this fiscal year include:

- The Research and Curriculum Unit at Mississippi State University provided training for new ICT teachers across the state. MDOT provided two TRAC modules for 13 new teachers during this fiscal year.
- The state's second Bridge Challenge was held in April 2014 at the King Edward Hotel in Jackson. Forty-four teams composed of three students each participated in the second challenge.
- Thirty-six teams from Mississippi submitted applications to AASHTO's National Bridge Competition that was held in May 2014. Mississippi had four teams selected to compete in the competition. Mississippi teams claimed four of the nine top spots (two first places and two second places).

The **Litter Prevention Program** targets K-6 students through a 30-minute presentation utilizing a character named, "Myrtle the Turtle," and the state's anti-litter campaign message, "Don't Trash Mississippi." Students and teachers are provided with educational materials including printed brochures, video presentations and access to additional resources online at GoMDOT.com.

The following Litter Prevention Program activities occurred during this fiscal year.

- Litter Prevention Coordinators educated 14,101 students through classroom presentations in grades pre-K through sixth across the state.
- 1,295 people participated in presentations at 33 Mississippi libraries.
- Program staff participated in 66 community and civic events reaching 23,693 attendees.
- The Litter Prevention Program sponsored education/information booths at five statewide conferences with 14,975 participants.
- Through the Adopt a Highway Program, 2,207 volunteers removed 5,508 bags of trash.
- MDOT hosted "Trash Bash" events statewide, and 1,832 volunteers removed 5,970 bags of trash from Mississippi roadways.
- Last year, 109 counties and municipalities signed memorandums of understanding for participation in the Inmate Litter Removal Program.
  - Bags of Trash Removed in Counties - 235,734
  - Bags of Trash Removed in Municipalities - 58,682
- THE MDOT Litter Prevention Program received a second place 2014 State Government Award from Keep Mississippi Beautiful.
- THE MDOT Litter Prevention Program was named the recipient of the Keep America Beautiful Great American Clean Up Partnership Award.

The "**Survive Your Drive**" **Safety Education Program** is aimed at raising awareness of highway traffic safety issues faced by Mississippi motorists, including occupant protection/seat belt use, impaired driving and distracted driving. Safety professionals provide education and outreach at schools and community events across the state.

Through presentations and simulator demonstrations, the public is educated with the driving knowledge and skills to make Mississippi highways safe.

The following "Survive Your Drive" Safety Education Program activities occurred during this fiscal year.

MDOT's Safety Education Programs conducted 95 events/safety demonstrations statewide; 34 were at K-12 schools, community and junior colleges, and universities. The remainder were held at various safety or community events. Safety education tools were used as follows.

- Rollover Simulator (occupant protection/seat belts) – 55 events with an audience of 9,700
- Convincer Simulator (occupant protection/seat belts) – 42 events with an audience of 8,100
- Impaired Simulator, SIDNE (impaired driving) – 9 events with an audience of 2,000
- Fatal Vision Goggles (impaired driving) – 32 events with an audience of 5,900
- Virtual Driving Simulator (impaired driving and distracted driving) – 28 events with an audience of 5,600
- Video Presentations (occupant protection/seat belts, impaired driving and distracted driving) – 1 presentation with an audience of 1,200
- Information Booth (occupant protection/seat belts, impaired driving and distracted driving) – 17 events with an audience of 4,900

MDOT's Annual Safety Fair was held in Jackson on April 5, 2014. There were 1,243 attendees. In addition to the "Survive Your Drive" simulators/presentations, MDOT partnered with other state agencies and non-profit organizations during the event to educate the public on transportation safety-related topics.

**Safe Routes to School (SRTS)** is a federally-funded program designed to enable and encourage kids in grades K-12 to walk and bicycle to school safely.

The following SRTS activities occurred during this fiscal year.

- Through the Safe Routes STARS (Students Taking Active Routes Safely) Program, pedestrian and bicycle safety instruction is delivered to second and fifth grade students, parents, schools and community members across Mississippi promoting safe walking and biking as a fun, healthy way for travel to and from school.
  - 127 schools reached
  - 187 pedestrian presentations delivered
  - 126 bicycle presentations delivered
  - 65 bicycle safety demonstrations conducted
  - STARS leaders participated in 52 health fairs statewide demonstrating hands-on teaching of pedestrian and bicycle skills and conducting bicycle rodeos.

- In FY 2008, the Mississippi Department of Education developed 36 SRTS lesson plans for grades K-8. These lesson plans were added to the Health in Action database and have been used in the Office of Healthy Schools' lesson plan trainings since their creation. In FY14, those 36 lesson plans were updated to align with Common Core State Standards and used in workshops in June 2014 as a part of annual training for teachers. In addition, several of the SRTS lesson plans were included as resources in the MDOT RIDES Program.
- In an effort to encourage students and their families as well as bringing attention to communities and city officials, International Walk to School is celebrated each fall in October. In October 2013, 90 schools in 52 communities throughout Mississippi held Walk to School events throughout the month.
- Throughout the year, the SRTS Coordinator and engineers meet in communities with city and town officials, school administrators and other concerned citizens who are interested in creating a safe place for kids to walk and bicycle to school. In FY14, 40 meetings were held.

## **Program Continuation**

### Activities Planned for 2014-2015

- Litter Prevention Program education presentations will be conducted in K-6 classrooms and Mississippi libraries, and at community and civic events, and statewide conferences from July 1, 2014, through June 30, 2015.
- The Adopt a Highway and Inmate Litter Removal Programs will continue in FY 2015.
- Seven Trash Bashes will be held in Spring 2015.
- The Annual Safety Fair will be held in April 2015.
- "Survive Your Drive" presentations will be conducted in schools and at community events from July 1, 2014, through June 30, 2015.
- MDOT began working with the Mississippi Department of Education to develop transportation safety-related lesson plans for use by teachers across the state. These lesson plans will be introduced through a pilot school initiative that will include six middle schools (one from each MDOT engineering district). The pilot school program will begin in FY 2015.
- The Bridge Challenge will be held September 2014 through April 2015.
- TRAC Training – Mississippi State University will conduct training for new ICT teachers.
- Bridge Training – MDOT will conduct training for teachers who request training for the Bridge Challenge. Training will include Model Smart as well as Bentley's MicroStation V8i software.
- RIDES Training – Five RIDES trainings will be held across the state.
- RIDES Conference – A RIDES Conference will be held for all teachers who have attended RIDES training. The one-day conference will provide new RIDES activities for teachers.
- Mississippi teams will participate in the AASHTO National Bridge Competition.

- STARS presentations and demonstrations will be conducted from July 1, 2104, through June 30, 2015.
- SRTS lesson plans will remain part of the Mississippi Department of Education curriculum and the RIDES program in FY 2015.
- SRTS meetings with city and town officials will continue in FY 2015.

### **Outsourced Research Projects**

MDOT continues to partner with local Colleges and Universities to assist with research efforts. The Department outsourced eighteen (18) research projects during fiscal year 2014 of which one (1) was assigned to a HBCU. Minorities made up 33 percent of the consultant workforce and females made of 24 percent.

### **Public Transit**

The following is an update of the Public Transit Division EEO related activities for the period July 1, 2013 through June 30, 2014.

1. The Division hosted the 7<sup>th</sup> Annual Statewide Transportation Coordination Summit on July 9-10 in Jackson, MS. The goal of the summit was to evaluate the goals and objectives from the previous summit to take stock of where we are today, compared with what was said would be accomplished, identify what are the barriers and decide what needs to be done to overcome those barriers.
2. Public Transit staff participated in the MPTA sponsored 11<sup>th</sup> Annual Leadership Training and Professional Development Summit which was held in Natchez, MS August 14-16, 2013. The conference provided essential training on personal professional development, improving daily operations, required state/federal policies updates, pertinent key issues including the stimulus funds, regional coordination and strategic planning options.
3. November 12-15, 2013, the MPTA sponsored their 37<sup>th</sup> Annual Conference which was co-sponsored by the MDOT-Public Transit Division. This event was held in Natchez, Mississippi at the Natchez Convention Center. PTD staff gave an update on Policies and Procedures, safety and securement and succession & strategic planning. Conference workshops included personal/professional development, intermodal flexibility/community based planning opportunities, required state/federal policy updates, community transportation's role in mobility for veterans; community transportation role in emergency response and pertinent issues including marketing, insurance and alternative fuel. The conference theme was 'Meeting the needs for those whom we serve'.
4. PTD Staff participated in Multi-State Technical Assistance Program/Standing Committee on Public Transportation joint winter meeting hosted in San Antonio,

TX, November 18-21, 2013. The meeting included representation for federal and state transportation agencies and public transit associations throughout the nation. Federal regulations/policy updates/rulemaking was the most key discussion areas during the meeting.

5. PTD Staff and sub-recipients attended the Vehicle Maintenance Management and Inspection certification workshop in Natchez, MS on November 13-14, 2013 that was sponsored by the Community Transportation Association of America (CTAA). The training program promotes the community transportation industry's commitment to safe, reliable transportation through building up the professional skills of maintenance personnel and managers.
6. PTD staff members attended the Drug and Alcohol Substance Abuse training, April 14-18, 2014 in Little Rock, Arkansas. Policy updates and information were presented to assist the Division in administering the Drug & Alcohol Testing program required of our rural transit providers. Also PTD hosted Drug and Alcohol Substance Abuse training in Jackson, MS on February 6, 2014.
7. The MPTA's annual Roadeo was held in Choctaw, MS May 2-4, 2014. Training was provided during the Roadeo on operations management/vehicle maintenance and safety/security practices.
8. PTD staff and sub-recipients mobility managers attended Design Thinking for Mobility Managers training on May 12-13, 2014 in Atlanta, GA. The training focused on how to facilitate a customer-centered design process to design, iterate, test and deliver responsive mobility solutions.
9. PTD staff attended the Community Transportation Association of America's Conference and Expo June 8-13, 2014 in St. Paul, Minnesota. The conference included training sessions in the following areas: Professional Development Workshops, Best Practices from different states regarding the implementation of various transit related programs and projects.
10. The Division continues to encourage its contractors to initiate training with certified DBE and to utilize other DBE vendors that have been certified through the UCP. Outreach efforts are also continuously initiated to encourage more minority and small businesses to apply for DBE certification. Our rural providers submit the names and contact information for non-certified small and minority businesses FTA funds are being expended along with their monthly DBE reports to us. This information is used by our staff to contact the vendors in writing providing them information about the DBE program and the certification forms. Technical assistance is provided by PTD as needed. At our town hall meetings and regional meetings, DBE program is discussed in order to provide information about the DBE.

11. The PTD staff participated in Disability Awareness Day that was hosted by the City of Jackson on October 23, 2013. It was designed to increase public awareness and to provide an opportunity for increased services to disabled individuals in the community.
12. PTD Civil Rights representative attended the Southern Transportation Civil Rights Training Symposium held in Charleston, SC on August 26-29, 2013. The training symposium offered a venue of "one-stop shopping" for civil rights training on a variety of subjects covering Internal EEO, Title VI/Nondiscrimination, Disadvantaged Business Enterprise, Contractor Compliance, American with Disabilities Act, Limited English Proficiency and others. Civil rights and other transportation professionals met to exchange information, share best practices, network, resolve issues and communicate common concerns on state and federal civil rights legislation.
13. Public Transit Division staff members are members of the Mississippi Public Transit Association, Community Transportation Association of America, Multi-State Technical Assistance Program and the Standing Committee on Public Transportation. A staff member was chosen to serve on the National RTAP Board for a two year term.

## INTERNAL STATISTICAL DATA

**NOTE:** All totals and percentages are based on the 2010 Census (updated) unless stated otherwise. This information is given to comply with transmittal 202, Volume 2, Chapter 2, Section III, Employment Statistical Data.

### Employment Statistical Data

1.	State Population (2011) – 2,991,207	
2.	Male Labor Force	(2012).....679,481
	Female Labor Force	(2012).....653,619
	White Labor Force	(2012).....826,160
	Non-White Labor Force	(2012).....540,710
	Employed.....	1,211,000
	Unemployed.....	122,100
	Unemployment Rate.....	9.2%

**PERSONNEL ACTIVITIES**

**NEW HIRES AGENCYWIDE ANALYSIS**

EEO-4 Job Category	Male						Female						Grand Total
	White	Black	Hisp	Asian/Pacific	American Indian	Total Males	White	Black	Hisp	Asian/Pacific	American Indian	Total Females	
Officials/Administrators	3					3		3				3	6
Professionals	62	12		1		75	14	6				20	95
Technicians	228	140	1			369	2					2	371
Protective Service													
Paraprofessionals													
Administrative Support							8	6	1			15	15
Skilled Craft	3					3							3
Service/Maintenance	3	2				5		3				3	8
<b>Total</b>	<b>299</b>	<b>154</b>	<b>1</b>	<b>1</b>		<b>455</b>	<b>24</b>	<b>18</b>	<b>1</b>			<b>43</b>	<b>498</b>

**PROMOTIONS AGENCYWIDE ANALYSIS**

EEO-4 Job Category	Male						Female						Grand Total
	White	Black	Hisp	Asian/Pacific	American Indian	Total Males	White	Black	Hisp	Asian/Pacific	American Indian	Total Females	
Officials/Administrators	8	1				9							9
Professionals	549	178	2	1		730	56	21		1		78	808
Technicians	83	49	1			133	2	1				3	136
Protective Service													
Paraprofessionals													
Administrative Support	2					2	3	1				4	6
Skilled Craft	13	2				15							15
Service/Maintenance													
<b>Total</b>	<b>655</b>	<b>230</b>	<b>3</b>	<b>1</b>		<b>889</b>	<b>61</b>	<b>23</b>		<b>1</b>		<b>85</b>	<b>974</b>

**TERMINATIONS AGENCYWIDE ANALYSIS**

	Male						Female					
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EEO-4 Job Category	White	Black	Hisp	Asian/ Pacific	American Indian	Total Males	White	Black	Hisp	Asian/ Pacific	American Indian	Total Females	Grand Total
Officials/Administrators	15	3				18							18
Professionals	106	25	1			132	16	5				21	153
Technicians	150	98	1		1	250		2				2	252
Protective Service													
Paraprofessionals													
Administrative Support	1					1	7	9	1			17	18
Skilled Craft	15	2				17							17
Service/Maintenance	3	4				7		3				3	10
<b>Total</b>	<b>290</b>	<b>132</b>	<b>2</b>		<b>1</b>	<b>425</b>	<b>23</b>	<b>19</b>	<b>1</b>			<b>43</b>	<b>468</b>

TRAINING FOR CERTIFIED PUBLIC MANAGEMENT AGENCYWIDE ANALYSIS													
EEO-4 Job Category	Male						Female						Grand Total
	White	Black	Hisp	Asian/ Pacific	American Indian	Total Males	White	Black	Hisp	Asian/ Pacific	American Indian	Total Females	
Officials/Administrators	1					1		2				2	5
Professionals	9	3				12	6	8	1			15	27
Technicians													
Protective Service													
Paraprofessionals													
Administrative Support								2				2	2
Skilled Craft													
Service/Maintenance													
<b>Total</b>	<b>10</b>	<b>3</b>				<b>13</b>	<b>6</b>	<b>12</b>	<b>1</b>			<b>19</b>	<b>32</b>

**MDOT Training Statistics  
07/01/2013 - 06/30/2014**

**All Training Requests**

Category	Female	Male	Total
White	950	4,300	5,250
Black	331	1,408	1,739
Hispanic	5	8	13
Native American	0	0	0
Asian	2	8	10
Other	0	3	3
<b>Total</b>	<b>1,288</b>	<b>5,727</b>	<b>7,015</b>

**Basic Supervisory Course**

Category	Female	Male	Total
White	3	24	27
Black		5	5
Hispanic	0	0	0
Asian	0	0	0
Other	0	0	0
<b>Total</b>	<b>3</b>	<b>29</b>	<b>32</b>

**Understanding Cultural Diversity**

Category	Female	Male	Total
White	165	250	415
Black	86	201	287
Hispanic	1	1	2
Asian	1	0	1
Other	0	0	0
<b>Total</b>	<b>253</b>	<b>452</b>	<b>705</b>

**Workplace Harassment**

Category	Female	Male	Total
White	32	51	83
Black	10	41	51
Hispanic	0	0	0
Asian	0	0	0
Other	0	0	0
<b>Total</b>	<b>42</b>	<b>92</b>	<b>134</b>

Other goals and objectives to be achieved are as follows:

<b>Action Plan:</b>
<b>Activity:</b> The State EEO Officer will continue to assist District Human Resource Managers, Division Heads and District Engineers in eliminating any discrimination in the Department's employment practices based on race, color, religion, sex, age, national origin or disability. Identify potential adverse impacts and work to reduce Complaints by 10%.
<b>Timeline for Completion:</b> Ongoing
<b>Performance Measure:</b>
<ul style="list-style-type: none"> <li>• Reduction or elimination of complaints</li> <li>• Identification of possible adverse impacts and solutions to eliminate</li> <li>• Development of programs to reduce or eliminate discrimination</li> </ul>
<b>Progress:</b>
MDOT received less than 1% less complaints this year as we did last fiscal year. In fiscal year 2013, we received seven (7) complaints. This year, MDOT received a total of six (6). The Office of Civil Rights and Human Resources Division plans to conduct EEO training for managers and supervisors in an effort to reduce the number of complaints received from the districts.
<b>Activity:</b> The State EEO Officer will discuss with Division Heads and District Engineers the goals and timelines established in the revised Equal Employment Opportunity Plan for the Period of July 1, 2014 – June 30, 2019
<b>Timeline for Completion:</b> December 31, 2014 – June 30, 2014
<b>Performance Measure:</b>
<ul style="list-style-type: none"> <li>• Management knowledgeable of goals and expectations</li> <li>• Policy available to all employees and other interested parties via web and hardcopy</li> </ul>
<b>Activity:</b> The Department will continue to recruit and employ qualified individuals without regard to race, color, religion, sex, age, national origin, or disability. The Department will also continue to participate in special activities such as TRAC, RIDES, and the Summer Transportation Institute designed to attract females and minorities to the transportation industry as well as explore new activities to achieve this goal. Review new hire and promotional goals each year for changes.
<b>Timeline for Completion:</b> Ongoing
<b>Performance Measures:</b>
<ul style="list-style-type: none"> <li>• Department meeting or exceeding new hire and/or promotional goals as outlined in the EEO/AA Plan.</li> <li>• Number of students participating in programs</li> <li>• Number of students seeking and/or getting jobs in transportation industry</li> </ul>

**Progress:**

The State EEO Officer reviewed new hires, promotions, and terminations on a quarterly base. For FY2014, minorities made up 31.8% and females made up 7.2%; Promotions were 26.8% minorities, and 12.5% females; and terminations for year consist of 30.4% minorities, and 12.2% females.

MDOT achieved its projected goals for FY2013 for minorities in the Official Administrator and Professional categories for minority males and females. The goal for female was also achieved in the Skilled Craft categories. We were unable to achieve our goals in all other categories.

This past fiscal year we recruited at all three universities that are accredited in Civil Engineering:

- Jackson State University
- Mississippi State University
- University of Mississippi

RIDES trainings were held across the state during the summer of 2013 with 98 teachers participating. A partnership with the Tenn-Tom Waterway and the Appalachian Regional Commission provided RIDES training for an additional 94 teachers. The first RIDES conference was held on July 26, 2012 in Jackson, MS. Twenty-five teachers from throughout the state attended the one-day conference.

Mississippi Transportation Institute was held at Mississippi State University, Alcorn State University and Jackson State University. Approximately 75 freshmen, sophomores, junior, and senior high school students from all over the state attended the universities for a two week course at Mississippi State University, Alcorn State University and Jackson State University. The attendees combined consisted of 73% minorities and 56% females. Students took part in a number of activities to include presentations, participating in group projects, and touring various facilities.

MDOT was successful in hired one (1) minority male, one (1) minority female and six (6) white females in EIT position.

**Activity:** State EEO Officer request that District Human Resources Professional be allowed to attend at least one EEOC Technical Assistance seminar sponsored by EEO Commission, Washington, DC as an additional source of vital training in EEO related issues.

**Timeline for Completion:** Ongoing

**Performance Measures:**

Number of Human Resources Professionals attending training.

**Progress:**

Only the State EEO Officer attended the seminar this year. There were no district representatives in attendance.

Some of the topic discussed at EEO training included:

1. EEOC's Laws, Unlawful Employment Discrimination and Employer Best Practices: Provided an overview of laws enforced by the EEOC.
2. EEOC Mediation, An Alternative to Litigation: provided highlights of the EEOC's mediation Program.
3. Employer Responsibilities for Bullying, Harassment and Workplace Violence: Provided a clear definition for description of workplace violence; identify who is at risk; how to reduce workplace violence.

**Activity:** The Training Division will continue to meet the training needs of the employees in order that they may build career paths within the Department. The Training Division will also continue to work to expand the scope of the training offered. Sexual Harassment, ADA, Diversity, and other related EEO training will continue to be offered. Review training and make adjustments.

**Timeline for Completion:** Ongoing

**Performance Measures:**

- Number of employees being trained
- Number of new training programs developed
- All supervisory personnel being trained on EEO related issues

**Progress:**

A review of the training statistics revealed that the overall attendance for training this fiscal year 20% less than last year. Minorities represented 25% of attendances with 19% being females.

The Training Director continues to review and monitor training needs

The Office of Civil Rights with the assistance of Human Resource Division attorney plans to conduct statewide training on the areas of hostile work environmental, interview and selection procedure, correction and disciplines, and retaliation for all personnel serving in a supervisor or manager position.

**Activity:** The State EEO Officer will perform quarterly reviews of new hires, promotions, and termination data to monitor if the Department is on track to reach desired goals and correct any adverse impact that may be occurring.

**Timeline for Completion:** December (2014, 2015, 2016, 2017, 2018), March (2015, 2016, 2017, 2018,) June (2015, 2016, 2017, 2018) September (2015, 2016, 2017, 2018)

<b>Performance Measures:</b>
<ul style="list-style-type: none"> <li>• Adjustments made to goals and timelines when needed</li> <li>• Goals and timelines achieved</li> </ul>
<b>Progress:</b>
<p>During this fiscal year, we achieved our hiring goals for all genders and race in all job categories with the exception of females in the Services Maintenance and Skilled Craft job categories.</p> <p>A review of new hires, promotions, and terminations did not reveal any discriminatory practices.</p> <p>A total of 468 employees terminated employment. Of that 32.9% were minorities and 9.2% were females.</p> <ul style="list-style-type: none"> <li>• One hundred seventeen (117) retired, 62 was terminated for disciplinary reasons, and 308 resigned from their positions.</li> <li>• Of the 62 disciplinary termination approximately 84% were minorities and</li> <li>• 7% were females.</li> <li>• Of the 308 that resigned, approximately 24% minorities and 5% females resigned for better jobs.</li> </ul>
<b>Activity:</b> The Division Heads and District Engineers or their designee will report on an as-needed basis to the State EEO Officer any special accommodations requested.
<b>Timeline for Completion:</b> Ongoing
<b>Performance Measures:</b>
<ul style="list-style-type: none"> <li>• Number of special accommodations needed</li> </ul>
<b>Progress:</b>
<p>There were no requests for reasonable accommodation reported during the review period.</p>
<b>Activity:</b> State EEO Officer and Recruitment Director will meet with Jackson State University engineer classes to discuss career opportunity with MDOT
<b>Timeline for Completion:</b> May 31, 2014
<b>Performance Measures:</b>
<ul style="list-style-type: none"> <li>• Knowledge of department's policy on the recruitment and hiring of EITs (attending career day)</li> </ul>
<b>Progress:</b>
<p>The Recruitment Director attended Career Day at Jackson State University. Recruitment effort resulted in the agency obtainment of EITs and interns.</p>

As an additional recruitment process, the State EEO Officer and Civil Rights Director discussed need to attend career fairs at high schools to generate high school students' interest in careers in the transportation industry.

To further our recruitment efforts, the State EEO Officer plans to explore the possibility of distributing informational material to guidance counselors regarding employment opportunities with MDOT to local colleges and universities as well as those in neighboring states to have information at their fingertips year round.

**Activity:** State EEO Officer will meet quarterly with District Human Resource Managers to discuss and address potential EEO issues and concerns of the districts.

**Timeline for Completion:** June 30, 2013

**Performance Measures:**

- Reduction or elimination of complaints
- Identification of possible adverse impacts and solutions to eliminate.

**Progress:**

Problem obtaining females in the Maintenance Technician position; and in the Skilled Craft and Service/Maintenance job categories continues to be an issue within the Districts.

This fiscal year, MDOT had a 6% decrease for females in the Technician job category; females in the Skilled Craft category remained the same; and females in the Service Maintenance job category decreased by 1%.

**Activity:** State EEO Officer will conduct Internal EEO reviews on an annual basis.

**Timeline for Completion:** July 1, 2015, 2016, 2017, 2018, 2019

**Performance Measures:**

- Reviews completed.

**Progress:**

EEO and ADA Policy Statement were displayed at an easily accessible location for all employees

All divisions and districts reviewed followed standard procedures for interviewing and selecting new hires as established by MDOT's Human Resources Division.

Reviews of job applications in both districts revealed that many applications from prospective employees were incomplete, which in some cases made applications impossible to evaluate for potential employment.

Employees have adequate knowledge of upcoming training.

No major deficiencies were found and no instances of discrimination or sexual harassment were reported.

**Activity:** Develop language to be incorporated into appraisal system to ensure that supervisors and managers are evaluated annually on their performance toward achieving the Department's Affirmative Action goals and their support of the EEO/AA Program.

**Timeline for Completion:** December 31, 2014

**Performance Measures:**

- All supervisors have appropriate language in their performance appraisal.



## Annual Work Plan Update

The State EEO Officer will continue to assist District EEO Officer, Division Heads and District Engineers to eliminate any discrimination in the Department's employment practices based on race, color, religion, sex, age, national origin or disability.

The Department will secure replacement of Division Heads and District Engineers requiring them to participate in training in the area of EEO management.

The Department will continue to recruit and employ qualified individuals without regard to race, color, religion, sex, age, national origin, or disability. The Department will also continue to participate in special activities such as TRAC and the Summer Transportation Institute designed to attract females and minorities to the transportation industry as well as explore new activities to achieve this goal.

The State EEO Officer will continue to conduct quarterly meetings with District Personnel Managers to discuss potential EEO issues and concerns in an effort to be proactive and prevent any intentional and/or unintentional adverse impacts. Meeting dates are scheduled for the second Thursdays of the months of March, June, September and December.

The Training Director will continue to meet the training needs of the employees in order that they may build career paths within the Department and will continue to work to expand the scope of the training offered. Sexual Harassment, ADA, Diversity, and other related EEO training will continue to be offered.

The State EEO Officer in conjunction with the Human Resource Division Staff attorney will conduct EEO training for all districts and divisions. The purpose of the training is to provide an overview of the agency's EEO laws and requirements. Hostile environmental, legal interview and selection, correction and disciplines, and retaliation are areas that will be covered.

The State EEO Officer will request that District Human Resources Professionals be allowed to attend at least one EEOC Technical Assistance seminar sponsored by EEO Commission, Washington, DC as an additional source of vital training in EEO related issues.

The State EEO Officer will continue to communicate with Managers and Supervisors to gain information and feedback on the program and identify and problem areas.

The State EEO Officer will continue to perform quarterly reviews of new hires, promotions, and terminations data to monitor if the Department is on track to reach desired goals and correct any adverse impact that may be occurring.

The Department will work to ensure appropriate language has been incorporated into appraisal system to ensure that supervisors and managers are evaluated annually on their performance toward achieving the Department's Affirmative Action goals and their support of the EEO/AA Program. This goal will be implemented along with the new state personnel board appraisal system.

The Department will continue to publicize the American with Disabilities Act.

The Division Heads and District Engineers or their designee will report on an as-needed basis to the State EEO Officer any special accommodations requested.

The Recruitment Officer will continue to make an effort to recruit student interns to aid in increasing EIT employment upon graduation. The recruitment officer will continue to recruit at Jackson State University (HBCU), Mississippi State University and the University of Mississippi.

The State EEO Officer and Civil Rights Director will conduct on-site evaluations of districts and divisions' employment activities. The evaluation will also consist interviewing managers/supervisors, and employees randomly selected by the Office of Civil Rights. The internal evaluation is designed to assess where we are in achieving employment goals, identify processes that can be improved, and highlight best practices. Districts and divisions will be reviewed on a three-year rotation schedule.

## Title VI ACCOMPLISHMENT REPORT

July 1, 2013 – June 30, 2014

1. The Office of Civil Rights has established a risk based analysis for the preparation of our Title VI on-site reviews of LPA's. We analyzed dollar amounts spent by each LPA during the reporting period and ranked the highest amount to the least amount.
2. The Office of Civil Rights has added the following links to the MDOT's website, GoMDOT.com.
  - FHWA ADA/504 Overview - Web Based Training
  - FHWA Title VI Overview – Web Based Training
  - Your Rights Under Title VI Brochure in English
  - Your Rights Under Title VI Brochure in Spanish
  - MDOT's Annual Title VI Assessment Report
3. A total of one hundred and forty-six (146) LPA's were sent Title VI Assessment Reports and No-Change Affidavits for completion. A total of one hundred and thirty-one (131) forms were returned. None of the LPA's who submitted their report and No-Change Affidavit reported any Title VI related complaints during the review period.
4. The Office of Civil Rights Staff attended the 2013 Southern Transportation Civil Rights Training Symposium on August 27 -29, 2013 in Charleston, SC.
5. The Office of Civil Rights staff attended the 2014 Civil Rights Training symposium April 27-30, 2014 in Phoenix, Arizona.
6. The Civil Rights Director continues to serve as a Committee Member of the Southern Transportation Civil Rights Executive Council. The primary purpose of the Southern Transportation Civil Rights Executive Council is to promote the advancement of civil rights program initiatives within member states.
7. The agency employed the services of a minority owned and operated consulting firm, Systems Consultants Associates, Inc., to assist in the task of establishing the requisite goal for the DBE Program. Systems Consultants Associates (Systems) has a long standing and highly successful experience with DBE and related programs.

As a result of Systems' findings and due consideration of the FHWA, the agency adopted a 9.71 percent DBE participation of which 4.13 percent is race-conscious and 5.58 percent is race-neutral.

8. The Office of Civil Rights continues its effort to locate minority and female firms qualified to be certified as a disadvantage business. A total of fifty-four (54) firms were certified as DBEs during the review period of which thirty-three (33) are minority male owned firms and twenty-one (21) are minority female owned firms.
9. The MDOT's ADA Coordinator along with Roadway Design Division's staff presented training on Designing Pedestrian Facilities for Accessibility for participants in Jackson, McComb, Batesville, Yazoo City, Tupelo, and Hattiesburg.
10. MDOT's ADA Coordinator presented an Environmental Justice Program to Gulf Region Planning Commission MPO meeting in Biloxi, MS. ADA transition plans were reviewed of those LPA's that had questions about their plans.
11. Other significant accomplishments for the program year include the following:

- **Roadway Design Division**

The Department awarded eight (8) design contracts to consultants firms. The total value of all contracts combined was \$4,478,940.00. One of the eight (8) contracts was held by a minority/women owned firm with a value of \$120,469.

There were no Title VI complaints in the design program areas.

- **District Offices**

There were a total of one hundred and one (101) preconstruction conferences held in the Districts during the program year. During the conferences district personnel discussed with suppliers, subcontractors and contractors the Title VI requirements associated with their contracts or agreement.

During EEO Inspections there were a total of five (5) cases where employees were underpaid. The project offices contacted each contractor so that back payment could be processed for those employees.

During the employee interview session of the EEO Inspection, it was discovered that one (1) employee did not know where the bulletin board was located. The contractor was notified and the employee was trained on the location of the bulletin board.

None of the District Offices received any Title VI related complaints during the program year.

- **Research Division**

The division has approximately fourteen (14) projects currently underway with the following entities:

Mississippi State University  
Jackson State University  
Burns Cooley Dennis, Inc.  
Thompson Engineering  
Rao Research and Consulting)

Jackson State University is an HBCU.  
Rao Research and Consultant is a female owned firm.

Some studies not performed by a female, minority, or HBCU have minorities and females serving as principal investigators.

There were no Title VI complaints filed regarding research projects.

- **Contract Administration/Maintenance Division**

There were no contractors found not to be in compliance with the EEO provisions of their Federal-aid highway contract or maintenance agreements.

One contractor, Hill Brother Construction Company, defaulted on three contracts during the review period. The company went into bankruptcy and the contracts were assigned to W.G. Yates and Sons Construction Company.

There were no Title VI related complaints filed in regards to competitive bidding of construction or maintenance contracts.

- **Right of Way Division**

Twenty-seven (27) appraisers were utilized during the program year of which five were minorities. Four of the appraisers were females with one being a minority.

There were four hundred and forty-five (445) parcels acquired or condemned during the reporting period. There were no complaints filed by minorities or women concerning their option in the negotiation phase.

Relocation assistance was provided to approximately one hundred fifty-one (151) persons to include nineteen (19) minorities, twenty-five (25) females, twenty-six (26) elderly and twenty-one (21) handicapped.

There were no Title VI related complaints received during the right of way stages.

- **Bridge Division**

The Division awarded sixteen (16) design contracts to consultant firms. The total value of all contracts combined was approximately \$9,383,157.00. One minority/woman firm was awarded a contract with a contract value of \$306,831.00.

There were no Title VI complaints received in the Bridge Design program areas.

- **Environmental Division and Public Involvement**

The Division held six (6) public hearings concerning the location of projects. The hearings were advertised by newspapers and press releases. In soliciting the involvement of minority leaders the Department held neighborhood field reviews, used census data, public official meeting and one-on-one meetings in the community. During the reporting period the minority publication, Jackson Advocate and Mississippi Link, were used to advertise public hearings. The following consultants were used during the reporting period; one (1) of which is a minority owned firm:

- Neel-Schaffer
- Pickering Engineering
- Gresham-Smith, Florence & Hutcheson
- Pritchett Engineering

There were no Title VI complaints received in the Environmental program areas.

- **Office of State Aid**

During the reporting period, the Office of State Aid utilized the following consultant and/or contractor services:

1. 22<sup>nd</sup> Century Technologies, Inc.
2. D & D Hinton Management Services
3. Lefkowitz Systems, Inc.
4. Michael Baker, Jr., Inc.
5. Richard E. Turner
6. Vixio Technology, LLC
7. Scott-Robert and Associates, LLC

There were no Title VI complaints received in the Office of State Aid's program, areas.

- **Planning/MPOs**

A review of MPOs activities revealed the following findings:

The **Central Mississippi Planning and Development District (CMPDD)**: Preparation of the Public Participation Plan was initiated and Long Range Transportation Plan. Hazard Mitigation Plans with any mitigation planning process, open public involvement is essential to the development of an effective comprehensive plan. There were no public hearings or compliance reviews done relating to transportation/comprehensive planning during the reporting period.

No Consultant Planning Agreements were awarded during the reporting period.

There were no Title VI related complaints received in the CMPDD during the reporting period.

**Hattiesburg MPO**: There were no studies conducted during the review period to provide data relative to minority persons, neighborhoods, and income levels. Several public hearings were held in reference to transportation planning. Organizations and communities were notified by newspaper, local radio, e-mail, and flyers to neighborhood organizations. No consultant planning agreements were awarded during the reporting period

There were no Title VI related complaints received during the reporting period.

**Memphis MPO:** Long Range Transportation Plan, the MPO informs the public through regular legal notices published in all major newspapers, and in newspapers that target minority populations in the metropolitan area. The MPO uses additional tools to keep the public informed and engaged including posting information on the Internet, a newsletter and email lists. The Stakeholders Committee now includes representatives who provide input regarding the needs of minorities and low income persons. No Consultant Planning Agreements were awarded during the reporting period.

There were no Title VI complaints received during the reporting period.

**Gulf Regional Planning Commission:** The following studies were done during the reporting period:

- 2040 Long Range Transportation Plan – census data on demographic were used to locate Environmental Justice areas within the planning area
- Safety Program Study- (i) MS Safety Initiatives and the Heritage Trails Partnership Keynote Project which will connect the three coastal counties from state line to state line.

There were six (6) public meetings held in the three coastal counties on long range transportation planning, including roads, transit, bike/pedestrian and safety concerns. The public was encouraged to ask questions and submit written comments on all plans. Minorities attended all meetings as individuals and as representative of community organizations. The MPO published notices public meetings in the newspapers, regionally and locally, television interviews, radio advertisement and newspaper advertisement. The MPO has plans to begin implementing the recommendations of the LRTP.

One Consultant Planning Agreement was awarded to perform FTA emergency transportation recovery study.

There were no Title VI complaints received during the review period.



## ANNUAL WORKPLAN

The following constitutes an outline of the Title VI activities planned for the federal fiscal year beginning July 1, 2014 through June 30, 2015.

1. Duties performed by the Office of Civil Rights Director, the Title VI Coordinator and the Interdisciplinary Team will continue as recognized in the Title VI Program and Implementation Plan.
2. The Office of Civil Rights will continue to monitor LPA ADA Transition Plans. All information on individual LPA's will be linked to the MDOT ADA Transition Plan online at GoMDOT.com.
3. The Title VI Coordinator will coordinate Title VI training for sub recipients. The training will focus on sub recipients' responsibilities and obligations to the program. During the training, sub recipients will be informed of the annual Title VI review and the review process. We are looking to provide this training as a Webinar. The on-site reviews will be prioritized by those LPA's that get the most federal financial assistance during the year. The Title VI Coordinator is planning ten (10) on-site reviews per year.
4. The Office of Civil Rights Title VI Coordinator will provide training at the Mississippi Association of Supervisors 2014 Fall Educational Workshop in Natchez, Mississippi on October 20, 2014.
5. The Civil Rights Director will continue to serve on the Southern Transportation Civil Rights Executive Council and participate on the planning committee for the Regional Civil Rights Conference.
6. The Office of Civil Rights will continue to attend the AASHTO National Civil Rights training and the Southern Transportation Civil Rights Training Symposiums.
7. The Office of Civil Rights will continue to update the Civil Rights Division website.
8. The Office of Civil Rights will continue to recruit new firms as well as provide training and technical assistance to existing firms as a means to develop DBE participation.

9. MDOT will continue to reach out to the media and target minority and low income audiences to enlist their participation in public involvement as well as make them aware of their rights under Title VI.
  
10. The MDOT ADA Coordinator will provide ADA training along with the MDOT Roadway Design Division. The training will consist of ADA design guidelines as well as information concerning completion of ADA Self-evaluation and Transition Plans.
  
11. The Office of Civil Rights will continue to participate in MDOT sponsored conferences and events to publicize the Title VI Program and its requirements.

**Mark C. McConnell**  
Deputy Executive Director/  
Chief Engineer

**Charles R. Carr**  
Director  
Office of Intermodal Planning



**Lisa M. Hancock**  
Deputy Executive Director/  
Administration

**Willie Huff**  
Director  
Office of Enforcement


**Melinda L. McGrath**  
Executive Director

*P. O. Box 1850 / Jackson, MS 39215-1850 / Telephone (601) 359-7001 / FAX (601) 359-7110 / GoMDOT.com*

## MEMORANDUM

September 30, 2014

**TO:** Carolyn Bell  
Civil Rights Director

**FROM:** Shelly Roberts   
Contract Compliance/OJT Coordinator

**RE:** External EEO/On-the-Job Training Program Update

### I. Structure and Responsibilities

The external EEO Program and On-the-Job Training (OJT) Program is centralized and administrated by the Office of Civil Rights.

The Contract Compliance Coordinator along with District Project Engineers is responsible for monitoring the External EEO Program and the OJT Program.

The Contract Compliance Coordinator's responsibilities to these programs consist of but not limited to:

- A. Conducting EO Compliance Reviews
- B. Investigating EO complaints from contractors or employees of contractors.
- C. Assisting the Districts and Project Engineers with any EEO matters in federally assisted contracts.
- D. Attending preconstruction meetings and briefing prime contractors and subcontractors on EO Regulations.
- E. Administering On-The-Job Training Program for federally assisted contracts.
- F. Assigning specific number of OJT hours to federal-aid projects with the assistance from MDOT Construction Division.
- G. Review reporting documents and employee payrolls to ensure procedures are established to monitor trainee progress on a project.
- H. Conduct periodic compliance reviews and interview trainees to gauge their progress within the training program.

## Accomplishments

### A. Contract Compliance Reviews

The Contract Compliance Coordinator conducted reviews of the following contractors this fiscal year.

**1. James Group**

Project Number: STP-0029-03(009) - Marshall County

During the review process some minor deficiencies were found and a Voluntary Correction Action Plan was discussed and negotiated at the Exit Conference identifying deficiencies and the actions to be taken to correct each deficiency. The contractor corrected all deficiencies within the allotted timeframe and a Determination of Compliance was issued.

**2. W. S. Newell & Sons, Inc.**

Project Number: STP-0029-03(009) - Marshall County

During the review process there were no deficiencies found and a Determination of Compliance was issued.

**3. J & M, Inc.**

Project Number: STP-0029-03(009) - Marshall County

During the review process some minor deficiencies were found and a Voluntary Correction Action Plan was discussed and negotiated at the Exit Conference identifying deficiencies and the actions to be taken to correct each deficiency. The contractor corrected all deficiencies within the allotted timeframe and a Determination of Compliance was issued.

**4. J & M, Inc.**

Project Number: STP-0029-03(009) - Marshall County

During the review process some minor deficiencies were found and a Voluntary Correction Action Plan was discussed and negotiated at the Exit Conference identifying deficiencies and the actions to be taken to correct each deficiency. The contractor corrected all deficiencies within the allotted timeframe and a Determination of Compliance was issued.

**5. Phillips Contractors**

Project Number: NH-BR-0002-04(036) - Lowndes County

During the review process some minor deficiencies were found and a Voluntary Correction Action Plan was discussed and negotiated at the Exit Conference identifying deficiencies and the actions to be taken to correct each deficiency. The contractor corrected all deficiencies within the allotted timeframe and a Determination of Compliance was issued.

The following contractors have been selected for an Area-wide or a Project Specific review for the FY 2014-2015:

1. Talbot Brothers
2. Eutaw Construction
3. Century Construction
4. Lehman Roberts
5. Blaine Construction
6. Rogers Group
7. American Field
8. Atwood Fence Co.

Note: The above schedule is subject to change due to a change in project estimated completion dates.

#### B. On the Job Training

1. For Fiscal Year 2014 there were 14 federal aid projects with 15,240 OJT hours assigned. There are a total of 26 projects open with 32,240 hours assigned.
2. For Fiscal Year 2014 there were 20 trainees enrolled in the program. There were 16 trainees enrolled in the program who graduated during FY 2014.

Fiscal Year 2014 Total Trainees – 20  
45% - minorities

\*See Attached OJT Enrollment Summary (Exhibit 6)

## II. Other Activities

MDOT submitted to the Federal Highway Administration an annual Federal-Aid Highway Construction Employment Data Report (FHWA-1392) for the period ending July 31, 2014. The report provides a breakdown of employees by job classification to include the total number of minorities and females working on all federal-aid projects. The report reflects the following employment data:

Total employees: 4,337

45%- minorities  
14% - females

These numbers reflect that contractors do not appear to have a problem recruiting and hiring minority employees but seem to have difficulty locating female employees.

**Exhibit 6: OJT Enrollment Summary**

**2014**

**Classifications**

	TOTAL		Black		Hispanic		American Indian		Asian/Pacific Isla		White	
	M	F	M	F	M	F	M	F	M	F	M	F
Bulldozer Operator	3		1									2
Asphalt Roller Operator	3		1									2
Scraper-Pan Operator	2		1									1
Truck Driver	1											1
Asphalt Plant Drier Operator	1											1
Mechanic	1											1
Highway/Bridge Ironworker	1		1									
Loader Operator	1											1
Backhoe Operator	1		1									
Asphalt Paving Machine Operator	1											1
Highway/Bridge Carpenter	1				1							
Grade Checker	1											1
Power Tool Operator	1		1									
Asphalt Raker	2		2									
<b>TOTAL</b>	<b>20</b>		<b>8</b>		<b>1</b>							<b>11</b>

**Office of  
State Aid Road Construction**

Mississippi Department of Transportation  
Post Office Box 1850  
Jackson MS 39215-1850

*H. Carey Webb  
State Aid Engineer  
(601) 359-7150*

*412 Woodrow Wilson  
Jackson MS 39216  
Fax (601) 359-7141*

October 20, 2014

Mr. Andrew Hughes  
FHWA Division Administration

Dear Mr. Hughes:

Subject: Office of State Aid Road Construction  
Equal Employment Opportunity Program Report

This report is for the purpose of establishing proper policy to assure full compliance with the requirements of 23 CFR 200.9 and 230.11.

The contents of our policy report are:

- 1) Objectives and actions that will assure continuation of our Equal Employment Opportunity Program.
- 2) List of all employees as of June 30, 2014.
- 3) Listing of new hires for the period July 1, 2013 – June 30, 2014.
- 4) Listing of terminations for the same period.
- 5) Listing of employee promotions during this period.

Sincerely,



H. Carey Webb  
State Aid Engineer

## OFFICE OF STATE AID ROAD CONSTRUCTION

### EQUAL EMPLOYMENT OPPORTUNITY (EEO) POLICY

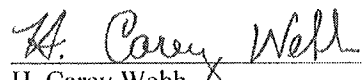
It is the policy of the Office of State Aid Road Construction to assure Equal Employment Opportunity of all its employees and employment applicants. Equal Employment Opportunity will be afforded to all regardless of race, sex, religion, color, national origin, age, disability, or any other factor not directly related to ability or potential for satisfactory job performance. Nondiscrimination applies to all employment practices, including recruitment, employment, compensation, assignments, training, promotions, transfers, demotions, disciplinary actions, layoffs, terminations, and benefits.

In accordance with this office's policy of assuring Equal Employment Opportunity regardless of sex, the Office of State Aid Road Construction will not tolerate sexual harassment of its employees or employment applicants. Sexual harassment is defined as unwelcome sexual advances, requests for sexual favors, and other verbal/physical actions of a sexual nature when submission to these actions, whether spoken or unspoken, is necessary to keep or obtain employment or when submission to or rejection of sexual overtures is used as a basis for promotions, performance ratings, or other personnel actions, or when these actions interfere with an individual's work performance or create an intimidating, hostile, or offensive work environment. The Office of State Aid Road Construction will not tolerate sexual harassment by any of its employees or by non-employees whose conduct makes the employer liable and responsible for corrective actions. Each manager/supervisor is responsible for any sexual harassment about which he/she failed to take corrective actions.

The Office of State Aid Road Construction will not discriminate against qualified disabled persons. A qualified disabled person is one who can perform the essential functions of the position within normal safety requirements and with reasonable accommodation. Reasonable accommodation will be determined on a case-by-case basis. Staff will pursue the possibility of making facilities accessible, buying or modifying equipment, changing work schedules, restructuring the job, or reassigning an employee who becomes disabled and unable to perform his/her duties. Employers are obligated to make reasonable accommodations only to the known physical or mental limitations; therefore, it is the responsibility of the employee to notify his/her supervisor if an accommodation is needed. Examples of disabilities are visual, speech, and hearing impairments; orthopedic impairments; loss of a body part; disfigurement; cerebral palsy; seizure disorder; muscular dystrophy; multiple sclerosis; learning disabilities; mental retardation; emotional or mental illness; drug addiction; cancer; heart disease; and diabetes.

The Office of State Aid Road Construction is committed to Affirmative Action and to maintaining a work force with an equitable representation of women and minorities. Annually, management will access the agency's present Equal Employment Opportunity status. The Office of State Aid Road Construction's yearly Affirmative Action Plan will include this assessment and describe corrective action to any weaknesses found.

Administrators, managers, and supervisors are responsible for Equal Employment Opportunity, nondiscrimination, and Affirmative action in their respective areas. The Personnel Officer will administer the internal Equal Employment Opportunity Program and Affirmative Action Plan and will provide assistance to staff in fulfilling their responsibilities.

  
\_\_\_\_\_  
H. Carey Webb  
State Aid Engineer



## OFFICE OF STATE AID ROAD CONSTRUCTION

### AMERICAN WITH DISABILITIES (ADA) POLICY

The Office of State Aid Road Construction does not discriminate on the basis of disability in the admission to, access to, and operations of its programs, services, and activities; or in its hiring and employment practices.

The Americans with Disabilities Act of 1990 requires state agencies to make reasonable accommodations for the known physical and mental limitations of otherwise qualified individuals with disabilities who are applicants or employees, provided such accommodations do not cause undue hardships to the agency's operations. Qualified individuals with disabilities are persons with disabilities who meet the job-related requirements of an employment position and who can perform the essential functions of the position with or without reasonable accommodations. A person with a disability is considered to be an individual with a physical or mental impairment that substantially limits one or more major life activities, has a record of such impairment, or is regarded as having such an impairment.

Questions, concerns, complaints, or requests for additional information regarding the ADA should be made to one of the agency's ADA Officers. Individuals who need accommodations are invited to make their needs and preferences known to one of the following ADA Officers:

Kimberly Cooper Johnson	EEO Officer, Internal	Jackson	359-7135
John Bond	EEO Officer, External	Jackson	359-1857

  
\_\_\_\_\_  
H. Carey Webb  
State Aid Engineer

## OFFICE OF STATE AID ROAD CONSTRUCTION

### AMERICANS WITH DISABILITIES (ADA) POLICY

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Questions, concerns, complaints, or requests for additional information regarding the ADA should be made to the agency's ADA Officer. Individuals who need accommodations are invited to make their needs and preferences known to one of the following ADA Officers:

Internal Officer

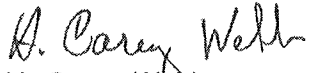
Kimberly Cooper- Johnson  
412 Woodrow Wilson Boulevard  
Jackson MS 39216  
601 359-7135

External Officer

John Bond  
412 Woodrow Wilson Boulevard  
Jackson MS 39216  
601 359-1857

Or

Office of State Aid Road Construction  
Post Office Box 1850  
Jackson MS 39215-1850  
(601) 359-7150

  
H. Carey Webb  
State Aid Engineer

EMPLOYEE NAME	TITLE	M	F	W	B
		SEX	SEX	RACE	RACE
MARIE ALLBRITTON	STAFF OFFICER II		1	1	
JACQUELUM ALLEN	CONTRACT ANALYST I		1		1
JAMES AMBROSE	CONTRACT ANALYST II	1		1	
JOE ASHLEY	ENGINEERING TECHNICIAN III	1		1	
CHARLES BARRETT	DOT MANAGER	1		1	
JOHN BOND	DIVISION DIRECTOR II	1		1	
KEVIN BRACEY	ENGINEERING TECHNICIAN CERTIFIED	1		1	
JOEL BRIDGES	DOT ENGINEER ADMOR ASST	1		1	
DERYL BROWN	CONTRACT ANALYST II		1		1
STEPHANY BROWN	ADMIN ASST V		1		1
GABRIEL CARTLIDGE	DOT TRAN PLAN SR	1			1
SYREETA CAUSEY	ADMINISTRATIVE ASSISTANT II		1		1
KIMBERLY COOPER	PERSONNEL OFFICER		1		1
TRENT CURTIS	DOT TRAN PLANNER MANAGER	1		1	
GERALD DALSIN	ENGINEERING TECHNICIAN III	1		1	
CHARLES DAVIS	DOT ENGINEER ADMOR ASST	1		1	
CHRIS DIXON	DOT ENGINEER ADMOR ASST	1		1	
KATHERINE DOUGAN	CONTRACT ANALYST I		1	1	
KRISTEN EATON	ACCOUNTING SPECIALIST		1	1	
MICHELLE FUNCHES	ADMINISTRATIVE ASSISTANT V		1		1
LOWERY GERMANY	DOT ENGINEER ADMOR ASST	1		1	
JERRY GILLILAND	DOT ENGINEER ADMOR ASST	1		1	
LANNY GLOVER	DOT ENGINEER DIVISION ADMOR	1		1	
LATOYA HARDEN	ADMINISTRATIVE ASSISTANT III		1		1
JOHN F. HARPER	DOT ENGINEER DIVISION ADMOR	1		1	
BRAD HODGES	DOT TRANS PLANNER ADVANCED	1		1	
FREDDY HOLLIS	DOT ENGINEER ADMOR ASST	1		1	
PATRICIA HUFF	ADMINISTRATIVE ASSISTANT VII		1	1	
DANIEL INMAN	DOT TRAN PLANNER ADVANCE	1		1	
JAMES JACKSON	DOT ENGINEER ADMOR ASST	1		1	
ROBERT JENKINS	BUSINESS SYSTEMS ANALYST	1		1	
DANIEL JORDAN	DEPUTY ADMINISTRATOR	1		1	
ALEXANDRINA LAZAROU	ACCOUNTING AUDITOR IV		1	1	
JAMES MAHER	PROGRAMMER ANALYST II	1		1	
TIFFANY MCGEE	ADMINISTRATIVE ASSISTANT IV	1			1
SANDRA L. MOHR	STAFF OFFICER I		1	1	
JOSEPH O. MYRICK	DOT TRANS PLANNER MANAGER	1		1	
JOHNNIE NEAL	DOT TRAN PLAN SR	1			1
POLLY ROBINSON	ADMINISTRATIVE ASSISTANT V		1		1
ALAN SANG	SYSTEMS ADMINISTRATOR II	1		1	
SHERRI SCHREIBER	CONTRACT ANALYST III		1	1	
SONIA SMITH	ACCOUNTING SPECIALIST		1		1
BRANDI STUART	ACCOUNT AUDIT BUREAU		1	1	
EDWARD SWALES	DOT ENGINEER ADMOR ASST	1		1	
LONNIE TAYLOR	DOT ENGINEER ADMOR ASST	1		1	
HEATHER THOMAS	ACCOUNTING AUDITOR PRO		1	1	
DAN TOLAR	DOT ENGINEER ADMOR ASST	1		1	

EDWARD WAY	DOT TRANS PLANNER ADVANCED		1		1	
CAREY WEBB	STATE AID ENGINEER		1		1	
GRAHAM WELLS	DOT BRIDGE INSPECTOR TRAINEE		1		1	
CHETENA WILEY	ADMINISTRATIVE ASSISTANT VI			1		1
HILLARY WHITE	CONTRACT ANALYST I			1		1
OTIS WILLIAMS	DOT TRAN PLANNER SENIOR		1			1
WILLIE YOUNG	DOT BRIDGE INSPECTOR I		1			1









Office of State Aid Road Construction  
Data for E.E.O. Compliance- PROMOTION  
July 1, 2013- June 30, 2014

EMPLOYEE NAME	TITLE	Reason	SEX	RACE		
Marie Allbritton	STAFF OFFICER III	Promotion	F	W		
Joe Ashley	DOT ENGINEER TECHNICIAN IV	Promotion	M	W		
Kevin Bracey	ENGINEERING TECHNICIAN CERTIFIED	Promotion	M	W		
Deryl Brown	STAFF OFFICER I	Promotion	F	B		
Stephany Brown	BRANCH DIRECTOR II	Promotion	F	B		
Trent Curtis	DOT ADMINISTRATOR II	Promotion	M	W		
Gerald Dalsin	DOT ENGINEER TECHNICIAN VI	Promotion	M	W		
Kristen Eaton	ACCOUNTING SPECIALIST INT	Promotion	F	W		
Brad Hodges	DOT TRANSPORTATION PLANNER MANAGER	Promotion	M	W		
Daniel Inman	DOT TRANSPORTATION PLANNER MANAGER	Promotion	M	W		
Tiffany McGee	ADMINISTRATIVE ASSISTANT IV	Promotion	F	B		
Joseph Myrick	DOT ENGINEERING TECHNICIAN IX	Promotion	M	W		
Polly Robinson	ADMINISTRATIVE ASSISTANT VI	Promotion	F	B		
Sonia Smith	ACCOUNTING SPECIALIST INT	Promotion	F	B		
Brandi Stuart	OFFICE DIRECTOR II	Promotion	F	W		
Heather Thomas	ACCOUNTING AUDITOR II PROFESSIONAL	Promotion	F	W		
Edward Way	DOT ENGINEERING TECHNICIAN IX	Promotion	M	W		
Graham Wells	DOT BRIDGE INSPECTOR I	Promotion	M	W		
Chetena Wiley	ADMINISTRATIVE ASSISTANT VII	Promotion	F	B		
Otis Williams	DOT ENGINEER TECHNICIAN VI	Promotion	M	B		
Totals			M	10	B	7
			F	10	W	13