



## **PART II - PROGRAM UPDATE**

EQUAL EMPLOYMENT OPPORTUNITY PROGRAM, AFFIRMATIVE ACTION PLAN  
AND PROGRAM SUMMARY

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October 22, 2014

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**EQUAL EMPLOYMENT OPPORTUNITY PROGRAM, AFFIRMATIVE  
ACTION PLAN, and PROGRAM SUMMARY**

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# **SECTION A**

## **EEO PROGRAM And AFFIRMATIVE ACTION PLAN**

**FY2015**

**SEPTEMBER 1, 2014 - AUGUST 31, 2015**

# I. EQUAL EMPLOYMENT OPPORTUNITY PROGRAM (EEO)

## A. EEO Policy Statement

The mission of the department is to work with others to provide safe and reliable transportation solutions for Texas. Employees play an essential role in meeting the department’s mission. The department’s public duties require integrity, competence, and the hard work of many employees with diverse skills and knowledge. The department cannot perform its mission well unless its employees perform their duties well.

The core qualities inherent in the department’s philosophy are public accountability, open government, high ethical standards, and respect for persons doing business with the department and its employment practices. The commissioners, executive administration, directors, managers, supervisors, and employees all govern their conduct by these qualities in carrying out department business and in dealing with members of the public and each other.

The department stands as an equal employment opportunity employer and is committed to providing fair and equal treatment of all employees without regard to race, color, religion, sex, national origin, genetic information, disability, military status, or age. Applicants for employment, vendors, contractors and their employees, customers, and the public also are recipients of this same commitment.

The department strives to ensure full compliance with all equal employment opportunity (EEO) requirements, laws, and regulations. The department seeks to attract and hire qualified individuals who are part of the available workforce and who mirror the state’s unique diversity.

Through its employment practices, the department fosters and promotes successive employee career growth in a workplace environment free of intimidation, discrimination and harassment.

The department considers any employee degradation or abusive conduct towards individuals external to the organization a serious violation of its EEO policy. Corrective action will be taken, as appropriate, for each behavior or event occurrence.

The department communicates its EEO commitment to the public and employees by way of policy manuals, employee orientation and supplemental training, affirmative action statements on job applications, outreach efforts, and recruitment literature, advertising, and other media.

\_\_\_\_\_  
General Joe Weber  
Executive Director

\_\_\_\_\_  
Date

\_\_\_\_\_  
Ron Wilson  
OCR Director/Affirmative Action Officer

\_\_\_\_\_  
Date

## **B. Reporting Sexual Harassment and Discrimination**

The Department does not allow, condone or tolerate sexual harassment by anyone in the workplace.

Sexual harassment - Unwelcome sexual or gender-based conduct that has the purpose or effect of creating an intimidating, hostile or offensive work environment; unreasonably interferes with work performance; or is made a term or condition of employment; or used as the basis for an employment decision.

Unwelcome conduct - Conduct that an employee does not solicit or initiate and that the employee regards as undesirable and offensive.

### **1. Reporting Sexual Harassment**

The Office of Compliance, Ethics and Investigation (CEI) is the Department's clearinghouse for assigning, tracking, and reporting complaints or notification of fraud, waste, abuse of office, discrimination, harassment, retaliation, or ethics policy violations

Employees who witness any incident that appears to be a violation of the Department's policy on sexual harassment will report the incident to their immediate supervisor, manager, Human Resources Officer (HRO), DE/DD/OD or the Human Resources Division (HRD) or the Office of Compliance, Ethics and Investigation (CEI).

Employees who feel their peers or co-workers are subjecting them to sexual harassment must report the incident to their immediate supervisor, manager, HRO, CEI, DE/DD/OD or HRD.

Employees who feel they are being subjected to sexual harassment by their immediate supervisor or any other supervisor or manager must report such concerns directly to a higher level of management, as appropriate, or directly submit a sexual harassment grievance to CEI or HRD.

Supervisors or HROs will report all behavior or allegations that may be regarded as sexual harassment to their DE/DD/OD.

DE/DD/ODs or designees will ensure all concerns of sexual harassment are promptly reported to CEI or HRD prior to any informal inquiry or formal investigation.

**NOTE:** Employees who report sexual harassment are protected against retaliation by state and federal laws.

## 2. Reporting Discrimination

The department seeks to resolve differences among individuals internally and utilizes informal conflict resolution processes such as facilitated discussion and mediation to address concerns and issues. These processes are designed to provide affected parties with problem-solving enhanced environments that allow for open communication and resolution of differences. When informal processes do not result in mutual agreements, employees may elect to engage in a formal grievance process. Employees are encouraged to visit the Department's internal web site "Crossroads" to become familiar with their rights and processes for reporting discrimination, conflict resolution, filing grievances and appeals. See Appendix H.

Employees can find discrimination reporting information by consulting the Human Resources Manual, Chapter 8: Conduct and Problem Resolution.

These sections contain information about facilitated discussion, mediation, grievances, and appeals. Other topics like interviewing and hiring concerns, sexual harassment, retaliation, and whistle blowing are detailed as well. For more information, refer to Appendix I.

Employees may not retaliate against or harass another employee who requests a facilitated discussion or mediation, or participates in the conflict resolution process. Employees who feel that they have been subjected to such treatment must report such incidents to their supervisor, manager, a higher level of management as appropriate, or directly submit a grievance to the Human Resources Division or the Collaborative Resolution Center for issues of non-harassment or retaliation. Refer to Appendix I. Any punitive action (i.e., harassment, terminations, demotions) taken as a result of employees filing discrimination complaints is illegal.

External applicants wanting to file a complaint may contact the Texas Workforce Commission, Civil Rights Division, the U.S. Equal Employment Opportunity Commission; or the TxDOT Human Resources Division. Those agencies should be contacted to obtain information about the required time parameters for filing a complaint and the applicable processes. Refer to Appendix J.

Conflict Resolution. The Collaborative Resolution Center (CRC), in HRD adds a new dimension to resolving internal conflict among employees, supervisors, and managers. The CRC provides an alternative option for prompt, fair, and effective means for constructively resolving workplace concerns to the mutual satisfaction of all parties, at the earliest opportunity, and at the lowest organizational level.

## II. DELEGATION OF AUTHORITY OF AFFIRMATIVE ACTION – EEO OFFICE

The Executive Director is ultimately responsible for efficient and effectively leading all aspects of the Department. This includes EEO initiatives and implementation of the Department's policies, programs and operating strategies consistent with federal and state laws, as well as regulations and directives issued by the Commission.

The Director of OCR will be the Department's designated EEO/AA Officer and will have direct access to the Executive Director. The incumbent will oversee and direct, in coordination with executive administration and the commission, the Department's EEO strategies, programs and policy implementation, compliant with federal/state laws and regulations.

Directors at the division, office, and district levels will support the strategic direction through responsible and accountable EEO and AAP program execution in their respective business units. They will appoint local EEO coordinators (generally one or two employees) to monitor and implement activities that are imbued with the goals, spirit, and intent of these programs. The coordinators will be trained in all aspects of EEO policy and procedures. They should attend employee forums as resource advisors to address policy questions. They should also collect and report EEO/AAP quarterly data to the department's Diversity Program Coordinator for review.

Managers and supervisors will provide a third level of support by ensuring ongoing compliance with EEO/Affirmative Action policies. They should clarify areas of ambiguity using varied communication channels and should periodically review training, hiring, and promotion practices to eliminate goal accomplishment impediments. Quarterly EEO/AAP reports will be used by managers/supervisors to assess and evaluate recruitment needs and targeted affirmative action goals.

The Department will practice the "shared responsibility" concept regarding its EEO approach. The sheer size of the organization, multi geographic locations and diverse local populations render it virtually impossible for one single position to manage such a large-scale endeavor. Under executive stewardship, the EEO Officer will establish strategic policies and define the underlying principles that guide the directors, managers, supervisors, and EEO coordinators to effectively carry out policy directives.

EEO/AA authority is further delegated to the following:

### The OCR Director:

- Serves as the Department's designated EEO/AA Officer;
- Direct access to top administration and Executive Director
- Interprets EEO/Civil Rights case law and internal policy;
- Disseminates information to management staff; and
- Manages internal EEO-related matters.

The Human Resources Division (HRD) division oversees all human resources activities for the Department, including classification, employee relations, and recruitment.

The Compliance, Ethnics, & Investigation (CEI) office manages and oversees the agency's grievance and investigation processes; establishes procedures; and monitors the progress of investigations. CEI is the department's clearinghouse for assigning, tracking, and reporting complaints or notification of fraud, waste, abuse of office, discrimination, harassment, retaliation, or ethics policy violations.

The Civil Rights Advisor oversees and directs civil rights projects and activities for the Department. Work involves planning, initiating, and leading complex and/or sensitive civil rights projects. Some core duties include exercising professional and independent judgment in planning, coordinating, and recommending policy, procedures, staffing, and funding required for executing projects and programs.

The Civil Rights Operation Manager acts in the absent of the Civil Rights Director or the Civil Rights Advisor.

The Diversity Program Coordinator develops and disseminates the agency's annual AAP, EEO Quarterly Activity Reports and all other state and federally mandated EEO reports.

The Work Force Analysis Section Director manages the Conditional Grant Program, the Transportation and Civil Engineering Recruitment Programs, and the central employment office.

The Collaborative Resolution Center's Supervisor manages the newly created HR section, which assists with workplace concerns and/or employee's issues affecting the work environment. It is an option for employees wishing to seek a non-adversarial approach to resolving conflict at the lowest organizational level

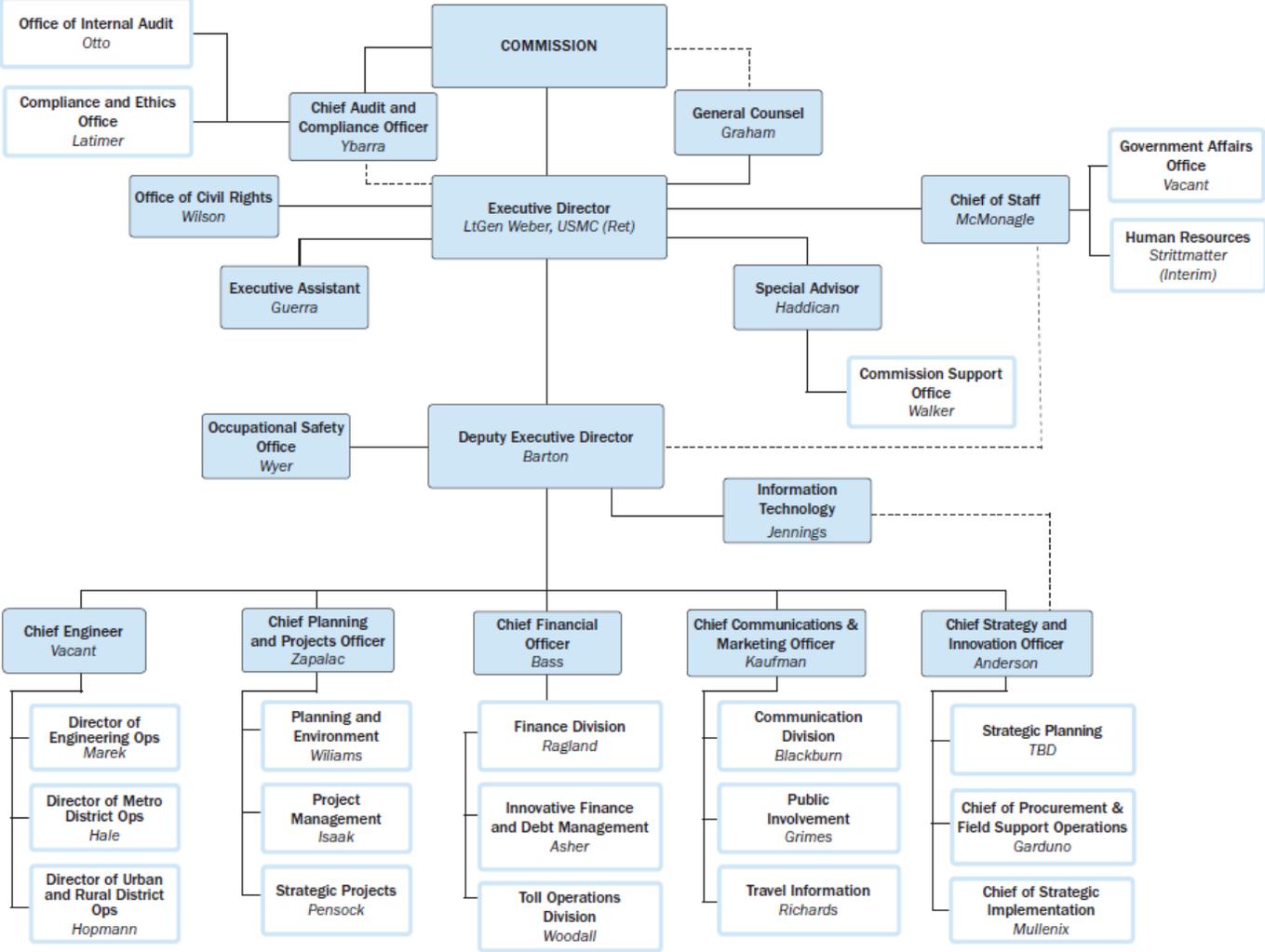
Districts - HR designates an internal Title VII EEO Coordinator. These coordinators are responsible for integrating all aspects of the AAP and EEO activities within their particular organizations.

Workforce Development Section (WFD) of HRD develops, reviews, and deliveries required policy courses; like sexual harassment, EEO diversity awareness, and information on employee's right on harassment and grievance process. WFD reviews courses to ensure CEU criteria are met for professional certifications. In addition, administers Tuition Assistance Programs assist employees who want to continue their education on a part-time. WFD will bring on-line a new updated software in FY15. The Enterprise Learning Management (ERM) is the new system that TxDOT will utilize to deliver and manage employee training. ELM will also replace iWay.

### III. TxDOT ORGANIZATIONAL CHART

- EEO/AA authority is delegated to the OCR Director who;
- Serves as the Department’s designated EEO/AA Officer; and
  - OCR has direct access to top administration and Executive Director.

Texas Department of Transportation  
Effective 9/15/2014



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## **IV. PUBLICIZING the EQUAL EMPLOYMENT OPPORTUNITY PROGRAM and the AFFIRMATIVE ACTION PLAN**

Department publications and announcements will feature articles highlighting program milestones, successes, and minority/female employee representation. When the Department features employees in its advertising, the publication will include pictures of both minority and non-minority males and females. Refer to Appendix K. The department will feature its EEO and Affirmative Action Programs for new employees through the New Employee Orientation (NEO) course. In addition, courses such as the EEO supplemental course will also provide EEO refresher information.

The EEO and Affirmative Action policies will be reviewed every year with management, supervisory personnel, and employees to explain their intent, as well as to ensure each manager's individual responsibility for effective policy implementation. These meetings will include a commitment reaffirmation by the Executive Administration to these programs and policies.

The Department will display EEO/AAP information on both internal and external websites.

### **A. Internal – EEO/AAP Training & Awareness**

Employees who participate in recruitment, placement, training, and transfer processing will receive ongoing state and federal EEO law training. The department will cover its AAP in depth with all employees working in employment-related jobs. TxDOT will disseminate the AAP by using the following methods.

1. Through, the EEO/Sexual Harassment course which is mandated every two years requiring all employees to take supplemental training.
2. Through, the EEO Compliance Training course which is required for managers/supervisors when the agency receives three or more complaints of employment discrimination in a fiscal year.
3. Through, the EEO District visits promoting AAP awareness and 2-3 hour workshop with the District Engineer and HR staff.

Affirmative Action objectives will be a shared commitment between management and employees. Employees will receive clear communication of their responsibilities for this endeavor. On an annual basis, the Department will distribute a non-discrimination, sexual harassment and retaliation policy flyer to all employees. Refer to Appendix L.

All Department bulletin boards will include a copy of the EEO and Affirmative Action Policy Statement where applicants and employees normally find information of general interest.

## B. Internal Dissemination

The AAP will be posted on the department's intranet webpage and will be accessible to TxDOT employees. Portions of the plan will also be made available through various internal meetings and forums. Refer to Appendix G.

- Workforce Availability Analysis Report - this AAP report will be used by district EEO Coordinators and HRD recruiters to identify job categories that are underutilized locally.
- New Employee Orientation (NEO) Training – will be conducted by HRD/TQD every three weeks for districts, divisions, and offices. New employees will be informed of Department policies and procedures.
- District Visits - the Department's EEO Policy, EEO data and reporting will be reviewed with the DE, and the District's HRO/EEO Coordinator. During the visit, goals and objectives for hiring managers and supervisors will be identified.
- Bulletin Boards – the EEO and sexual harassment policies will be displayed on bulletin boards throughout the Department.
- DE/DO/DD – the OCR office will distribute a copy of the AAP and FY15 goals to all DE/DO/DD for their review.

## C. External - EEO/AA

TxDOT will distribute information on its EEO program and job announcements to minority groups, women organizations, community action groups, appropriate state agencies, professional organizations and other similar organizations. The process will be facilitated through direct outreach efforts and district staff will report the outreach efforts to OCR quarterly.

Recruiting sources, including minority organizations, organizations for women, agencies, employment agencies, and colleges and universities will be made aware of the Department's EEO and Affirmative Action policy. These sources will also be invited to actively refer minorities and women to the Department for position openings.

The Department will place advertisements for employment in the news media, including media with minority audiences. All employment advertisements will contain the phrase, "An Equal Opportunity Employer". Copies of the Department's EEO and Affirmative Action policy will be made available to all employees upon request. Written notification of Department policy will be sent to all contractors, subcontractors, vendors, and suppliers. Both minority and non-minority males and females alike will be featured in recruitment brochures. Refer to Appendix M.

#### **D. External Dissemination**

The AAP will be posted on the Department's internet webpage and will be accessible to contractors, minority groups and organizations, the transportation industry, and the public. Refer to Appendices O & P, which represent snap shots of TxDOT's websites.

Job requisitions to external organizations will include the Department's EEO/AA commitment.

#### **E. Communication**

The Department will communicate its EEO commitment to the public as well as Department employees, including, but not limited to the following:

- publication in the Human Resources Manual and the EEO Program Update
- policy discussions during new employee orientation and supplemental training
- ensuring accessibility of the policy to outside organizations,
- inclusion of an EEO statement on job applications, stationery, and recruitment literature and advertising; and
- distributing an EEO/AAP Quarterly Activity Report to the Federal Highway Administration and the Texas Work Force Commission.

### **V. FY15 AFFIRMATIVE ACTION PLAN (AAP)**

#### **A. Introduction**

TxDOT's AAP will be reviewed and implemented annually. It will be monitored quarterly with three main objectives:

1. Ensure that TxDOT has an aggressive Affirmative Action (AA) program which incorporates the most advanced concepts and monitoring methodologies available;
2. Ensure that the AA program complies fully with all applicable federal and state statutes and judicial decisions; and
3. Ensure that the AA program actively involves each district, division and office in the development, implementation, and compliance monitoring of goals, objectives, guidelines, and other applicable procedures.

The AAP will be prepared by OCR and approved by the Executive Director. The plan will specify goals, objectives and guidelines pertaining to these items:

- Achieving workforce parity with available labor force within the state;
- Achieving and maintaining equity in employment and training opportunities for employees;
- Equitable selection process for promotions, and performance evaluations;
- Participating in departmental educational assistance programs;

- Resolving employee problems and grievances; and
- Making reasonable employment accommodations in the event of injury or disability.

## B. FY15 Workforce Analysis & Methodology

The department will seek to attract and hire qualified individuals having requisite skills and who are part of the available and reasonable labor workforce area using AA Factor 4 & 5 (Immediately local labor & Reasonable recruiting areas-respectfully). The department will prepare each year an Availability Analysis/Utilization Analysis as represented in Appendix A, which contains:

- A survey of the labor market area in terms of population makeup, skills, and availability for employment;
- Analyzing the present work force to identify jobs, departments, and units where minorities and females are underutilized; and
- Setting specific, measurable, attainable hiring and promotion goals, with target dates, in each area of under-utilization of the local labor area.

## C. FY15 Beginning Workforce Analysis

The benchmark for the total number of regular, full-time department employees was **11,639**. The beginning of the fiscal year benchmark was taken on September 10, 2014.

TxDOT Beginning FY15 Workforce:

- Minorities totaled 36.10% of the workforce or 4,202 employees;
- Females totaled 21.63% of the workforce or 2,517 employees;
- Hispanics totaled 25.20% or 2,933 employees;
- Blacks totaled 7.89% or 919 employees;
- Asian Americans/Pacific Islanders totaled 2.61% or 303 employees; and
- American Indians/Alaskan Natives totaled 0.40% or 47 employees.

## D. EEO/AAP Monitoring and Reporting System

The OCR EEO section developed an in-house reporting and retrieval report system using PeopleSoft and HRMS Information systems. Refer to Appendices B & C.

This effort of monitoring the AA program will include:

- Quarterly reports to OCR for tracking and analysis;
- Action plans developed to correct deficiencies;
- Monitoring procedures capable of objectively evaluating all EEO programs and policies affecting employees;

- Quarterly assessments of the AA program with reports to Administration and DEs/DDs/ODs via online web sites; and
- New EEO HR Online reports to encourage the utilization of recruitment program resources. Refer to Appendices B & C.

#### **E. FY15 AAP Goals Setting & Initiatives**

Using the 2010 Civilian Labor Workforce census data and comparing it to the TxDOT Workforce Analysis in Appendix A, the Department should focus on the Professional and Technician categories in FY14. There is an underutilization disparity in both females and minorities in these categories, veterans, and those with qualified disabilities. TxDOT recruitment efforts will focus on increasing the workforce new-hire by 2% in both the female and minority groups. Efforts will be focused on the Professional and Technician categories to try to narrow this disparity.

The Department will also focus on the following:

- Officials/Administrators - American Indian/Alaskan Native females and males; Asian American/Pacific Islander females and males; Black & Hispanic females and males; and White females.
- Professional - American Indian/Alaskan Native females and males; Asian American/Pacific Islander females and males; and Black, Hispanic & White females.
- Technician - Asian American/Pacific Islander females and males; and American Indian/Alaskan Native, Black, Hispanic & White females.
- Administrative Support - American Indian/Alaskan Native, Asian American/Pacific Islander & Black females and males; and Hispanic males.
- Skilled Craft - American Indian/Alaskan Native females and males; Asian American/Pacific Islander & Hispanic females and males; and Black & White females.
- Service/Maintenance - Asian American/Pacific Islander & Black males; and Hispanic females.

#### **F. FY15 AAP Recruitment, Placement, Promotion, and Outreach Programs**

The Department seeks to mirror the state's unique diversity through use of these efforts by the Department's EEO/AA monitoring and reporting system:

- Finding minorities and females who are qualified or qualifiable to fill jobs; and
- Getting minorities and females into upward mobility and relevant training programs where they have not had previous access

Goals and objectives for FY15 will be accomplished by utilizing the following outreach resources. TxDOT will continue to participate in the following recruitment programs:

- College Cooperative Education Program
- College Internship Program
- Conditional Grant Program
- E.J. Conrad Leadership Program
- High School Co-op Program
- Recruitment and Career Fairs
- Texas Pre-Freshman Engineering Program (TexPREP)

#### **Quarterly Reporting for FY15.**

Recruitment and placement procedures are monitored quarterly. TxDOT's recruitment initiatives include:

- Attending career events to target minority institutions,
- Hiring process is designed to provide hiring supervisors/managers the opportunity to expand the applicant pool to meet AAP goals,
- HR reviews each hiring packet to ensure a diverse applicant pool is considered prior to a conditional job offer, and
- OCR monitors new hire and applicant flow thru a HRIS monitor report – “Work Force Progressive Summary”. Refer to Appendix B.

#### **Other TxDOT efforts include:**

Monitoring the promotion program and review promotion actions:

HR staff reviews all career ladder promotions. OCR, monitors the merit and promotion via “Work Force Progressive Summary” WFPS report. Refer to Appendix B. OCR, reviews promotion data by retrieving unit reports to analyze and determine distribution of promotions by organizational units, salary grade, job classifications, gender and ethnicity. A statistical summary of TxDOT total promotions is located in Appendix B. During district visits, the WFPS report is part to the EEO review and discussion.

Creating Career Development Plans for lower grade employees:

TxDOT supervisors/managers discuss career development goals and needs with their employees. This includes training need and opportunities, educational and developmental needs. This information is documented on performance plan and reviewed during the plan year.

Reviewing promotion criteria, including written tests and selection devices:

Promotions are based on business need to perform work at higher level, and employees who have demonstrated the potential and readiness to assume higher-level responsibilities. Supervisors and managers are required to justify work to be performed by submitting a job description indicating higher-level duties and responsibilities to be performed. The Engineering Assistance (EA)

Program establishes criteria for promotions. When EA Program employees pass, their EIT and P.E. license are based on business need.

Reviewing how TxDOT evaluates job descriptions to reflect job needs:

Business job descriptions are used to create job postings. Human Resources (HR) Compensation Analysts create and update business job descriptions. This includes defining job description content for education, experience and license minimum requirements using standardized benchmarks. HR employment specialists review and approve job postings, interview questions, job simulations (if applicable) and hiring packets to ensure there are no unintended employment barriers and that documentation adheres to policy. If needed, employment specialists will discuss any concerns with HR compensation staff.

Supervisors/managers are responsible for reviewing employee's job responsibilities to ensure properly matched to the best job description. Supervisors and managers can provide job description updates to HR, request to create a new job description or reclassification to a more appropriate job.

**G. FY15 Goals/Objectives**

GOALS/OBJECTIVES	RESPONSIBLE OFFICIAL(S)	TARGET DATE BY	STATUS
Distribute discrimination, harassment and retaliation policies to DE/DD/OD for dissemination to all employees; Place on intranet. Refer to Appendix L.	OCR	Dec/14	
Distribute AAP to DE/DD/OD after approval, for program awareness, place on intranet/internet.	OCR	Dec/14	
Conduct training on department EEO and AAP requirements at eight selected districts.	OCR/Districts	Aug/15	
Update 25 district availability analyses to identify underutilized minority and women groups.	OCR	Dec/13	
Assist EEO/HR's with outreach and recruitment to achieve an overall 2% increase in female, veterans, disabled and minority groups with focus on Prof/Tech job categories	OCR/District HROs & EEO Coordinators	Aug/15	
Ensure that recruitment literature is relevant to all employees, including minority groups and women.	OCR/HRD DE/DD/DO/RD	Aug/15	
Develop SOPs for the desk-monitoring system. Implement new DMS with two districts.	OCR OCR/Districts	Dec/14 Aug/15	
Develop EEO presentation for FY15 short-courses	OCR/HRD	Aug/15	
HRD developing procedures to implement affirmative action goals accountability to manager/supervisors performance.	OCR/HRD	Mar/15	

## H. Performance Management Program

A brief overview of TxDOT's new Performance Management Program is set forth below. The complete policy is located in Appendix P.

The Department's performance management program is based on a "pay for performance" model. The intent of the program is designed to provide employees with a clear evaluation of their performance on an annual basis with input from both the employee and supervisor including touch points throughout the year. The standard, annual review period and process includes three key phases: beginning-of-cycle (BOC) review, which occurs in January of each year, mid-cycle review, which occurs in June of each year, (MCR) (June), and end-of-cycle (EOC) review, which occurs in December of each year.

The annual review process begins with a planning phase in which the employee and evaluator establish performance tasks for the upcoming year. At the mid-year, the employee and evaluator meet and assess how the employee is proceeding on the performance tasks and rated factors and discuss each other's assessment. The mid-year review will indicate if the employee is on track for successful completion of the tasks and performance on the rated factors. At the end of the calendar year, the employee and evaluator complete a final assessment of the employee's performance.

Decisions regarding performance are made without regard to the employee's race, color, religion, sex, national origin, genetic information, disability, or age. Administration reserves the right to change or revoke this program at any point in time without written notice.

Performance plans includes:

- List the employee's most relevant performance tasks in order of importance
- Establish specific, measurable, attainable, relevant, and time-based expected results for each performance task, and
- Identify training and development activities.

### On-going Activities throughout the Year

Evaluators update performance plans throughout the year to account for significant changes in work assignments and advise their employees of their new expectations.

## End-of-Cycle (EOC)

The EOC is to be completed beginning in December. Prior to the EOC, the employee will complete a self-assessment using the Performance Management Form (PMF) 2484. The employee will rate each performance task and each rated factor with an Exceeds Expectations, Above Expectations, Meets Expectations or Unsatisfactory.

The evaluator will then independently recommend a proposed overall rating of Superior, Exceeds Expectations, Above Expectations, Meets Expectations, or Unsatisfactory. The overall performance rating must be supported by the ratings on individual performance tasks and the rated factors. Evaluators must write a justification for the overall rating that clearly explains the reason for the overall rating. Evaluators will provide the rated PMFs to their chain of command (next-level supervisors and then DE/DD/OD/RDs) for review and approval.

Evaluators then deliver the overall performance rating and performance feedback to the employee during the final EOC meeting. Comments during the evaluation meeting can be recorded manually on the rated PMF or attached as an addendum to the rated PMF. The evaluator then presents the evaluation to the employee who will sign the evaluation, indicating they have been informed of the contents and have received a copy of the evaluation.

An employee may submit written comments or rebuttal to the evaluator within three working days from the evaluator's signature date. Comments must be signed and dated by the employee and/or attached to the rated PMF. Once a performance evaluation has been presented to an employee, signed, and placed in their personnel file, it is an official record.

## I. Employee Development and Career Opportunities

The mission of the Department's Workforce Development Program is to develop and deliver effective and responsive training to produce a highly competent workforce with the essential technical and professional skills and knowledge required to stay ahead of the emerging trends and future requirements in public transportation. In-Agency classroom and Video Teleconferences, out of agency, or online (I-Way) training facilitates developmental opportunities, depending on the course topic. TxDOT will review training programs and their participants to ensure that the opportunities are being offered to all eligible employees on an equal basis.

**Tuition Assistance Program.** The Tuition Assistance Program assists employees who want to continue their education on a part-time basis to obtain an associate, bachelor's, master's or doctoral degree. Their field of study must be related to the agency's mission. Approval for full-time study is also available for civil engineering bachelor's degrees or for master's degrees in civil engineering and other selected professions

**Engineering Assistance Career Development Program.** One of the strengths of the Texas Department of Transportation (TxDOT) is that TxDOT offers training and professional development opportunities. Licensed Professional Engineer should be a career goal for Engineering Assistants within the department. TxDOT offers a Career Development Program designed specifically to guide Engineering Assistants to accomplish this goal through on-the-job training, job rotation, mentoring activities, and FE/PE test preparation. The program is designed to develop the Engineering Assistant through varied job assignments that provide progressively responsible engineering assignments.

**Online Courses** are offered through the department's learning content management system, i-Way.

**Continuing Education Units (CEUs).** CEUs may fulfill certain requirements to maintain professional licenses, registrations, or certifications. The CEU serves as a uniform unit of measure for continuing education and training. It is a nationally recognized unit of measure used to evaluate the quality of learning activities, program development, and delivery of a program.

Newly hired employees are first aware of TxDOT training opportunities and professional and academic development while attending their first course, New Employee Orientation (NEO).

## J. Personnel Actions – Voluntary/ Involuntary

TxDOT policy addresses, separations, recalls, demotions, terminations, disciplinary actions. TxDOT policy requires fairness in all employment practices, including (but not limited to) recruiting, hiring, transfers, promotions, training, compensation, benefits, recognition (awards), layoffs, and other separations. See TxDOT Grievance/ Disciplinary process and procedures, Appendix H.

TxDOT policy requires that each employee have an exit interview with his or her supervisor, HRO, or Equal Employment Opportunity officer before his or her last workday. The interviewer arranges time for the interview and ensures that the appropriate documentation is completed. Employees may list additional comments concerning their departure on the form. The supervisor gives the employee a copy of the completed form and files the original form.

Employees are encouraged to complete a secondary exit process, the State Auditor's Office (SAO) Exit Survey Acknowledgement form. They may use a Department computer to complete the survey.

OCR reviews and monitors personnel action reports quarterly using the Progressive Workforce Report. Refer to Appendices B and Appendix C.

## K. Employees Equal Access and Benefits

This section is a brief outline of overall employee benefits, as outlined in Chapter 3, Benefits Section, of the Human Resources Manual. The Department provides employees with equitable access to state-offered benefits, including group insurance, unemployment benefits, worker's compensation, retirement options, employee assistance, and work-life balance programs. Decisions regarding benefits are made without regard to the employee's race, color, religion, sex, national origin, genetic information, disability, or age.

**Group Insurance**, pursuant to Texas Insurance Code §1551.002, the State provides a comprehensive benefits program for state agency employees that is administered by the Employees Retirement System of Texas (ERS). Eligible employees are entitled to participate in Texas Employees Group Benefits Program (GBP), even if they already have other insurance.

**Unemployment Benefits** are part of an employer-paid program that provides temporary, partial income replacement to qualified individuals (claimants) who are unemployed through no fault of their own. The Texas Workforce Commission (TWC) has sole responsibility for determining a claimant's eligibility to receive benefits, and the amount and duration of the benefits. Employees' right to unemployment benefits are protected by requirements established by the Texas

Unemployment Compensation Act. The Department shall not prevent former employees from filing claims for unemployment benefits.

**Workers' Compensation** is a form of insurance that provides wage replacement benefits, medical treatment, vocational rehabilitation, and other benefits to workers who are injured on the job or acquire an occupational disease on the job. The Occupational Safety Division (OCC) determines compensability on the Department's behalf, and the Texas Department of Insurance, Division of Workers' Compensation regulates the Department's workers' compensation program.

- **Notification:** pursuant to Texas Labor Code §409.001, an employee or person representing the employee should notify the Department as soon as possible but no later than 30 days after an injury has occurred.
- **Filing Claims:** pursuant to Texas Labor Code §409.003 and §409.004, claims for compensation must be filed within one year from the date of injury or within one year from the date the employee knew that a disease was related to their employment.
- **Income Benefits:** pursuant to Texas Labor Code §408.082, income benefits may not be paid for injuries that result in disability for less than one week.

**Retirement**, pursuant to Texas Government Code §814.001, the State offers defined benefit and defined contribution retirement plans to employees administered and regulated by ERS. Eligible employees must participate in the defined benefit plan but may elect to participate in the defined contribution plans. As outlined by Texas Government Code §812.001, membership in the employee class begins on the 91st day of employment and continues until the employee retires, dies, or withdraws personal contributions and interest thereon after leaving state service.

**Deferred Compensation Program**, pursuant to Texas Government Code §609.501, employees have the opportunity to participate in a deferred compensation plan. Under such a plan, employees may defer a part of their pay for investment in a qualified investment product and are not taxed on contributions until they begin drawing payments from the plan. Employees may choose to participate in one or both of two types of plans — a 401(k) plan and a 457 plan — with a number of investment options.

**Employee Assistance Program**, the Employee Assistance Program (EAP) supports the Department's mission to maintain the health and safety of its employees, provide a drug-free workplace, and improve employee morale and productivity.

**Work-life Balance Program**, the Work-life Balance (Wellness) Program is designed to encourage and motivate employees to adopt a lifestyle that improves

their overall health, fitness, and well-being. All employees are eligible to “voluntarily participate” in the Wellness Program. While the Department encourages an employee’s wellness involvement, there may be instances when an employee’s participation is limited due to productivity and business needs. As outlined by Texas Government Code §664.061, wellness participants may use wellness leave to exercise 30 minutes up to three times a week during regularly scheduled work hours.

# **SECTION B**

## **PROGRAM SUMMARY And RESULTS**

**FY2014**

**SEPTEMBER 1, 2013 - AUGUST 31, 2014**

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## VI. FY2014 PROGRAM UPDATE SUMMARY & RESULTS

### A. FY14 Goals and Objectives Results

Goals and objectives for FY14 were achieved by utilizing the following resources (See Goal Table, page 33):

#### Office of Civil Rights (OCR):

The Civil Rights Director - oversees and directs civil rights projects and activities for the department. Work involves planning, initiating and leading complex and/or sensitive civil rights projects. Some core duties include exercising professional and independent judgment in planning, coordinating and recommending policy, procedures, staffing, and funding.

#### Office of Compliance, Ethics, and Investigation (CEI):

Investigators - Conducts internal discrimination (Title VII), non-discrimination and external discrimination (Title VII) investigations; disseminate EEO information via district visits; and provides other business-related assistance.

#### Human Resources Division (HRD):

Career Opportunities Section (COS) Recruiters – Provide assistance with all program activities, including the Conditional Grant and Transportation and Civil Engineering Programs; assist assigned districts with recruitment activities; coordinate and attend selected recruiting events.

The Collaborative Resolution Center's Supervisor manages the newly created HR section, which assists with workplace concerns and/or employee's issues affecting the work environment, an option for employees wishing to seek a non-adversarial and approach to resolving conflict at the lowest organizational level.

#### Districts, Divisions & Offices:

Recruitment Team Members (RTM's) – Provide statewide recruiting assistance to EOS recruiters. Members include district/division/officen engineering and information system personnel. Due to travel restrictions, EOS coordinated closely with district HR Coordinators and RTMs on recruitment, career fairs, and hiring through the Rapid Hire Program.

## B. FY15 & FY14 Beginning Workforce Comparison

The FY15 beginning benchmark for the total number of regular, full-time department employees was 11,648. The benchmark was taken on September 17, 2014 for FY15 and September 15, 2013, for FY14.

TxDOT FY14 (11,670) & beginning workforce comparison FY15 (11,648):

- FY14 - Minorities totaled 35.40% of the workforce or 4,123 employees;
- FY15 - Minorities totaled 36.09% of the workforce or 4,201 employees;
  
- FY14 - Females totaled 20.95% of the workforce or 2,445 employees;
- FY15 - Females totaled 21.63% of the workforce or 2,519 employees;
  
- FY14 - Hispanics totaled 24.75% or 2,889 employees;
- FY15 - Hispanics totaled 25.19% or 2,934 employees;
  
- FY14 - Blacks totaled 7.80% or 910 employees;
- FY15 - Blacks totaled 7.90% or 920 employees;
  
- FY14 - Asian Americans/Pacific Islanders totaled 2.43% or 284 employees;
- FY15 - Asian Americans/Pacific Islanders totaled 2.60% or 303 employees;
  
- FY14 - American Indians/Alaskan Natives totaled 0.41% or 48 employees.
- FY15 - American Indians/Alaskan Natives totaled 0.40% or 47 employees

## FY14 & FY13 Fiscal Year Ending Workforce Comparison

Job applications received for FY14, totaled 90,152 down (60.60%) from FY13, 228,858. There were 1,813 new hires for FY14; a 0.3% increase from 1,807 in FY13. This included 709 minorities up from 757, (41.75%) and 418 females (23.05%) up from 174 (10.87%), from fiscal year 2013

## C. FY14 Workforce Analysis by EEO Job Categories - Final Results

The following charts are a utilization availability analysis and a quarterly progress report by each job category. The charts are a similar analysis as found in Appendix A, but show only the individual job category. At the end of each quarter, the "Targeted Recruitment" in each job category is compared to each ending quarter results showing any progress to the workforce. The charts include all previous quarterly reports stats

## FY14 Workforce Analysis by EEO Job Categories - Final Results

Officials/ Administrators	TOTAL	Min	Fem	WF	WM	BF	BM	HF	HM	AA/PI F	AA/PI M	AI/AN F	AI/AN M
TxDOT Beg. Workforce	368	76	65	46	246	5	4	12	46	1	7	1	0
TxDOT Workforce %		20.65	17.66	12.50	66.85	1.36	1.09	3.26	12.50	0.27	1.90	0.27	0.00
State CLF %	-	25.98	37.46	26.25	47.77	3.52	3.15	6.36	9.20	1.00	1.99	0.33	0.43
Representation Index	-	-5.33	-19.80	-13.75	19.08	-2.16	-2.06	-3.10	3.30	-0.73	-0.09	-0.06	-0.43
Parity %	-	-19.61	-72.85	-50.60	70.21	-7.95	-7.59	-11.40	12.14	-2.68	-0.32	-0.21	-1.58
Targeted Recruitment	-	19	72	50	0	7	7	11	0	2	0	0	1

1st Qtr.	371	75	62	43	253	6	5	11	44	1	7	1	-
2nd Qtr.	371	78	64	45	248	6	4	11	48	1	7	1	-
3rd Qtr.	379	80	63	45	254	5	5	11	49	1	8	1	-
4th Qtr.	382	84	63	44	254	5	4	12	52	1	9	1	-

**NOTE:**

“State CLF %” is the percentage calculation derived from the 2010 civilian labor force Census based on each job category, gender and ethnicity.

“Underutilization” is the ending workforce result of any differences in actual movement from the beginning of the fiscal year. This is determined by multiplying the Fourth Ending Quarter Total by the State CLF, then subtracting the result from the FY Category Ending.

Total; Example:

382 (4th Qtr. Ending Total) x 37.46% (Female state CLF %) = 143;

143 - 63 (FY14, 4<sup>th</sup> quarter, Female ending Total) = 80 (underutilize for this group)

Professionals	TOTAL	Min	Fem	WF	WM	BF	BM	HF	HM	AA/PI F	AA/PI M	AI/AN F	AI/AN M
TxDOT Beg. Workforce	4,688	1,659	1,563	950	2,079	176	201	360	688	70	147	7	10
TxDOT Workforce %		35.39	33.34	20.26	44.35	3.75	4.29	7.68	14.68	1.49	3.14	0.15	0.21
State CLF %		29.91	50.25	34.43	37.28	5.41	2.99	7.72	7.55	2.26	3.20	0.43	0.35
Representation Index		5.48	-16.91	-14.17	7.07	-1.66	1.30	-0.04	7.13	-0.77	-0.06	-0.28	-0.14
Parity %		256.82	-792.7	-664.0	331.3	-77.62	60.83	-1.91	334.1	-35.95	-3.02	-13.16	-6.41
Targeted Recruitment	-	0	792	664	0	77	0	1	0	35	3	13	6

1st Qtr.	4,790	1,703	1,596	961	2,128	182	211	373	699	71	149	9	9
2nd Qtr.	4,791	1705	1593	960	2126	182	212	371	702	72	149	8	9
3rd Qtr.	4,844	1,731	1,621	970	2,143	185	226	385	697	74	149	7	8
4th Qtr.	4,872	1,761	1,635	974	2,137	190	231	390	704	74	157	7	8

Technicians	TOTAL	Min	Fem	WF	WM	BF	BM	HF	HM	AA/PI F	AA/PI M	AI/AN F	AI/AN M
TxDOT Beg. Workforce	1,668	569	189	126	973	16	118	40	361	6	20	1	7
TxDOT Workforce %		34.11	11.33	7.55	58.33	0.96	7.07	2.40	21.64	0.36	1.20	0.06	0.42
State CLF %		37.89	53.84	32.02	30.07	8.70	3.88	10.59	9.76	2.0	1.96	0.53	0.47
Representation Index		-3.78	-42.51	-24.47	28.26	-7.74	3.19	-8.19	11.88	-1.64	-0.76	-0.47	-0.05
Parity %		-63.01	-709.05	-408.1	471.43	-129.1	53.28	-136.6	198.2	-27.36	-12.69	-7.84	0.84
Targeted Recruitment		63	709	408	0	129	0	136	0	27	12	7	0

1st Qtr.	1,823	622	189	125	1,076	16	124	41	403	7	23	0	8
2nd Qtr.	1,813	625	194	130	1,058	16	124	40	406	8	23	-	8
3rd Qtr.	2,006	727	233	137	1,142	27	125	57	476	11	20	1	10
4th Qtr.	1,845	651	208	129	1,065	22	118	47	429	8	16	2	9

Administrative Support	TOTAL	Min	Fem	WF	WM	BF	BM	HF	HM	AA/PI F	AA/PI M	AI/AN F	AI/AN M
TxDOT Beg. Workforce	610	204	522	357	49	36	11	127	28	1	0	1	0
TxDOT Workforce %		33.44	85.57	58.52	8.03	5.90	1.80	20.82	4.59	0.16	0.00	0.16	0.00
State CLF %		39.82	67.09	40.20	20.00	8.33	3.56	16.59	8.12	1.41	1.00	0.56	0.25
Representation Index		-6.38	18.48	18.32	-11.97	-2.43	-1.76	4.23	-3.53	-1.25	-1.00	-0.40	-0.25
Parity %		-38.9	112.75	111.78	-73.0	-14.81	-10.72	25.80	-21.53	-7.60	-6.1	-2.42	-1.53
Targeted Recruitment		38	0	0	73	14	10	0	21	7	6	2	1

1st Qtr.	605	205	524	356	44	38	9	127	28	2	-	1	-
2nd Qtr.	611	209	530	358	44	40	8	129	29	2	-	1	-
3rd Qtr.	599	203	517	350	46	43	7	121	29	2	-	1	-
4th Qtr.	598	207	518	347	44	37	5	130	31	3	-	1	-

Skilled Craft	TOTAL	Min	Fem	WF	WM	BF	BM	HF	HM	AA/PI F	AA/PI M	AI/AN F	AI/AN M
TxDOT Beg. Workforce	3,913	1,410	83	61	2,442	9	289	10	1,055	1	25	2	19
TxDOT Workforce %		36.03	2.12	1.56	62.41	0.23	7.39	0.26	26.96	0.03	0.64	0.05	0.49
State CLF %		46.54	6.0	3.0	50.46	0.70	5.73	1.76	35.61	0.46	1.37	0.08	0.83
Representation Index		-10.51	-3.88	-1.44	11.95	-0.47	1.66	-1.50	-8.65	-0.43	-0.73	-0.03	-0.34
Parity %		-411.1	-151.8	-56.39	467.5	-18.39	64.79	-58.87	-338.4	-17.0	-28.61	-1.13	-13.48
Targeted Recruitment		411	151	56	0	18	0	58	338	17	28	1	13

1st Qtr.	3,678	1,355	76	58	2,265	8	284	7	1,010	1	26	2	17
2nd Qtr.	3,661	3,661	78	58	2,250	9	289	8	997	1	28	2	19
3rd Qtr.	3,593	1,333	72	54	2,206	7	289	8	980	1	30	2	16
4th Qtr.	3,570	1,334	72	53	2,183	7	274	9	993	1	31	2	17

Service/Maintenance	TOTAL	Min	Fem	WF	WM	BF	BM	HF	HM	AA/PI F	AA/PI M	AI/AN F	AI/AN M
TxDOT Beg. Workforce	423	213	23	17	193	4	41	2	160	0	6	0	0
TxDOT Workforce %		50.35	5.44	4.02	45.63	0.95	9.69	0.47	37.83	0.00	1.42	0.00	0.00
State CLF %		55.75	11.16	3.87	39.87	1.80	12.99	5.08	33.47	0.28	1.36	0.10	0.67
Representation Index		-5.40	-5.72	-0.15	5.76	-0.85	3.30	-4.61	4.36	-0.28	0.06	-0.10	-0.67
Parity %		-22.82	-24.21	-0.63	24.35	-3.61	-13.95	-19.49	18.42	-1.18	0.25	-0.42	-2.83
Targeted Recruitment		22	24	0	0	3	13	19	0	1	0	0	2

1st Qtr.	378	174	22	19	185	1	34	2	133	--	4	-	-
2nd Qtr.	401	183	23	19	199	1	35	3	140	-	4	-	-
3rd Qtr.	402	172	28	24	206	2	33	2	132	-	3	-	-
4th Qtr.	381	167	23	20	194	-	27	3	134	-	3	-	-

## FY14 Goals/Objectives

GOALS/OBJECTIVES	RESPONSIBLE OFFICIAL(S)	TARGET DATE	STATUS
Distribute discrimination, harassment and retaliation policies to DE/DD/OD for dissemination to all employees; Place on intranet	OCR	July/14	Completed posted on websites and email distributed
Distribute AAP to DE/DD/OD after approval, for program awareness, place on intranet/internet.	OCR	Feb/14	Completed
Conduct training on department EEO and AAP requirements at nine districts.	OCR/Districts	Aug/14	Completed 9 out of 9 district visits.
Update district/region availability analyses to identify underutilized minority and women groups.	OCR	Mar/14	Completed, 25 out of 25 completed, as of end of fourth quarter.
Assist EEO/HR's with outreach and recruitment to achieve an overall 2% increase in female, veterans, disabled and minority groups with focus on Prof/Tech job categories	OCR/District/Region HROs & EEO Coordinators	Aug/14	Completed, four joint meetings with HRD, coordinated with outreach recruitment specialists.
Develop Training for District's supervisors at DE's quarterly meetings.	OCR	Jun/14	Completed three EEO visits, which included district managers and supervisors, those districts were; CHS, WFS, & ATL.
Work with HRD to ensure that recruitment literature is relevant to all employees, including minority groups and women.	OCR/HRD DE/DD/DO/RD	Aug/14	Discussions on going with HRD
Develop desk-monitoring system and; Develop system with HRD on adding affirmative action goals accountability to manager/supervisors performance.	OCR/HRD	Aug/14	Completed - the DMS plan; Pending - HRD Performance under review by HRD. Estimate completion FY15
Develop EEO presentation for FY15 short-courses	OCR/HRD	Aug/14	Proposal drafted for FY15.

## D. FY 14 AAP Recruitment and Placement Program Results

The Employment Opportunities Section (EOS) expanded recruitment to colleges, universities and other state organizations that have high minority-focused enrollment. The 4<sup>th</sup> quarter results were:

1. **Conditional Grant Program** - Provides educational and financial opportunities to students for hard-to-fill positions; provides higher education and potential recruitment opportunities for qualified candidates into the department's workforce.

Total of 22 participants: 12 Hispanic males; 1 Hispanic female; 2 White males; 1 White female; 2 Asian American/Pacific Islander females; 1 Black male; 2 Black females; 1 American Indian male; (86% minority; 27.27% female; 72.73% male); Undergraduate Majors: Civil Engineering and Communication – 22 participants (100%).

2. **District Outreach** - Community outreach to institutions and organizations that encourage minority and women applicants (includes meetings, presentations and vacancy notices). Due to restrictive hiring, outreach was very limited:

- ***Abilene District*** - Borden County Star News; Lamesa Press; Big Spring Herald; Snyder Daily News, - Filled 31 positions, 12 in minority/female category.
- ***Amarillo District*** – TX A&M University West TX Career Fair. Filled 16` positions, 1 in minority/female category
- ***Atlanta District*** - Filled 15 positions, 1 in minority/female category
- ***Austin District*** - Filled 25 positions, 13 in minority/female category.
- ***Beaumont District*** - Lamar University; NAACP; League of Women Voters; Chamber of Commerce; TX Rehabilitation Commission, and Business Women Association - Filled 5 positions, 1 in minority/female category.
- ***Bryan District*** - Bryan/College Station Chamber of Commerce; Brazos Valley Business & Professional Women; Girls Club of Brazos County; Brazos Valley Community Action Agency; Carnegie Center of Brazos Valley; Salvation Army; Lincoln Recreation Center; Brazos Valley Council of Government; Twin City Mission; Knights of Columbus; Brazos County NAACP; Bryan Library; Goodwill Industries Stores; College Station Library; ACAP (military website); KBTX-TV Job Website; Texas AM University Ex Student Association; Texas Work Force Commission, - Filled 14 positions, 0 in minority/female category.

- **Brownwood District** – Angelo State University; Tarleton State University; Howard Payne University; Texas State Technical College - Filled 4 positions, 0 in minority/female category.
- **Childress District** – Childress Index; Foard County News; Clarendon Enterprise; The Quanah Tribune; Paducah Post; Childress County; Texas Spur Newspaper; Blackburn Media Group Colossal; The Briscoe County News; County Stars News - Fill 13 positions, 3 minority/female category
- **Corpus Christi** – Texas A&M Kingsville; Texas A&M Corpus Christi; De Mar College; CC Hispanic Chamber; A.C. Jones High School (Beeville); Alice High School (Alice); Agua Dulce High School (Dulce); Aransas Pass High School (Aransas Pass); Robstown High School (Robstown); Three Rivers High School (Three Rivers); Sinton High School (Sinton); NAACP; Ray High School, - Filled 23 positions, 12 in minority/female category.
- **Dallas District** - Richland Chamber of Commerce; Career Days at Lincoln, Samuels, and Skyline High schools and Southern A&M; Southern Methodist University Career Fair; TX A&M (Commerce, Kingsville); TX Tech University; UT Arlington; TxPrep and E.J. Conrad Programs - Filled 22 positions, 8 in minority/female category.
- **Ft Worth District** - DeVry Education America; Ft Worth Hispanic Chamber of Commerce; Goodwill Inc.; Ft Worth ISD; Minority Opportunity News; NAACP; National Association of Women in Construction (NAWIC); Tarleton State University; Tarrant County College; TX A&M Career Placement; TX Christian University Career Placement; UT Arlington; Women's Center of Tarrant County - Filled 19 positions, 12 in minority/female category.
- **El Paso District** - New Mexico State Univ (NMSU) Fall Career Day; UT El Paso (UTEP) Career Day; NM State University Career Fair; John Drugan Middle School Career Day; Socorro Middle School Career Day; MacArthur Elementary School Career Day; Valle Verde Community College Campus (El Paso) 2012 Career Expo; New Mexico State University Career Fair; and UT EL Paso Career Expo - Filled 4 positions, 2 in minority/female category.
- **Lubbock District/West** - Hispanic News (West Texas); Hispanic Women's Network; Lubbock Community Services for the Deaf; Templo Bautista Mexican Church; Levelland Area Chamber of Commerce; Dimmitt Chamber of Commerce; Church of Christ Spanish Speaking; St. Michael's Catholic Church; Lubbock Housing Authority; Lubbock ISD College & Career Night; LULAC Council (#281, #262, #4522); NAACP Interest on Lawyers; TX Tech University Minority Engineering. Filled 8 positions, 6 in minority/female category.

- **Laredo District** - Texas A&M Kingsville; United High School; Big Brothers/Sisters of South Texas (Laredo); Texas Dept. of Public Safety; Del Rio Communications Office; Eagle Pass Middle Rio Grande Development Council; AT&T (Laredo); Eagle Pass Middle Rio Grande Development Council Work Force Solution; Laredo Housing Authority; City of Del Rio Streets and Drainage; Webb County Appraisal District; Webb County Sheriff Department; Texas Dept. of Public Safety; PanAm University Edingburg 2012 Career Fair- Filled 6 positions, 0 in minority/female category.
- **Lufkin District** - Filled 11 positions, 2 in minority/female category.
- **Houston District** – Texas Southern University; Porter High School Career Fair/Remington College Job Fair - Filled 30 positions, 19 in minority/female category
- **Paris District** - Viola Chapter #98; NAACP; Goodwill Industries; Les Belles Parisian Club; Greenville Church; Bonham Church; Clarksville Newspaper; Cooper Newspaper; Viola Minority Chapter #98; NAACP; Goodwill, Inc.; Commerce Newspaper; Greenville Newspaper; Paris Newspaper; Hispanic Church; Sherman Newspaper; Sulphur Springs newspapers; Monster.com; TX Workforce Commission. Filled 2 positions, 0 in minority/female category.
- **Pharr District** – Filled 21 positions, 19 in minority/female category.
- **Odessa District** – Filled 16 positions, 12 in minority/female category.
- **Tyler District** – Goodwill Industries Opportunities in Tyler (OIT); ITT Technical Institute; Jacksonville College; NAACP Tyler; People Attempting to Help (PATH); Prairie View A&M University; TX DARS; TX ISD; TX State Technical College; TX Veterans Commission (Van Zandt County); Tyler Junior College; UT Tyler - Filled 4 positions, 3 in minority/female category.
- **San Antonio District** – Pearsall Newspaper; UT San Antonio CE Design Presentation; Texas A&M (Kingsville); Blattman Elementary, Linton Elementary Career Day; Schreiner University Career Fair; Julian C. Gallardo's Annual Career Day; Monster.com - Filled 25 positions, 12 in minority/female category.
- **San Angelo** – Ballinger High School Career Fair; Big Lake Chamber of Commerce; Christian Men's Job Corps; Concho Valley Family Shelter; Howard College Job Fair; Evins Personnel; Sonora City Hall; Southwest Tx Jr College; Labor Ready; LULAC Council #637; Menard Chamber of Commerce; NAACP; San Angelo Chamber of Commerce; Southwest TX Junior College; TX Dept of Assistive & Rehabilitative Services (DARS); TX

State Technical College; TX Veteran's Commission. Filled 7 positions, 4 were minorities/females.

- **Waco District** – Baylor Career Development Center; Belton Chamber of Commerce; African American Chamber of Commerce; Cen-Tex Hispanic Chamber of Commerce; Hillsboro Chamber of Commerce; McLennan County Restitution Center; Killeen of Chamber of Commerce; Temple Community College; New Mt Zion Baptist Church; TX DARS; LULAC of Waco; NAACP of McLennan County, University of Mary Hardin-Baylor. Filled 8 positions, 4 were minorities/females.
  - **Wichita Falls District** – Midwestern State University, Gainesville Daily Register; Bowie News; Burkburnett Rotary Club; Boomtown Lion's Club; Electra Star News; Graham Leader; clay County Leader; Baylor Banner; Santa Clara Catholic School; Wichita Falls Community Health Clinic; Wichita Falls Optimist Club; Wichita Falls Hotter'n Hell public event; Times Record News; Vernon Daily Record. Filled 1 positions, 0 in minority/female category
  - **Yoakum District** – Filled 18 positions, 6 in minority/female category
3. **College Internship Program (CIP)** - Provides students job experience by working in a TxDOT professional environment. Colleges who require an internship/co-op as part of the student's degree program may utilize the CIP. A student contacts TxDOT regarding either of these programs, and if determined to be qualified, TxDOT will coordinate with the college placement office and secure a position within the department to assist in fulfilling their academic requirement.

Total of 1 participant: 1 White male.

4. **Recruitment & Career Fairs:** Human Resources recruiters targeted and conducted outreach to the following organizations in an attempt to recruit a diverse workforce, while targeting specific academic occupation majors.
- Club Hood Fort Hood, TX Civilian Jobs Military Job Fair
  - Huston Tillotson University 2014 Fall Career & Internship Fair
  - New Mexico State University (Albuquerque) 2014 Fall Science & Engineering Career Expo
  - Prairie View A&M University 2014 STEM Career Expo
  - Prairie View A&M University 2014 Fall Career Expo
  - Midland County Horseshoe Arena Fall 2014 Job Fair
  - San Angelo 2014 Fall Job Fair, McNease Convention Center
  - Lubbock Memorial Civic Center (Lubbock) 2014 Fall Engineering Job Fair
  - Oklahoma State University (Stillwater, OK) 2014 Fall CEAT Fair
  - TX A&M University (College Station) Student Engineers' Council (SEC) 2014 Fall Fair

- TX State University (San Marcos) 2014 Fall STEM Fair
- TX State University (San Marcos) 2014 Fall Job & internship Fair
- TX State University (San Marcos) 2014 Community & Global Impact Fair
- Norris Conference Center (Austin) Red, White, and You – Veterans Fair
- TX A&M University (Kingsville) 2014 Fall Career Fair
- TX Tech University (Lubbock,) 2014 Fall Engineering Career Expo
- TX Tech University (Lubbock,) 2014 Fall Engineering Job Fair
- TX Southern University (Houston) 2014 Fall Job & Intern Fair
- UT Arlington 2014 Fall All Major Job Fair
- UT Austin 2014 Fall Engineering Expo
- UT San Antonio 2014 Fall STEM Career Fair
- UT El Paso 2014 Fall STEM Career Expo
- UT El Paso (UTEP) 2014 Fall Job Expo Business and Liberal Arts Engineering & Science
- West Texas A&M 2014 Fall Career Expo

5. **Summer Employment Program** - Recruits students from high schools, technical schools, colleges and universities:

Total of 420 participants: 192 White males; 32 White females; 107 Hispanic males; 31 Hispanic females; 20 Black females; 27 Black males; 4 Asian males; 6 Asian females, and 1 Am Indian male.

Total of 44% minorities: 17% female; 83% male.

6. **Temporary Hiring Program (Directive 2-94)** - Develops effective applicant training and cross training for underutilized EEO groups and positions.

Total of 11 employees: 6 White males; 1 White female; 3 Hispanic males; 1 Black male.

Total of 36.36% minorities: 9.0% female; 91.0% male.

7. **Texas Pre-Freshman Engineering (TexPREP) Program** - Provides engineering program support to institutions:

1<sup>st</sup> Quarter: No Participation.

2<sup>nd</sup> Quarter; No Participation.

3<sup>rd</sup> Quarter:

Total of 10 hired:: 1 White female; 2 Black females; 1 Black male; 5 Hispanic females; 1 Hispanic male.

Total of 90% minorities: 80% females, 20% males

4<sup>th</sup> Quarter: No Participation.

## **E. FY14 Employee Training & Development**

The EEO and affirmative action policies were incorporated in mandatory training courses with the intent to inform all managers, supervisors, and employees of TxDOT's commitment to EEO. This year's new hires were informed of TxDOT's policy as a part of their on boarding process, New Employee Orientation (NEO). There were 26 NEO training classes held during fiscal year 2014, of which 1,757 individuals participated.

During FY 2014 a total of 5,797 employees were trained in Sexual Harassment and Grievances. The EEO/Sexual Harassment supplemental course was conducted on-line. The course is mandatory for employees every two years. This year 4,019 employees completed this training.

- Interviewing & Hiring - 380 supervisors and managers completed this course that covered policy information on EEO, AA, and diversity; including the online pre-assessment.
- Practical Supervision - 231 supervisors completed this course that included a heavy EEO component, regulatory-based case studies and scenarios that tie into department policy and processes.
- Engineering Assistant (EA) Career Development Program - There were 218 Engineering Assistants active on August 31, 2014. This program provided job rotational opportunities, formalized mentoring, and engineering exam preparation training; provided through instructor-led, online and instructor-led distance learning. There were 31 Engineering Assistants promoted to Transportation Engineers.
- Learning Content Management System (i-Way) - 75,822 online courses were completed to include health and safety, employee interpersonal skills, project management, conflict resolution, ethics, fraud and department policy.

## F. FY14 & FY13 Promotion Analysis (Performance-Based) Chart

The following chart provides an overall analysis of TxDOT's FY14 promotions. The chart provides a comparison promotion analysis between FY14 and FY13 by each job category. Overall, the Department promotions had an increase in both women (29.72%) and minority (67.41%) for FY14, as compared to FY13

JOB CATEGORY	TOTAL	Women	Minority	WM	WF	BM	BF	HM	HF	AA/PI M	AA/PI F	AI/AN M	AI/AN F
<b>Officials/Administrators</b>													
Current FY14	73	13	24	40	9	2	1	16	3	2	--	-	-
Previous FY13	80	14	17	55	8	2	2	7	3	2	1	-	-
<b>Professionals</b>													
Current FY14	1,584	455	578	736	270	83	46	260	110	49	27	1	2
Previous FY13	1,198	360	372	591	235	48	22	161	73	36	29	2	1
<b>Technicians</b>													
Current FY14	592	52	205	353	34	24	7	156	9	4	2	3	-
Previous FY13	417	31	132	264	21	25	3	95	6	1	1	1	-
<b>Protective Service</b>													
Current FY14	-	-	-	-	-	-	-	-	-	-	-	-	-
Previous FY13	-	-	-	-	-	-	-	-	-	-	-	-	-
<b>Administrative Support</b>													
Current FY14	120	106	39	6	72	1	8	7	23	-	1	-	2
Previous FY13	82	76	22	4	56	-	6	2	14	-	-	-	-
<b>Skilled Craft</b>													
Current FY14	1,062	20	421	629	15	99	3	295	2	13	-	6	-
Previous FY13	673	17	213	444	16	35	0	173	1	3	-	1	-
<b>Service/Maintenance</b>													
Current FY14	3	-	2	1	-	-	-	2	-	-	-	-	-
Previous FY13	3	-	2	1	-	-	-	2	-	-	-	-	-
<b>Total Current FY14</b>	<b>3,434</b>	<b>646</b>	<b>1269</b>	<b>1765</b>	<b>400</b>	<b>209</b>	<b>65</b>	<b>736</b>	<b>147</b>	<b>68</b>	<b>30</b>	<b>10</b>	<b>4</b>
<b>Less Total Previous FY13</b>	<b>2,453</b>	<b>498</b>	<b>758</b>	<b>1359</b>	<b>336</b>	<b>110</b>	<b>33</b>	<b>440</b>	<b>97</b>	<b>42</b>	<b>31</b>	<b>4</b>	<b>1</b>
<b>Movement +/-</b>	<b>981</b>	<b>148</b>	<b>511</b>	<b>406</b>	<b>64</b>	<b>99</b>	<b>32</b>	<b>296</b>	<b>50</b>	<b>26</b>	<b>-1</b>	<b>6</b>	<b>3</b>
<b>% Movement +/-</b>	<b>39.99</b>	<b>29.72</b>	<b>67.41</b>	<b>29.87</b>	<b>19.04</b>	<b>81.82</b>	<b>96.97</b>	<b>67.27</b>	<b>51.55</b>	<b>61.91</b>	<b>-3.22</b>	<b>150</b>	<b>300</b>

## G. FY14 Separations

TxDOT policy requires fairness in all employment practices including, but not limited to, recruiting, hiring, transfers, promotions, training, compensation, benefits, recognition (awards), layoffs, and other terminations.

FY14 separations accounted for a workforce reduction of approximately 1,809. New Hires (1,811) outpaced Separations.

The EEO top three job categories with the highest separations were:

- Skilled Craft (491) - 27.08%
- Professional (472) - 26.06%
- Technician (442) - 24.41%

The top five reasons for separations, accounting for 89.61% of the reasons were:

1. Retirement (545 employees or 30.13%);
2. Personal Reasons (469 employees or 25.90%);
3. End of Temporary Employment (419 employees or 23.14%)
4. Inadequate Salary (126 employees or 6.96%);
5. Violation – Work/Agency Rule (62 employees or 3.42%);

Involuntary separations accounted for 589 or 32.56%, which is inclusive of 43.46% (256) minorities and 19.35% (114) women. See more on Separation, Appendix C.

## H. Program Monitoring & Evaluations

The OCR EEO Diversity Program Coordinator evaluated progress made on goals and recruitment by reviewing quarterly reports provided by district, division and office EEO Coordinators. The results were reviewed for program effectiveness and for improving performance utilizing the Human Resources Online Information System:

- Total number of applicants by race, ethnicity, gender;
- Total number of applicants hired by race, ethnicity, gender;
- Termination totals (voluntary and involuntary) by race, ethnicity, gender;
- Promotion and transfer totals by race, ethnicity, gender;
- General training attendance totals by race, ethnicity, gender; and
- Total number of employees attending required EEO and sexual harassment supplemental training.

See more on promotion, separation & hiring analysis, Appendix B and termination analysis - Appendix C.

## I. District Visits

OCR conducted nine-district visits in FY14. The visit included discussion on Department and district AAP goals and EEO initiatives. The staff who attended included the EEO Diversity program coordinator and district staff, which typically included the DE, Deputy, HR specialist and EEO coordinator.

The visits' intent and purpose were to bring EEO/AA program awareness to the forefront of the district administrator and update HR staff to all elements of the EEO/AA program. The meetings included and focused on the following:

- TxDOT's FY14 EEO recruitment goals and statewide availability analysis;
- The district's own labor availability/underutilization analysis and recruitment goals for improving underutilized workforce categories;
- Identifying areas for more outreach efforts toward organizations that might supply applicants for narrowing the underutilized gaps in certain job categories;
- Utilizing the district recruitment program and the HRD\_COS recruitment programs were discussed as resources to assist;
- Reviewing and utilizing the new EEO HR online reports to give management a good overall view of their district workforce. Each district can monitor the status of their workforce by using these online reports by comparing application and hiring stats to their district availability analysis to get an updated underutilization report.
- Encouraging the utilization of TxDOT recruitment program and HR resources.

A district is responsible for recruiting and outreach to address any underutilization. The districts visited this year and their workforce stats at the time of visit were:

- **Odessa District** - workforce at time of visit was 265, including 69.06% minorities and 13.96% females.
- **Pharr District** - workforce at time of visit was 294, including 96.60% minorities and 11.57% females. The new D.E., this was his first review of the department's EEO program.
- **Bryan District** - workforce at time of visit was 294, including 19.39% minorities and 13.61% females. The district D.E. and 3 HR staff members attended, all were new to the EEO information and interested to supporting the EEO program.
- **El Paso District** - workforce at time of visit was 258, including 86.82% minorities and 15.12% females.
- **Atlanta District** - workforce at time of visit was 272, including 13.97% minorities and 11.77% females. The district D.E., had invited several of the directors, a total of 6, several had related questions and indicated it was worth the meeting.

- **Abilene District** - workforce at time of visit was 262, including 25.95% minorities and 11.83% females. District new HR Specialist trained.
- **Beaumont District** - workforce at time of visit was 284, including 26.06% minorities and 18.66% females.
- **Wichita Falls District** - workforce at time of visit was 220, including 9.55% minorities and 9.09% females.
- **Childress District** - workforce at time of visit was 194, including 23.20% minorities and 7.73% females. The district's D.E., invited his area offices and maintenance directors, a total of 25 attended; many asked questions.

# APPENDIX

**APPENDIX A - FY 2015 Workforce Utilization Analysis by Job Category – 2010 Data**

JOB CATEGORY	Total	Minority	Women	WF	WM	BF	BM	HF	HM	AA/PI F	AA/PI M	AI/AN F	AI/AN M
<b>Officials/Administrators</b>	<b>382</b>	<b>84</b>	<b>63</b>	<b>44</b>	<b>254</b>	<b>5</b>	<b>4</b>	<b>12</b>	<b>52</b>	<b>1</b>	<b>9</b>	<b>1</b>	<b>0</b>
TxDOT %		21.99	16.49	11.52	66.49	1.31	1.05	3.14	13.61	0.26	2.36	0.26	0.00
State CLF %		29.58	39.70	25.80	44.60	4.80	3.80	7.60	9.40	1.40	2.10	0.30	0.40
Representation Index		-7.59	-23.21	-14.28	21.89	-3.49	-2.75	-4.46	4.21	-1.14	0.26	-0.04	-0.40
Parity %		-29.00	-88.65	-54.56	83.63	-13.34	-10.52	-17.03	16.09	-4.35	0.98	-0.15	-1.53
Targeted Recruitment FY15		29	88	54	0	13	10	17	0	4	0	0	1
<b>Professionals</b>	<b>4,872</b>	<b>1,761</b>	<b>1,635</b>	<b>974</b>	<b>2,137</b>	<b>190</b>	<b>231</b>	<b>390</b>	<b>704</b>	<b>74</b>	<b>157</b>	<b>7</b>	<b>8</b>
TxDOT %		36.15	33.56	19.99	43.86	3.90	4.74	8.00	14.45	1.52	3.22	0.14	0.16
State CLF %		32.04	56.60	36.90	30.60	6.60	3.30	9.80	6.30	2.50	2.60	0.50	0.30
Representation Index		4.11	-23.04	-16.91	13.26	-2.70	1.44	-1.80	8.15	-0.98	0.62	0.20	-0.14
Parity %		200.01	-1122.55	-823.77	646.17	-131.55	70.22	-87.46	397.06	-47.80	30.33	9.74	-6.62
Targeted Recruitment FY15		0	1122	823	0	131	0	87	0	47	0	0	6
<b>Technicians</b>	<b>1,845</b>	<b>651</b>	<b>208</b>	<b>129</b>	<b>1,065</b>	<b>22</b>	<b>118</b>	<b>47</b>	<b>429</b>	<b>8</b>	<b>16</b>	<b>2</b>	<b>9</b>
TxDOT %		35.28	11.27	6.99	57.72	1.19	6.40	2.55	23.25	0.43	0.87	0.11	0.49
State CLF %		41.42	52.60	28.90	29.10	8.80	4.30	11.90	10.80	2.40	2.70	0.40	0.40
Representation Index		-6.14	-41.33	-21.91	28.62	-7.61	2.10	-9.35	12.45	-1.97	-1.83	-0.29	0.09
Parity %		-113.20	-762.47	-404.21	528.11	-140.36	38.67	-172.56	229.74	-36.28	-33.82	-5.38	1.62
Targeted Recruitment FY15		113	762	404	0	140	0	172	0	36	33	5	0
<b>Office/Clerical</b>	<b>598</b>	<b>204</b>	<b>522</b>	<b>347</b>	<b>44</b>	<b>37</b>	<b>5</b>	<b>130</b>	<b>31</b>	<b>3</b>	<b>0</b>	<b>1</b>	<b>0</b>
TxDOT %		34.11	87.29	58.03	7.36	6.19	0.84	21.74	5.18	0.50	0.00	0.17	0.00
State CLF %		44.10	63.70	34.70	20.80	8.70	4.30	18.10	9.70	1.60	1.20	0.40	0.20
Representation Index		-9.99	23.59	23.33	-13.44	-2.51	-3.46	3.64	-4.52	-1.10	-1.20	-0.23	-0.20
Parity %		-59.72	141.07	139.49	-80.38	-15.03	-20.71	21.76	-27.01	-6.57	-7.18	-1.39	-1.20
Targeted Recruitment FY15		59	0	0	80	15	20	0	27	6	7	1	1
<b>Skilled Craft</b>	<b>3,570</b>	<b>1,334</b>	<b>72</b>	<b>53</b>	<b>2,183</b>	<b>7</b>	<b>274</b>	<b>9</b>	<b>993</b>	<b>1</b>	<b>31</b>	<b>2</b>	<b>17</b>
TxDOT %		37.37	2.02	1.48	61.15	0.20	7.68	0.25	27.82	0.03	0.87	0.06	0.48
State CLF %		42.50	5.30	2.60	54.20	0.70	6.80	1.50	30.90	0.40	1.60	0.00	0.80
Representation Index		-5.13	-3.28	-1.12	6.95	-0.50	0.88	-1.25	-3.08	-0.37	-0.73	0.06	-0.32
Parity %		-183.25	-117.21	-39.82	248.06	-17.99	31.24	-44.55	-110.13	-13.28	-26.12	2.00	-11.56
Targeted Recruitment FY15		183	117	39	0	17	0	44	110	13	26	0	11
<b>Service/Maintenance</b>	<b>381</b>	<b>167</b>	<b>23</b>	<b>20</b>	<b>194</b>	<b>0</b>	<b>27</b>	<b>3</b>	<b>134</b>	<b>0</b>	<b>3</b>	<b>0</b>	<b>0</b>
TxDOT %		43.83	6.04	5.25	50.92	0.00	7.09	0.79	35.17	0.00	0.79	0.00	0.00
State CLF %		56.40	42.00	17.60	25.90	7.80	9.70	14.80	20.60	1.40	1.30	0.40	0.50
Representation Index		-12.57	-35.96	-12.35	25.02	-7.80	-2.61	-14.01	14.57	-1.40	-0.51	-0.40	-0.50
Parity %		-47.88	-137.02	-47.06	95.32	-29.72	-9.96	-53.39	55.51	-5.33	-1.95	-1.52	-1.91
Targeted Recruitment FY15		47	137	47	0	29	9	53	0	5	1	1	1
<b>Total</b>	<b>11,648</b>	<b>4,201</b>	<b>2,523</b>	<b>1,567</b>	<b>5,877</b>	<b>261</b>	<b>659</b>	<b>591</b>	<b>2,343</b>	<b>87</b>	<b>216</b>	<b>13</b>	<b>34</b>
<b>%</b>		<b>36.07</b>	<b>21.66</b>	<b>13.45</b>	<b>50.46</b>	<b>2.24</b>	<b>5.66</b>	<b>5.07</b>	<b>20.12</b>	<b>0.75</b>	<b>1.85</b>	<b>0.11</b>	<b>0.29</b>
		<b>Minority</b>	<b>Women</b>	<b>WF</b>	<b>WM</b>	<b>BF</b>	<b>BM</b>	<b>HF</b>	<b>HM</b>	<b>AA/PI F</b>	<b>AA/PI M</b>	<b>AI/AN F</b>	<b>AI/AN M</b>

## APPENDIX B - Promotion, Separation & Hiring Analysis

Note: The following year-end charts are used to monitor EEO data for evaluation and compliance, statewide and by units.

### TEXAS DEPARTMENT OF TRANSPORTATION

## EEO Workforce Progression Summary

Page No. 1  
 Run Date: 09/17/2014  
 HR Online Rpt ID: X\_RR5030  
 From 09/01/13 Thru 08/31/14

Employee Types: '1','2','3','4','5'  
 Job Category: '1','2','3','6','7','8'

### Summary of All Job Groups

### Statewide

Workforce Category	Total	Male						Female						Gender *NI
		White	Black	Hispanic	*AA/PI	*AI/AN	*NI	White	Black	Hispanic	*AA/PI	*AI/AN	*NI	
All Applicants	90152	25680	7328	12062	3378	425	1334	13826	6387	7157	1112	221	1181	10061
% of Total Applicants		28.49	8.13	13.38	3.75	0.47	1.48	15.34	7.08	7.94	1.23	0.25	1.31	11.16
Applicants - External	77828	20900	6545	9764	2812	286	1110	12325	5964	6317	920	218	1098	9569
% of Total Applicants - External		26.85	8.41	12.55	3.61	0.37	1.43	15.84	7.66	8.12	1.18	0.28	1.41	12.30
Applicants - Internal	12324	4780	783	2298	566	139	224	1501	423	840	192	3	83	492
% of Total Applicants - Internal		38.79	6.35	18.65	4.59	1.13	1.82	12.18	3.43	6.82	1.56	0.02	0.67	3.99
Hires	1813	841	105	409	35	5	-	215	63	116	22	2	-	-
% of Total Hires		46.39	5.79	22.56	1.93	0.28	-	11.86	3.47	6.40	1.21	0.11	-	-
All Promotions	3434	1765	209	736	68	10	-	400	65	147	30	4	-	-
% of Total All Promotions		51.40	6.09	21.43	1.98	0.29	-	11.65	1.89	4.28	0.87	0.12	-	-
Competitive Promotions	746	406	36	170	22	1	-	67	8	22	12	2	-	-
% of Total Comp. Promotions		54.42	4.83	22.79	2.95	0.13	-	8.98	1.07	2.95	1.61	0.27	-	-
Non-Competitive Promotions	2688	1359	173	566	46	9	-	333	57	125	18	2	-	-
% of Total Non-Comp Promotions		50.56	6.44	21.06	1.71	0.33	-	12.39	2.12	4.65	0.67	0.07	-	-
Merit Increases	10186	5448	548	2116	155	32	-	1223	181	412	64	7	-	-
% of Total Merit Increases		53.49	5.38	20.77	1.52	0.31	-	12.01	1.78	4.04	0.63	0.07	-	-
Transfers	1505	707	89	305	33	2	-	219	40	81	26	3	-	-
% of Total Transfers		46.98	5.91	20.27	2.19	0.13	-	14.55	2.66	5.38	1.73	0.20	-	-
Separations	1809	949	100	386	24	7	-	199	47	80	15	2	-	-
% of Total Separations		52.46	5.53	21.34	1.33	0.39	-	11.00	2.60	4.42	0.83	0.11	-	-

TEXAS DEPARTMENT OF TRANSPORTATION

EEO Workforce Progression Summary

Page No. 2  
 Run Date: 09/17/20  
 HR Online Rpt ID: X\_RR5  
 From 09/01/13 Thru 08/31/14

Employee Types: '1','2','3','4','5'  
 Job Category: '1','2','3','6','7','8'

Job Category: Officials/Administrators

Statewide

Workforce Category	Total	Male						Female						Gender
		White	Black	Hispanic	*AA/PI	*AI/AN	*NI	White	Black	Hispanic	*AA/PI	*AI/AN	*NI	*NI
All Applicants	5940	2373	507	690	336	11	97	669	308	240	65	8	69	567
% of Total Applicants		39.95	8.54	11.62	5.66	0.19	1.63	11.26	5.19	4.04	1.09	0.13	1.16	9.55
Applicants - External	4513	1767	408	402	224	5	80	523	279	172	36	8	67	542
% of Total Applicants - External		39.15	9.04	8.91	4.96	0.11	1.77	11.59	6.18	3.81	0.80	0.18	1.48	12.01
Applicants - Internal	1427	606	99	288	112	6	17	146	29	68	29	-	2	25
% of Total Applicants - Internal		42.47	6.94	20.18	7.85	0.42	1.19	10.23	2.03	4.77	2.03	-	0.14	1.75
Hires	17	12	-	2	-	-	-	3	-	-	-	-	-	-
% of Total Hires		70.59	-	11.76	-	-	-	17.65	-	-	-	-	-	-
All Promotions	73	40	2	16	2	-	-	9	1	3	-	-	-	-
% of Total All Promotions		54.79	2.74	21.92	2.74	-	-	12.33	1.37	4.11	-	-	-	-
Competitive Promotions	56	29	2	14	2	-	-	8	1	-	-	-	-	-
% of Total Comp. Promotions		51.79	3.57	25.00	3.57	-	-	14.29	1.79	-	-	-	-	-
Non-Competitive Promotions	17	11	-	2	-	-	-	1	-	3	-	-	-	-
% of Total Non-Comp Promotions		64.71	-	11.76	-	-	-	5.88	-	17.65	-	-	-	-
Merit Increases	322	214	5	47	3	-	-	38	4	9	1	1	-	-
% of Total Merit Increases		66.46	1.55	14.60	0.93	-	-	11.80	1.24	2.80	0.31	0.31	-	-
Transfers	94	51	2	20	4	-	-	11	2	4	-	-	-	-
% of Total Transfers		54.26	2.13	21.28	4.26	-	-	11.70	2.13	4.26	-	-	-	-
Separations	44	30	2	4	-	-	-	7	1	-	-	-	-	-
% of Total Separations		68.18	4.55	9.09	-	-	-	15.91	2.27	-	-	-	-	-

TEXAS DEPARTMENT OF TRANSPORTATION

EEO Workforce Progression Summary

Page No. 3  
 Run Date: 09/17/2014  
 HR Online Rpt ID: X\_RR5030  
 From 09/01/13 Thru 08/31/14

Employee Types: '1','2','3','4','5'  
 Job Category: '1','2','3','6','7','8'

Job Category: Professionals

Statewide

Workforce Category	Total	Male						Female						Gender
		White	Black	Hispanic	*AA/PI	*AI/AN	*NI	White	Black	Hispanic	*AA/PI	*AI/AN	*NI	*NI
All Applicants	50869	13268	4187	5966	2427	200	804	8536	4067	4388	903	136	795	5192
% of Total Applicants		26.08	8.23	11.73	4.77	0.39	1.58	16.78	8.00	8.63	1.78	0.27	1.56	10.21
Applicants - External	43640	10978	3698	4720	1995	132	656	7434	3730	3744	747	134	721	4951
% of Total Applicants - External		25.16	8.47	10.82	4.57	0.30	1.50	17.03	8.55	8.58	1.71	0.31	1.65	11.35
Applicants - Internal	7229	2290	489	1246	432	68	148	1102	337	644	156	2	74	241
% of Total Applicants - Internal		31.68	6.76	17.24	5.98	0.94	2.05	15.24	4.66	8.91	2.16	0.03	1.02	3.33
Hires	444	153	18	59	22	1	-	96	33	50	12	-	-	-
% of Total Hires		34.46	4.05	13.29	4.95	0.23	-	21.62	7.43	11.26	2.70	-	-	-
All Promotions	1584	736	83	260	49	1	-	270	46	110	27	2	-	-
% of Total All Promotions		46.46	5.24	16.41	3.09	0.06	-	17.05	2.90	6.94	1.70	0.13	-	-
Competitive Promotions	354	169	13	75	15	-	-	46	5	20	10	1	-	-
% of Total Comp. Promotions		47.74	3.67	21.19	4.24	-	-	12.99	1.41	5.65	2.82	0.28	-	-
Non-Competitive Promotions	1230	567	70	185	34	1	-	224	41	90	17	1	-	-
% of Total Non-Comp Promotions		46.10	5.69	15.04	2.76	0.08	-	18.21	3.33	7.32	1.38	0.08	-	-
Merit Increases	4089	1929	166	643	108	6	-	776	124	278	54	5	-	-
% of Total Merit Increases		47.18	4.06	15.73	2.64	0.15	-	18.98	3.03	6.80	1.32	0.12	-	-
Transfers	801	323	41	136	23	-	-	164	28	61	23	2	-	-
% of Total Transfers		40.32	5.12	16.98	2.87	-	-	20.47	3.50	7.62	2.87	0.25	-	-
Separations	470	208	15	70	16	3	-	99	18	31	8	2	-	-
% of Total Separations		44.26	3.19	14.89	3.40	0.64	-	21.06	3.83	6.60	1.70	0.43	-	-

TEXAS DEPARTMENT OF TRANSPORTATION

EEO Workforce Progression Summary

Page No. 4  
 Run Date: 09/17/2014  
 HR Online Rpt ID: X\_RR5030  
 From 09/01/13 Thru 08/31/14

Employee Types: '1','2','3','4','5'  
 Job Category: '1','2','3','6','7','8'

Job Category: Technicians

Statewide

Workforce Category	Total	Male						Female						Gender
		White	Black	Hispanic	*AA/PI	*AI/AN	*NI	White	Black	Hispanic	*AA/PI	*AI/AN	*NI	*NI
All Applicants	8940	2786	1006	1726	306	71	159	878	380	436	42	16	55	1079
% of Total Applicants		31.16	11.25	19.31	3.42	0.79	1.78	9.82	4.25	4.88	0.47	0.18	0.62	12.07
Applicants - External	7852	2272	932	1489	294	38	147	781	363	403	36	16	50	1031
% of Total Applicants - External		28.94	11.87	18.96	3.74	0.48	1.87	9.95	4.62	5.13	0.46	0.20	0.64	13.13
Applicants - Internal	1088	514	74	237	12	33	12	97	17	33	6	-	5	48
% of Total Applicants - Internal		47.24	6.80	21.78	1.10	3.03	1.10	8.92	1.56	3.03	0.55	-	0.46	4.41
Hires	401	179	31	104	6	1	-	32	14	26	6	2	-	-
% of Total Hires		44.64	7.73	25.94	1.50	0.25	-	7.98	3.49	6.48	1.50	0.50	-	-
All Promotions	592	353	24	156	4	3	-	34	7	9	2	-	-	-
% of Total All Promotions		59.63	4.05	26.35	0.68	0.51	-	5.74	1.18	1.52	0.34	-	-	-
Competitive Promotions	104	63	4	29	1	1	-	4	-	-	2	-	-	-
% of Total Comp. Promotions		60.58	3.85	27.88	0.96	0.96	-	3.85	-	-	1.92	-	-	-
Non-Competitive Promotions	488	290	20	127	3	2	-	30	7	9	-	-	-	-
% of Total Non-Comp Promotions		59.43	4.10	26.02	0.61	0.41	-	6.15	1.43	1.84	-	-	-	-
Merit Increases	1721	1012	117	410	15	9	-	100	17	34	7	-	-	-
% of Total Merit Increases		58.80	6.80	23.82	0.87	0.52	-	5.81	0.99	1.98	0.41	-	-	-
Transfers	178	101	11	46	1	1	-	11	1	3	3	-	-	-
% of Total Transfers		56.74	6.18	25.84	0.56	0.56	-	6.18	0.56	1.69	1.69	-	-	-
Separations	442	223	27	113	7	3	-	28	14	21	6	-	-	-
% of Total Separations		50.45	6.11	25.57	1.58	0.68	-	6.33	3.17	4.75	1.36	-	-	-

TEXAS DEPARTMENT OF TRANSPORTATION

EEO Workforce Progression Summary

Page No. 5  
 Run Date: 09/17/2014  
 HR Online Rpt ID: X\_RR5030  
 From 09/01/13 Thru 08/31/14

Employee Types: '1','2','3','4','5'  
 Job Category: '1','2','3','6','7','8'

Job Category: Administrative Support

Statewide

Workforce Category	Total	Male						Female						Gender
		White	Black	Hispanic	*AA/PI	*AI/AN	*NI	White	Black	Hispanic	*AA/PI	*AI/AN	*NI	*NI
All Applicants	10253	701	314	572	58	18	36	3382	1460	1946	81	56	247	1382
% of Total Applicants		6.84	3.06	5.58	0.57	0.18	0.35	32.99	14.24	18.98	0.79	0.55	2.41	13.48
Applicants - External	9942	674	310	546	58	17	36	3262	1430	1871	80	55	245	1358
% of Total Applicants - External		6.78	3.12	5.49	0.58	0.17	0.36	32.81	14.38	18.82	0.80	0.55	2.46	13.66
Applicants - Internal	311	27	4	26	-	1	-	120	30	75	1	1	2	24
% of Total Applicants - Internal		8.68	1.29	8.36	-	0.32	-	38.59	9.65	24.12	0.32	0.32	0.64	7.72
Hires	129	11	4	9	-	-	-	59	14	29	3	-	-	-
% of Total Hires		8.53	3.10	6.98	-	-	-	45.74	10.85	22.48	2.33	-	-	-
All Promotions	120	6	1	7	-	-	-	72	8	23	1	2	-	-
% of Total All Promotions		5.00	0.83	5.83	-	-	-	60.00	6.67	19.17	0.83	1.67	-	-
Competitive Promotions	13	3	-	2	-	-	-	5	1	1	-	1	-	-
% of Total Comp. Promotions		23.08	-	15.38	-	-	-	38.46	7.69	7.69	-	7.69	-	-
Non-Competitive Promotions	107	3	1	5	-	-	-	67	7	22	1	1	-	-
% of Total Non-Comp Promotions		2.80	0.93	4.67	-	-	-	62.62	6.54	20.56	0.93	0.93	-	-
Merit Increases	433	37	8	15	-	-	-	260	26	85	1	1	-	-
% of Total Merit Increases		8.55	1.85	3.46	-	-	-	60.05	6.00	19.63	0.23	0.23	-	-
Transfers	59	6	-	6	-	-	-	27	8	11	-	1	-	-
% of Total Transfers		10.17	-	10.17	-	-	-	45.76	13.56	18.64	-	1.69	-	-
Separations	98	13	7	4	-	-	-	44	12	18	-	-	-	-
% of Total Separations		13.27	7.14	4.08	-	-	-	44.90	12.24	18.37	-	-	-	-

TEXAS DEPARTMENT OF TRANSPORTATION

EEO Workforce Progression Summary

Page No. 6  
 Run Date: 09/17/2014  
 HR Online Rpt ID: X\_RR5030  
 From 09/01/13 Thru 08/31/14

Employee Types: '1','2','3','4','5'  
 Job Category: '1','2','3','6','7','8'

Job Category: Skilled Craft

Statewide

Workforce Category	Total	Male						Female						Gender
		White	Black	Hispanic	*AA/PI	*AI/AN	*NI	White	Black	Hispanic	*AA/PI	*AI/AN	*NI	*NI
All Applicants	11707	5528	1027	2647	198	107	196	292	139	105	14	4	8	1442
% of Total Applicants		47.22	8.77	22.61	1.69	0.91	1.67	2.49	1.19	0.90	0.12	0.03	0.07	12.32
Applicants - External	9513	4216	913	2164	190	77	153	258	129	85	14	4	8	1302
% of Total Applicants - External		44.32	9.60	22.75	2.00	0.81	1.61	2.71	1.36	0.89	0.15	0.04	0.08	13.69
Applicants - Internal	2194	1312	114	483	8	30	43	34	10	20	-	-	-	140
% of Total Applicants - Internal		59.80	5.20	22.01	0.36	1.37	1.96	1.55	0.46	0.91	-	-	-	6.38
Hires	434	274	27	116	6	3	-	6	1	1	-	-	-	-
% of Total Hires		63.13	6.22	26.73	1.38	0.69	-	1.38	0.23	0.23	-	-	-	-
All Promotions	1062	629	99	295	13	6	-	15	3	2	-	-	-	-
% of Total All Promotions		59.23	9.32	27.78	1.22	0.56	-	1.41	0.28	0.19	-	-	-	-
Competitive Promotions	217	142	17	48	4	-	-	4	1	1	-	-	-	-
% of Total Comp. Promotions		65.44	7.83	22.12	1.84	-	-	1.84	0.46	0.46	-	-	-	-
Non-Competitive Promotions	845	487	82	247	9	6	-	11	2	1	-	-	-	-
% of Total Non-Comp Promotions		57.63	9.70	29.23	1.07	0.71	-	1.30	0.24	0.12	-	-	-	-
Merit Increases	3456	2176	235	947	24	17	-	42	10	4	1	-	-	-
% of Total Merit Increases		62.96	6.80	27.40	0.69	0.49	-	1.22	0.29	0.12	0.03	-	-	-
Transfers	340	207	32	87	5	1	-	5	1	2	-	-	-	-
% of Total Transfers		60.88	9.41	25.59	1.47	0.29	-	1.47	0.29	0.59	-	-	-	-
Separations	491	334	32	112	1	1	-	9	-	2	-	-	-	-
% of Total Separations		68.02	6.52	22.81	0.20	0.20	-	1.83	-	0.41	-	-	-	-

TEXAS DEPARTMENT OF TRANSPORTATION

EEO Workforce Progression Summary

Page No. 7  
 Run Date: 09/17/2014  
 HR Online Rpt ID: X\_RR5030  
 From 09/01/13 Thru 08/31/14

Employee Types: '1','2','3','4','5'  
 Job Category: '1','2','3','6','7','8'

Job Category: Service-Maintenance

Statewide

Workforce Category	Total	Male						Female						Gender *NI
		White	Black	Hispanic	*AA/PI	*AI/AN	*NI	White	Black	Hispanic	*AA/PI	*AI/AN	*NI	
All Applicants	2443	1024	287	461	53	18	42	69	33	42	7	1	7	399
% of Total Applicants		41.92	11.75	18.87	2.17	0.74	1.72	2.82	1.35	1.72	0.29	0.04	0.29	16.33
Applicants - External	2368	993	284	443	51	17	38	67	33	42	7	1	7	385
% of Total Applicants - External		41.93	11.99	18.71	2.15	0.72	1.60	2.83	1.39	1.77	0.30	0.04	0.30	16.26
Applicants - Internal	75	31	3	18	2	1	4	2	-	-	-	-	-	14
% of Total Applicants - Internal		41.33	4.00	24.00	2.67	1.33	5.33	2.67	-	-	-	-	-	18.67
Hires	388	212	25	119	1	-	-	19	1	10	1	-	-	-
% of Total Hires		54.64	6.44	30.67	0.26	-	-	4.90	0.26	2.58	0.26	-	-	-
All Promotions	3	1	-	2	-	-	-	-	-	-	-	-	-	-
% of Total All Promotions		33.33	-	66.67	-	-	-	-	-	-	-	-	-	-
Competitive Promotions	2	-	-	2	-	-	-	-	-	-	-	-	-	-
% of Total Comp. Promotions		-	-	100.00	-	-	-	-	-	-	-	-	-	-
Non-Competitive Promotions	1	1	-	-	-	-	-	-	-	-	-	-	-	-
% of Total Non-Comp Promotions		100.00	-	-	-	-	-	-	-	-	-	-	-	-
Merit Increases	165	80	17	54	5	-	-	7	-	2	-	-	-	-
% of Total Merit Increases		48.48	10.30	32.73	3.03	-	-	4.24	-	1.21	-	-	-	-
Transfers	33	19	3	10	-	-	-	1	-	-	-	-	-	-
% of Total Transfers		57.58	9.09	30.30	-	-	-	3.03	-	-	-	-	-	-
Separations	264	141	17	83	-	-	-	12	2	8	1	-	-	-
% of Total Separations		53.41	6.44	31.44	-	-	-	4.55	0.76	3.03	0.38	-	-	-

## APPENDIX C – Separation & Termination Analysis

Note: The following year-end charts are used to monitor EEO data for evaluation and compliance, statewide and by units.

### Separation Analysis

#### TEXAS DEPARTMENT OF TRANSPORTATION

Texas Dept of Transportation  
Employee Type: '1','2','3','4','5','6','7'

Page No. 4  
Run Date: 09/17/2014  
HR Online Rpt ID: X\_RR5015  
From 09/01/2013 Thru 08/31/2014

#### By Job Category

Job Category	Total Sep By Job Cat	% of Total	Male						Female					
			White	Black	Hisp	*AA/ PI	*AI/ AN	Un- known	White	Black	Hisp	*AA/ PI	*AI/ AN	Un- known
Officials & Administrators	44	2.43	30	2	4	-	-	-	7	1	-	-	-	-
Professionals	472	26.06	209	15	70	16	3	-	100	18	31	8	2	-
Technicians	442	24.41	223	27	113	7	3	-	28	14	21	6	-	-
Protective Service Worker	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Paraprofessionals	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Administrative Support	98	5.41	13	7	4	-	-	-	44	12	18	-	-	-
Skilled Craft	491	27.11	334	32	112	1	1	-	9	-	2	-	-	-
Service/Maintenance	264	14.58	141	17	83	-	-	-	12	2	8	1	-	-
<b>Column Totals</b>	<b>1,811</b>		<b>950</b>	<b>100</b>	<b>386</b>	<b>24</b>	<b>7</b>	<b>-</b>	<b>200</b>	<b>47</b>	<b>80</b>	<b>15</b>	<b>2</b>	<b>-</b>

# Involuntary Separations

## TEXAS DEPARTMENT OF TRANSPORTATION

Texas Dept of Transportation

Employee Type: '1','2','3','4','5','6','7'

Page No. 15

Run Date: 09/17/2014

HR Online Rpt ID: X\_RR5015

From 09/01/2013 Thru 08/31/2014

### By Job Category

Job Category	Total Sep By Job Cat	% of Total	Male						Female					
			White	Black	Hisp	*AA/ PI	*AI/ AN	Un- known	White	Black	Hisp	*AA/ PI	*AI/ AN	Un- known
Officials & Administrators	1	0.06	1	-	-	-	-	-	-	-	-	-	-	-
Professionals	40	2.21	16	1	7	-	-	-	9	2	5	-	-	-
Technicians	273	15.07	120	20	78	5	2	-	14	12	17	5	-	-
Protective Service Worker	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Paraprofessionals	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Administrative Support	43	2.37	8	3	1	-	-	-	15	9	7	-	-	-
Skilled Craft	68	3.75	47	3	17	-	1	-	-	-	-	-	-	-
Service/Maintenance	164	9.06	93	11	41	-	-	-	10	1	7	1	-	-
Column Totals	589		285	38	144	5	3	-	48	24	36	6	-	-

**APPENDIX D – FY14 Discrimination Complaints Analysis**

<b>BASIS(ES)</b>	<b>Mngt</b>	<b>WM</b>	<b>WF</b>	<b>BM</b>	<b>BF</b>	<b>HM</b>	<b>HF</b>	<b>AA/PI M</b>	<b>AA/PI F</b>	<b>AI/AN M</b>	<b>AI/AN F</b>	<b>Total</b>
Race	2			2		3						7
Gender												
Color												
National Origin												
Age		1										1
Disability												
other	3											3
<b>Total</b>												<b>11</b>

<b>ISSUE(S)</b>												<b>Total</b>
Retaliation		5	3	3		2						13
Harassment		2		2		1						5
Sexual Harassment		1	1			2	1					5
Awards												
Promotions												
Training												
Terminations												
Lay-Offs												
Hiring												
Other		4	1			1						6
<b>Total</b>		<b>7</b>	<b>2</b>	<b>2</b>		<b>4</b>	<b>1</b>					<b>29</b>

## APPENDIX E – FY14 Recruitment & Hiring Analysis

EEO CATEGORY	Vacancies Annual
Officials/Administrators	82
Professionals	828
Technicians	228
Protective Service	0
Office/Clerical	92
Skilled Craft	593
Service Maintenance	146
<b>Total FY14</b>	<b>1,969</b>

POOL OF APPLICANTS FY14	WM	WF	BM	BF	HM	HF	AA/PI M	AA/PI F	AI/AN M	AI/AN F	Other	Total
Officials/Administrators	2,373	669	507	308	690	240	336	65	11	8	733	5,940
Professionals	13,268	8,536	4,187	4,067	5,966	4,388	2,427	903	200	136	6,791	50,869
Technicians	2,786	878	1,006	380	1,726	436	306	42	71	16	1,293	8,940
Protective Service	-	-	-	-	-	-	-	-	-	-	-	-
Administrative Support	701	3,382	314	1,460	572	1,946	58	81	18	56	1,665	10,253
Skilled Craft	5,528	292	1,027	139	2,647	105	198	14	107	4	1,646	11,707
Service Maintenance	1,024	69	287	33	461	42	53	7	18	1	448	2,443
<b>Total</b>	<b>25,680</b>	<b>13,826</b>	<b>7,328</b>	<b>6,387</b>	<b>12,062</b>	<b>7,157</b>	<b>3,378</b>	<b>1,112</b>	<b>425</b>	<b>221</b>	<b>12,576</b>	<b>90,152</b>

HIRED	WM	WF	BM	BF	HM	HF	AA/PI M	AA/PI F	AI/AN M	AI/AN F	NI/Others	Total
Officials/Administrators	12	3	-	-	2	-	-	-	-	-		17
Professionals	153	96	18	33	59	50	22	12	1	-		444
Technicians	179	32	31	14	104	26	6	6	1	2		401
Protective Service	-	-	-	-	-	-	-	-	-	-		0
Administrative Support	11	59	4	14	9	29	-	3	-	-		129
Skilled Craft	274	6	27	1	116	1	6	-	3	-		434
Service Maintenance	212	19	25	1	119	10	1	1	-	-		388
<b>Total</b>	<b>841</b>	<b>215</b>	<b>105</b>	<b>63</b>	<b>409</b>	<b>116</b>	<b>35</b>	<b>22</b>	<b>5</b>	<b>-</b>		<b>1,813</b>
<b>APPLICANTS</b>	25,680	13,826	7,328	6,387	12,062	7,157	3,378	1,112	425	221	12,576	90,152
<b>HIRED</b>	841	215	105	63	409	116	35	22	5	-		1,813
<b>Percentage Ratio %</b>	<b>3.27</b>	<b>1.56</b>	<b>1.43</b>	<b>0.99</b>	<b>3.40</b>	<b>1.62</b>	<b>1.04</b>	<b>1.98</b>	<b>1.18</b>	<b>0</b>		<b>2.01</b>

## APPENDIX F - Special Reports

### Historical Workforce Data by End of Fiscal Years

Fiscal Year Ending	Total Work Force	Male	Female	White	Black	Hispanic	Asian/Pacific Islander	Native Indians/Alaskans
2003	13,852	10,560 76.23%	3,292 23.77%	9,454 68.25%	1,070 7.72%	3,010 21.74%	251 1.81%	65 0.47%
2004	13,753	10,447 75.96%	3,306 24.04%	9,236 67.16%	1,075 7.82%	3,125 22.72%	258 1.88%	59 0.43
2005	14,523	11,020 75.88%	3,503 24.12%	9,652 66.46%	1,183 8.15%	3,349 23.06%	281 1.93%	58 0.40%
2006	14,550	11,088 76.19%	3,464 23.81%	9,639 66.25%	1,181 8.12%	3,385 23.26%	285 1.96%	60 0.41%
2007	14,476	10,987 75.90%	3,489 24.10%	9,571 66.12%	1,168 8.07%	3,390 23.42%	283 1.96%	65 0.44%
2008	13,522	10,280 76.02%	3,242 23.98%	8,991 66.49%	1,081 8.00%	3,121 23.08%	269 1.99%	60 0.44%
2009	13,022	9,903 76.05%	3,119 23.95%	8,594 66.0%	1,046 8.03%	3,057 23.48%	271 2.08%	54 0.41%
2010	12,456	9,475 76.07%	2,981 23.93	8,190 65.75%	993 7.97%	2,942 23.62%	276 2.22%	55 0.44%
2011	11,719	9,218 78.66%	2,501 21.34%	7,711 65.80%	901 7.69%	2,785 23.77%	270 2.30%	52 0.44%
2012	11,514	9,105 79.08%	2,409 20.92%	7,546 65.54%	866 7.52%	2,780 24.15%	272 2.36%	50 0.43%
2013	11,670	9,225 79.05%	2,445 20.95%	7,539 64.60%	910 7.80%	2,881 24.75%	284 2.44%	48 0.41%
2014	11,648	9,129 78.37%	2,519 21.63%	7,444 63.91%	920 7.90%	2,934 25.19%	303 2.60%	47 0.40%

# APPENDIX G - Special Reports

## EEO/AA Intra-Net Crossroads

Equal Employment Opportunity (EEO) and Affirmative Action Plan (AAP)



# OFFICE OF CIVIL RIGHTS

(512) 416-4700 • Fax (512) 416-4711 • Physical Address: 200 E. Riverside Dr., 2nd Floor • Austin, TX 78704  
Mailing Address: 125 E. 11th Street • Austin, TX 78701 • [Contact Us](#)

- Home
- Director
- Organizational Chart
- Administrative Staff
- EEO
- EEO Compliance Training
- ADA
- AIMS
- Contract Compliance Section
  - TxDOT Policy Statement
  - TxDOT Assurance
- DBE/SBE Programs
  - Certification and Reporting
  - Compliance
- Helpful Links
- HR Manual (.pdf)
- FHWA
- US Department of Transportation
- TITLE VI
- TITLE VII
- TX Workforce Commission
- EEOC

## Equal Employment Opportunity (EEO) and Affirmative Action Plan (AAP)

The Office of Civil Rights (OCR) is responsible for the development and implementation of the Affirmative Action Plan (AAP); monitoring Equal Employment Opportunity (EEO) activities and diversity programs in accordance with the Federal Highway Administration (Title 23 CFR) and the Texas Labor Code § 21.501-556. The OCR Director serves as the agency's EEO Officer. Below are the responsibilities of the Diversity Program Coordinator .

### Responsibilities

- Oversees preparation of the AAP and annual updates.
- Develops and oversees reporting systems used for affirmative action efforts.
- Evaluates, interprets and prepares the EEO/AAP quarterly progress reports for management, state and federal authorities.
- Provides technical assistance on civilian labor force statistics and workforce information.
- Prepares labor force availability analysis and impact statistical reports.
- Monitors workforce statistical information and recruitment programs.
- Develops and facilitates EEO-related information to statewide EEO coordinators.

 [Joe Sosa](#), Diversity Program Coordinator (512) 416-4712

 **Section Fax** (512) 416-4711

### Links

- [EEO/AAP Quarterly Activity Report Form 1995](#)
- [EEO/AAP Reports](#)
- [Title 23 CFR](#)
- [TX Labor Code § 21.501-556](#)
- [U.S. Census Bureau](#)

TxDOT | Crossroads | TxDOT Manuals | TxDOT Forms

# EEO/AA Intra-Net Crossroads



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Commission](#)

[EEOC](#)

## Equal Employment Opportunity Reports

**2014**

[2nd Quarter](#)

[3rd Quarter](#)

## Affirmative Action Plan

[Fiscal Year 2014](#)

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 **Ron Wilson**, OCR Director (512) 416-4700

 **Fax** (512) 416-4711

# EEO/AA Intra-Net Crossroads Contact Information for Employees

Contact Us



## Contact Us

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Office hours for all TxDOT offices are Monday-Friday, 8 a.m. to 5 p.m. Central Time (Mountain Time, El Paso District only). To contact us by phone or by mail, [click here](#).

\* Contact Reason:

How would you prefer TxDOT contact you?

E-Mail  Mail  Phone

Tell us how to get in touch with you [\* - Required]

\* Salutation:

\* First Name:

\* Last Name:

\* E-mail Address:  (i.e. - user@inet.site)

\* Mailing Address:

\* City:

## APPENDIX H - Special Reports

### HRM - Chapter 8: Conduct and Problem Resolution HR Policy - Reporting Discrimination

#### Section 1: Overview

The Department expects professional and ethical conduct from its employees. The Department's policy on employee conduct applies to all employees and is designed to encourage employees to maintain a level of behavior and performance that will promote the efficiency of the Department and conform to accepted ethical principles. The Department provides several processes to resolve workplace problems such as the conflict resolution, complaint, and appeals processes.

An employee who violates any provision of this or any other employee conduct policy is subject to disciplinary action up to and including termination. An employee who violates any applicable federal or state law or rule may be subject to civil or criminal penalties in addition to any disciplinary action. Decisions regarding conduct or problem resolution will be made without regard to the employee's race, color, religion, sex, national origin, genetic information, disability, military status, or age.

#### Ethics and Standards of Conduct

The Department adopts the following ethics policy pursuant to *Texas Government Code* §572.051(c). It does not supersede any applicable federal or state law or administrative rule.

##### *Standards of Conduct*

An employee shall not:

1. Accept or solicit any gift, favor, or service that might reasonably tend to influence the employee in the discharge of official duties, or that the employee knows or should know is being offered with the intent to influence the employee's official conduct;
2. Intentionally or knowingly solicit, accept, or agree to accept any benefit for having exercised his or her official powers or performed his or her official duties in favor of another;
3. Solicit, accept, or agree to accept an honorarium in consideration for services that the employee would not have been requested to provide but for the employee's official position or duties. This does not prohibit an employee from accepting transportation and lodging expenses in connection with a conference or similar event in which the employee renders services, such as addressing an audience or engaging in a seminar, to the extent that those services are more than merely perfunctory, or from accepting meals in connection with such an event. An honorarium is a payment in the form of money or other thing of value

offered in exchange for services rendered voluntarily, and is not a gift, benefit, or favor;

4. Accept other employment or compensation or engage in a business or professional activity that could reasonably be expected to impair the employee's independence of judgment in the performance of the employee's official duties;
5. Have a personal or financial interest, that could reasonably be expected to create a substantial conflict or even the appearance of a substantial conflict between the employee's private interest and the public interest;
6. Utilize state time, property, facilities, or equipment for any purpose other than official state business, unless such use is reasonable and incidental and does not result in any direct cost to the state or TxDOT, interfere with the employee's official duties, or interfere with TxDOT functions;
7. With intent to obtain a benefit or with intent to harm or defraud another, intentionally or knowingly: misuse government property, services, personnel, or any other thing of value belonging to the government that has come into the employee's custody or possession by virtue of the employee's employment;
8. Knowingly make misleading statements, either oral or written, or provide false information, in the course of official state business;
9. Engage in any political activity while on state time or utilize state resources for any political activity;
10. Have any financial or other personal interest in any real property acquired for a Department project, unless the interest is openly disclosed in the public records of the Department, and the employee does not participate in the acquisition on behalf of the State;
11. Copyright or patent any work the employee produces or develops as part of his or her employment with the Department when the work is related to a Department goal, project, or concern; or
12. Disclose confidential or sensitive business information without authorization.

All employees shall:

1. Perform their official duties in a lawful, professional, and ethical manner; and
2. Practice responsible stewardship of Department resources.

The Office of Compliance, Ethics and Investigations is the Department's clearinghouse for assigning, tracking, and reporting complaints or notification of fraud, waste, abuse of office, discrimination, harassment, retaliation, or ethics policy violations.

Before accepting outside employment or engaging in a business or professional activity, employees must get approval from their DE/DD/OD using the Department's outside employment professional activity request form. DE/DD/ODs must get approval from their respective supervisors.

Employees must notify the Department if they run for office and must then again notify the Department if they are elected. Additionally, as with other potential conflicts of interest, employees must recuse themselves from any conflicts of interest that arise from serving in their

elected position. The Department may also identify conflicts and shall take mitigating action to remove the conflict, including removing the employee from the position that is causing the conflict.

## **Smoking**

Smoking is not allowed inside any building or facility owned or leased by the Department, nor in any state vehicle or construction equipment. In leased buildings shared with other tenants, no smoking is permitted in the Department's space, and should be prohibited throughout if the other tenants are agreeable. This policy also includes electronic cigarettes.

## **Substance Abuse Program**

The Department is a drug- and alcohol-free workplace as governed by the *Code of Federal Regulations* (C.F.R.): *Chemical Testing*, 46 C.F.R. Part 16; *Controlled Substances and Alcohol Use and Testing*, 49 C.F.R. Part 382; and *Procedures for Transportation Workplace Drug Testing Programs*; 49 C.F.R. Part 40. Also governed by *Drug-Free Workplace*, 41 United States Code (U.S.C.) §701-707; 43 T.A.C §4.30-4.46, *Substance Abuse Program*; and *Texas Transportation Code*, Chapter 644, *Commercial Motor Vehicle Safety Standards*.

The unauthorized use or possession of alcohol or controlled substances, and the use or possession of illegal drugs are prohibited on Department property or during Department-sponsored activities. The Department has adopted a [Substance Abuse Program](#) to assist employees with substance abuse problems.

Employees violating Department substance abuse policy may, with Administration's concurrence, be mandatorily referred to the Employee Assistance Program (EAP) only one time and will be terminated from employment if a second mandatory referral is required. Employees who are mandatorily referred to EAP and fail to complete treatment will be terminated. More information about the EAP may be found in Chapter 3, Benefits.

## **Motor Vehicle Use and License Requirements**

The Department promotes a safe work environment and strives to curtail the number of motor vehicle collisions that occur on the job. The Department has adopted a policy establishing driving qualification standards for employee drivers, and requires training and other appropriate action for employees who fall outside those standards. Employees who are authorized to drive for the Department must have a valid regular or occupational driver license. It is an employee's responsibility to know if their license is valid and if they can legally drive for the Department. Employees must report the loss of their legal authority to drive to their supervisor within one work day upon returning to work after the administrative or judicial action that removes their authority to drive. Employees who fail to report or drive without legal authority are subject to dismissal.

## Violence Prevention Program

The Department strives to provide a safe and secure environment for employees, business partners and visitors. The Department does not allow or condone acts of violence against any persons. The Department has adopted a [Violence Prevention Program](#) that establishes preventive measures and provides assistance and support to victims.

## Weapons and Concealed Handguns

The Department prohibits all persons who enter Department property from carrying a handgun, firearm or prohibited weapon of any kind onto the property unless they are licensed to carry a concealed handgun and are complying with their license. Prohibited weapons include any form of weapons or explosive restricted under local, state and federal regulation including all firearms, illegal knives, or other weapons covered by the law. Employees are held responsible for making sure that any potential item they possess or carry is not prohibited by this policy.

It is not a violation of this policy for employees to carry concealed handguns on Department property provided they are licensed in accordance with *Texas Government Code* §411.172 and are complying with their license. Employees and visitors must abide by all applicable state and federal laws, including that:

- the handgun is kept concealed at all times, except in a life-threatening situation
- the license is current and valid, and
- handguns must not be carried where prohibited by any state or federal law, which specifically includes *Texas Penal Code*, Chapter 46. This statute prohibits concealed handguns at any meeting of a government entity, among other prohibited locations. Any violation of any law concerning concealed handguns (such as a handgun in plain sight, or any other violation) will be referred to law enforcement authorities.

## Nepotism

As outlined by *Texas Government Code* §573, the Department prohibits lead workers, supervisors, and managers from being involved with the hiring, supervising, leading, or approving of any benefits for related family members in their chain of command, if the relationship is within the third degree of consanguinity or within the second degree by affinity as defined by the [Degrees of Relationship Chart](#), Office of the Attorney General.

Prior to September 1, 1998, an employee could be related to a supervisor in their chain of command as long as one employee did not directly supervise the other. These employee situations that existed prior to September 1, 1998 are grandfathered under current policy.

For policy clarification, all Administration members “directly supervise” all DE/DD/ODs and deputies. For DE/DD/ODs, their deputies, and those designated in the absence of the DE/DD/OD, all employees in their D/D/O are in their chain of command. The Office of the Attorney General provides a [publication](#) further explaining nepotism.

## **Whistleblowing**

The Department shall not take adverse personnel action in retaliation against an employee who, in good faith, reports a violation of the law by the Department or a Department employee to an appropriate law enforcement authority. The employee must in good faith believe a law was violated and the belief must be objectively reasonable. Employees who report such violations are protected under the Texas Whistleblower Act.

To claim protection, an employee must have been subjected to suspension, termination, or an adverse personnel action because of the reporting. An employee who alleges that action taken against them is in violation of this provision may file suit against the Department but not later than the 90th day after the date on which the alleged violation occurred or was discovered. The employee also must exhaust the Department's appeals process not later than the 90th day after the alleged violation occurred or was discovered.

## **Workplace Harassment**

The Department does not allow, condone, or tolerate sexual harassment or harassment based on race, color, religion, sex, national origin, genetic information, disability, military status, or age. If the Department receives an allegation or believes an inappropriate situation is occurring, it will take the necessary steps to ensure the matter is promptly investigated and addressed.

## **Discrimination**

The Department prohibits unfair treatment because of race, color, religion, sex, national origin, genetic information, disability, military status, or age, which are classes protected by law. If the Department receives an allegation or believes an inappropriate situation is occurring, it will take the necessary steps to ensure the matter is promptly investigated and addressed.

## **Retaliation**

The Department prohibits adverse personnel actions such as demotion, denial of promotion, or unjustified negative evaluation against an employee as punishment for filing a discrimination or harassment complaint in good faith, being involved in a workplace investigation, or participating in any legally protected activity. If the Department receives an allegation or believes an inappropriate situation is occurring, it will take the necessary steps to ensure the matter is promptly investigated and addressed.

## **Conflict Resolution**

The Department understands conflict can exist in all organizations; however, there are times when a conflict can be counterproductive, which impacts service productivity and employee satisfaction. The Department offers employees and D/D/Os three optional, alternative methods to internally resolve differences among individuals. These methods are nonbinding, and employees are free to file a formal complaint at any point. These methods include informal resolution,

facilitated discussion, and mediation. Employees are free from retribution for raising legitimate complaints and concerns using the conflict resolution process.

*Confidentiality:* A facilitated discussion or mediation is confidential. For example, if a party discloses information to a mediator that it indicates is not to be disclosed to the other side, the mediator will not disclose the information so designated. The parties and the mediator will not disclose any information including offers, promises, conduct, statements, or settlement terms, whether oral or written, made by any of the parties.

Exceptions include:

- All the parties consent in writing to the disclosure
- Any information: (1) concerning the commission of a crime, (2) that helps establish a violation of law, or (3) relating to a threat of violence; or
- A final written agreement to which the Department is a signatory is a public document, unless for the specific type of agreement there is an exception in law making it confidential.

## **Disciplinary Process**

The Department uses a disciplinary process to address problematic conduct or behavior, or unsatisfactory job performance that cannot be resolved by advice and encouragement, coaching, or increased support. The duty to discipline lies with managers and supervisors but not HR. HR's role is to ensure consistency in the treatment of employees before employment actions are taken. The Department maintains its status as an at-will employer with its two types of disciplinary processes: progressive disciplinary action and immediate disciplinary action.

*Progressive Disciplinary Action:* Progressive disciplinary action is a four-step process that uses increasingly more severe actions to coach employees who are not meeting Department expectations. If behavior is egregious, then the progressive disciplinary process may be accelerated with the approval of Administration. Communication is the key to a successful work environment. Managing employees is the duty of the manager. Managers must document all communications, provide coaching and support to help the employee improve, and follow the process such that a complete record exists before employment actions are taken.

*Immediate Disciplinary Action:* In cases where behavior or employee problems are too severe for progressive disciplinary action, supervisors may bypass the normal process and take immediate disciplinary action. Immediate disciplinary action may consist of placing the employee on probation or taking other immediate actions including termination.

## **Appeals Process**

The Department strives to provide appeals processes for its employees to ensure disciplinary decisions that negatively impact earnings are consistent with the Department's intent. Employees may request an appeals hearing, but the hearings are not judicial proceedings and are not open to the public. The hearings are not considered contested cases, are not subject to the provisions of

*Texas Government Code* §2001.051, and formal rules of evidence will not apply. Any and all information may be subject to disclosure as required by the Texas Public Information Act.

Employees who wish to file an appeal must use their own time and resources, but employees cannot file a complaint and an appeal at the same time for the same issue.

*Eligibility:* The appeals process is not available to employees who have not completed the initial employment probationary period, DE/DD/ODs, or above. The appeals process is only available to employees who have been involuntarily demoted, suspended without pay, disciplined resulting in a reduction in pay, or terminated.

### **Revolving Door Law**

As outlined by *Texas Administrative Code* §10.6, an employee who held a position at or above the level of district engineer, division director, or office director may not solicit business from the Department or attempt to influence the Texas Transportation Commission on behalf of a for-profit entity within one year of separation from the Department.

As outlined by *Texas Administrative Code* §10.6, a former Department employee whose last salary was at or above the minimum for the State's salary group A17 may not perform work on behalf of a for-profit entity on any matter that the employee worked on while employed by the Department.

Employees considering going to work in the private sector after leaving the Department should familiarize themselves with the post-employment restrictions on state employees, including the Revolving Door Law, *Texas Government Code* §572.054 and §2252.901.

### **Preventable Vehicle/Equipment Incidents**

The Department strives toward achieving a zero preventable incident goal by reducing the number of preventable incidents involving the operation of state vehicles and equipment. A vehicle or equipment incident is considered preventable when the actions or inactions of an employee are found to have been in violation of state traffic laws, in violation of established Department safety policies or practices, or negligent. The Department holds employees accountable through a standardized disciplinary action process. DE/DD/ODs have discretion to take more severe immediate disciplinary action based on circumstances.

Depending on the circumstances, employees may be held financially liable for vehicle and equipment damage.

## APPENDIX I - Special Reports Employment Collaborative Resolution

Unresolved differences can negatively affect your work environment and your team.

### Signs of unresolved conflict may include:

- Sleepless nights
- Anger or uncontrollable outbursts
- Frustration
- Resentment
- Distrust
- Lower work productivity
- A lack of energy
- Low self esteem
- Feeling stressed
- Being easily distracted
- Fear, or
- Taking it out on family members

**Communication is vital to conflict resolution.**



### Collaborative Resolution Center FAQs

#### What issues can the CRC help me address?

The CRC staff can assist you with most any work related concerns. However, concerns related to harassment (including sexual) or retaliation need to be forwarded *immediately* to the Office of Civil Rights.

#### Is the information I share confidential?

The CRC will only share information on a need to know basis when it is necessary to resolve the problem. We will discuss with you what information we believe needs to be shared and why.

#### Can the CRC represent me in a grievance?

The CRC cannot represent any individual in a dispute and any information or advice given by CRC staff is not legal advice.

#### Do I need to get permission from my supervisor to contact the CRC?

No! All employees may contact the Center at anytime and are not required to seek permission from anyone.

**We can help rebuild relationships.**

#### Let's Talk!

**Collaborative Resolution Center**  
512-486-5340



# Collaborative Resolution Center

## Employee Guide

Collaboration moves  
"you against me"  
to  
"us against the problem".



#### MISSION

To provide ALL TXDOT employees (non-supervisory, supervisory, managerial, administrative, and executive) with prompt, fair, and effective means for constructively resolving workplace concerns

- to the mutual satisfaction of all parties
- at the earliest opportunity; and
- at the lowest organizational level;

**Collaborative Resolution Center**  
512-486-5340

## APPENDIX J - Special Reports

### Employment External Applicant Compliant Process

Form 413 (Rev. 09/09)  
(Replaces Ver. 04/09)  
Page 10 of 10

**TxDOT is an equal employment opportunity employer. TxDOT does not discriminate in employment practices. All applicants for employment are treated equally without regard to race, color, religion, sex, national origin, disability, or age.**

#### **Applicant Complaints**

TxDOT employees should adhere to TxDOT Human Resources manual, Chapter 9, Problem Resolution: Section 1, [Conflict Resolution Policy](#), and Section 3, [Grievances Policy](#).

External applicants should contact:  
Texas Workforce Commission - Civil Rights Division  
P.O. Box 13006  
1117 Trinity Street, Room 144-T  
Austin, Texas 78701  
Telephone - 888/452-4778 or 512/463-2642  
TTY-512/371-7473

Deaf, hard of hearing or speech-impaired customers may contact Relay Texas:  
1-800/735-2989 (TDD) or 1-800/735-2988 (Voice)  
<http://www.twc.state.tx.us/>

**Or**

U.S. Equal Employment Opportunity Commission  
Telephone - 800/669-4000  
<http://www.eeoc.gov/>

#### **For information or assistance contact:**

Texas Department of Transportation  
Office of Civil Rights  
200 E. Riverside Dr., 2nd floor  
Austin, Texas 78704-1259  
Telephone - 512/416-4700

# APPENDIX K - Special Reports

## Employment EOE Advertising/Brochures

TEXAS DEPARTMENT OF TRANSPORTATION

# Careers

Texas on the Move

## Career Opportunities

We offer various career choices in the following functional areas:

- Administration
- Planning
- Finance
- Human Resources
- Inspection
- Legal
- Procurement/Contract Administration
- Public Information
- Occupational Safety
- Skilled Craft

Student Opportunities

- Conditional Grant Program
- College Student Intern Program
- College Student Cooperative Program
- Summer Employment Program

## About Us

In 1917, the Texas Legislature established the Texas Highway Department to administer federal funds for planning, construction and maintenance of the state's highway system. In the 1960s, when the state's way of life transformed from rural to metropolitan, Texas was one of the first states to implement the federal interstate system, connecting its major cities. While the state continued to flourish and prosper and through the emergence of various state agencies, the Texas Department of Transportation (TxDOT) was founded in 1991. The fabrication of TxDOT's transportation system is derived from 75,000 miles of state-maintained roadways. We lead the nation in the number of bridges and public roads. To meet the needs of such a diverse transportation network, TxDOT will prioritize projects from a regional level, building partnerships that foster economic development, a vision that will "keep Texas moving."

TxDOT headquarters is centrally located in Austin, Texas. We employ a diverse workforce of 13,000 plus employees statewide. We strive to make our transportation system one of the finest in the nation.

## Let Your Knowledge Meet the Road

If a challenging and rewarding career is what you want, then come and join the more than 13,000 employees who share that vision for the state of Texas.

### TxDOT. Where Careers Begin. Come Work with Us.

**Executive Director**

**Deputy Executive Director**

**Assistant Executive Director for District Operations**

Districts and Regional Support Centers (RSCs)

South	Midwest	North	South	Business
El Paso	Fort Worth	Fort Worth	Fort Worth	Business
San Antonio	Tyler	Tyler	Fort Worth	Business
Dallas	Wichita Falls	Wichita Falls	Corpus Christi	Business
Abilene	Point	Point	East Austin	Business
Abilene	Dallas	Dallas	Lubbock	Business
Corpus	Midland	Midland	Austin	Business

**RSC-WEST** (Yellow)  
**RSC-NORTH** (Orange)  
**RSC-SOUTH** (Green)  
**RSC-EAST** (Blue)

An Equal Opportunity Employer

## APPENDIX L - Special Reports

### Annual EEO Policy Flyer



It is the policy of the Texas Department of Transportation to provide equal opportunity to its employees, customers, contractors and their employees, and the public, and to provide a work environment free of discrimination, harassment, and retaliation. Unlawful discrimination or harassment on the basis of race, sex, age, national origin, color, religion, disability or veteran status is prohibited. All employees will treat other employees, customers, contractors and their employees, and the public with courtesy, dignity, and respect.

Employees who have a concern about, are subjected to, or witness discrimination or harassment in the workplace must timely report it to their supervisor, Human Resources Office, Human Resources Division, Office of Civil Rights or Office of Compliance and Ethics.

Texas Department of Transportation policy and applicable laws and regulations prohibit retaliation against anyone who reports or complains about a discriminatory practice, submits a complaint or grievance about a workplace issue, including harassment or discrimination, or participates in an investigation. Retaliation includes but is not limited to an adverse or material personnel action, difference in treatment, threat, intimidation, reprisal, or denial of service.



Office of Civil Rights

## APPENDIX M - Special Reports

### EEO Disclaimer Brochure



**CAREER OPPORTUNITIES**  
Get your start with TxDOT's  
**SUMMER**  
EMPLOYMENT PROGRAM

**How to Apply**  
Visit our agency Web site at [www.txdot.gov/careers](http://www.txdot.gov/careers) and fill out a State of Texas Application for Employment Form.

Mail your completed application to:  
Texas Department of Transportation  
Employment/Equal Opportunity Section  
125 East 17th Street  
Austin, Texas 78701-0880

or  
You may visit your local TxDOT district office.

**An Equal Opportunity Employer**



**The TxDOT Summer Employment Program is an excellent gateway for students to explore the various careers in the field of transportation.**

**What is the Summer Employment Program?**  
The TxDOT Summer Employment Program (SEP) is designed to mentor students and provide on-the-job training, while cultivating a qualified and diverse work force. By working alongside trained and licensed professionals, students will foster their professional development, and enhance their job skills through practical application while being introduced to techniques of the transportation industry. The SEP provides students with paid positions during the months of May through August. Positions available may be in the field of maintenance, engineering, information technology or administration.



**Who is eligible?**

- Full-time college students
- High school students 17 and over

**Program Highlights**

- Most positions are 8 a.m. to 5 p.m.
- Pay is comparable to current industry and commensurate with college hours
- Positions are available throughout the state

To be considered, students must pass a pre-employment physical exam which includes a drug test and must be eligible to work in the U.S.

For more information on how to apply for summer employment with TxDOT, contact us by calling 1-800-893-6848.

**Don't Delay!**

Applications are accepted starting March 1 through June 15. Job assignments start May 1 and may be available through August 31.



# APPENDIX N - Special Reports

## Internet Public Website

Equal Employment Opportunity (EEO) and Affirmative Action Plan (AAP)



- Home
- Director
- Organizational Chart
- Administrative Staff
- EEO
- EEO Compliance Training
- ADA
- AIMS
- Contract Compliance Section
  - TxDOT Policy Statement
  - TxDOT Assurance
- DBE/SBE Programs
  - Certification and Reporting
  - Compliance

### Helpful Links

HR Manual (.pdf)

- ◆ FHWA
- ◆ US Department of Transportation
- ◆ TITLE VI
- ◆ TITLE VII
- ◆ TX Workforce Commission
- ◆ EEOC

### Equal Employment Opportunity (EEO) and Affirmative Action Plan (AAP)

The Office of Civil Rights (OCR) is responsible for the development and implementation of the Affirmative Action Plan (AAP); monitoring Equal Employment Opportunity (EEO) activities and diversity programs in accordance with the Federal Highway Administration (Title 23 CFR) and the Texas Labor Code § 21.501-558. The OCR Director serves as the agency's EEO Officer. Below are the responsibilities of the Diversity Program Coordinator .

#### Responsibilities

- Oversees preparation of the AAP and annual updates.
- Develops and oversees reporting systems used for affirmative action efforts.
- Evaluates, interprets and prepares the EEO/AAP quarterly progress reports for management, state and federal authorities.
- Provides technical assistance on civilian labor force statistics and workforce information.
- Prepares labor force availability analysis and impact statistical reports.
- Monitors workforce statistical information and recruitment programs.
- Develops and facilitates EEO-related information to statewide EEO coordinators.

◆ [Joe Sosa](#), Diversity Program Coordinator (512) 416-4712

◆ Section Fax (512) 416-4711

#### Links

- ◆ [EEO/AAP Quarterly Activity Report Form 1995](#)
- ◆ [EEO/AAP Reports](#)
- ◆ [Title 23 CFR](#)
- ◆ [TX Labor Code § 21.501-558](#)
- ◆ [U.S. Census Bureau](#)

TxDOT | Crossroads | TxDOT Manuals | TxDOT Forms

[http://crossroads/org/civ/eoo\\_aap.htm](http://crossroads/org/civ/eoo_aap.htm)

# APPENDIX O - Special Reports

## Internet Public Website

Equal Employment Opportunity Publications

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### Equal Employment Opportunity Publications

[Home](#) > [Inside TxDOT](#) > [Forms & Publications](#)

You may download the software ([Tools and Plug-Ins](#)) needed to access forms or view frequently asked questions regarding forms ([Online Forms FAQs](#)).

#### Affirmative Action Plan

Title	PDF
FY 2014	

#### Quarterly Equal Employment Opportunity (EEO) Activity Report

Title	PDF
FY 2014 3rd Quarter	
FY 2014 2nd Quarter	

#### Americans with Disabilities Act (ADA)

Title	PDF	Word
Americans with Disabilities Act (ADA) Self Evaluation and Transition Plan (2004)		
Americans with Disabilities Act (ADA) Policy Documents		



## Civil Rights Contacts

[Home](#) > [Inside TxDOT](#) > [Offices](#) > [Civil Rights](#)

Contacts	Telephone
Ron Wilson, Director	(512) 416-4700
Toll Free	(866) 480-2518
Affirmative Action/EEO	(512) 416-4712
Contract Compliance Section	(512) 416-4750
DBE & SBE Certification Section	(512) 486-5500
DBE Compliance Section	(512) 486-5501
Investigation Section	(512) 416-4776

**Physical Address**  
200 E. Riverside Dr.  
2nd Floor  
Austin, TX 78704-1259

**Fax**  
(512) 416-4711

**Mailing Address**  
125 E 11th ST.  
Austin, TX 78701-2409

Email [Civil Rights](#)

## **APPENDIX P - Special Reports**

### **HRM - Chapter 5: Performance Management**

## **Chapter 5: Performance Management**

### **Section 1: Overview**

The Department's performance management program is based on a "pay for performance" model. The intent of the program is designed to provide employees with a clear evaluation of their performance on an annual basis with input from both the employee and supervisor including touch points throughout the year. The standard, annual review period and process includes three key phases: beginning-of -cycle (BOC) (January), mid-cycle review (MCR) (June), and end-of-cycle (EOC) (December). The annual review process begins with a planning phase in which the employee and evaluator establish performance tasks for the upcoming year. At the mid-year, the employee and evaluator meet and assess how the employee is proceeding on the performance tasks and rated factors and discuss each other's assessment. The mid-year review will indicate if the employee is on track for successful completion of the tasks and performance on the rated factors. At the end of the calendar year, the employee and evaluator complete a final assessment of the employee's performance.

Decisions regarding performance are made without regard to the employee's race, color, religion, sex, national origin, genetic information, disability, or age. Administration reserves the right to change or revoke this program at any point in time without written notice.

### **Beginning of Cycle (BOC)**

The first phase of the performance management cycle is the planning phase which occurs at the beginning of the calendar year. During this time, the employee and evaluator will participate in a BOC meeting and discuss the expected performance expectations for the coming year. These expectations are documented on the Performance Management Form 2484 (PMF 2484). At the conclusion of the meeting, both initial and date the first page of the non-rated PMF 2484, therein indicating that the planning discussion took place. The initials do not indicate that the document cannot be modified throughout the year. Instead, the expectation is that the non-rated PMF is a living document that may be continually adjusted throughout the year to most accurately reflect the employee's entire year of performance tasks. The employee will receive a copy, and the evaluator retains the original in the employee's personnel file.

A lead worker may participate in the preparation of performance plans with the evaluator's oversight and may participate in delivery of performance plans by invitation of the evaluator. For employees new to the Department, completion of the non-rated PMF 2484 and BOC meeting should occur within 30 calendar days from their first day on the job. An evaluation will be conducted after the employees' six-month anniversary with the Department using the non-rated PMF 2484.

Performance plans should:

- List the employee's most relevant performance tasks in order of importance
- Establish specific, measurable, attainable, relevant, and time-based expected results for each performance task, and
- Identify training and development activities.

## **Changes in Evaluator**

When employees change evaluators, the previous evaluator must provide the new evaluator the editable non-rated PMF 2484 with an intermediate assessment of the employee's performance tasks and rated factors for that calendar year to the transfer date. The new evaluator is responsible for modifying the non-rated PMF to reflect any new job function or tasks for the remaining of the calendar year within 30 calendar days of the transfer date. The non-rated PMF 2484 should reflect the employee's performance tasks for the entire calendar year. This may require some adjustment or combining of performance tasks following a transfer. This should be accomplished through coordination between the previous evaluator, new evaluator, and the employee.

## **On-going Activities throughout the Year**

Evaluators update performance plans throughout the year to account for significant changes in work assignments and advise their employees of their new expectations.

Evaluators should coach their employees on their job performance and behavior throughout the year. Such coaching sessions should be conducted as often as needed to promote open communication, better working practices, and improved employee performance. These sessions may be documented, as needed. In addition, at any time during the year, the evaluator may utilize the non-rated PMF to document the employee's performance.

## **Special Situations**

***Departing Employees:*** when an employee separates from the Department for other than disciplinary reasons, the evaluator will complete and administer an evaluation using the PMF 2484. Departing employees should be afforded an opportunity to sign their final evaluation. If an employee leaves the Department without signing their final evaluation, the evaluator will indicate this by entering "Employee Did Not Sign" on the employee signature line and noting the specific reason (refusal to sign, left prior to signing, not afforded the opportunity to sign, etc.) in the evaluator's comments section.

***Departing Evaluators:*** when evaluators or interim evaluators leave their job positions, the evaluator must provide an intermediate assessment of their assigned employees prior to departure and provide the non-rated PMF to the new or interim evaluator. They should use the current year's non-rated PMF 2484 to document the employee's performance to-date. This applies to supervisors who have supervised an employee or group of employees for a period of 90 calendar

days or more. Supervisors who leave due to disciplinary reasons do not complete the PMF 2484 on employees.

***Special Assignments:*** if an employee has been on a special assignment or project, or was on job rotation with someone other than the regular evaluator during the rating period, the evaluator should obtain input from the appropriate person(s) concerning the employee's performance to allow accurate and fair evaluation of the special job activities.

### **Mid-Cycle (MCR)**

Midway through the performance cycle, employees and evaluators complete the required MCR. Prior to the MCR meeting, the evaluator and the employee will indicate their assessment of each performance task and rated factor as "On-Target" or "Not On-Target" on the existing PMF 2484. At the MCR meeting, the evaluator and employee will discuss their individual ratings, particularly any differences in their assessed ratings, and use this opportunity to adjust performance tasks if expectations and priorities have changed. The evaluator and the employee will initial and date the MCR section (located at the bottom of section IV) of the PMF 2484 indicating that the mid-cycle discussion took place. At this point, the PMF 2484 is still considered a living document, thus the MCR initials do not indicate that the document cannot be modified during the remainder of the year to capture changes.

### **End-of-Cycle (EOC)**

The EOC review will begin in December. Prior to the EOC, the employee will complete a self-assessment using the existing PMF 2484. The employee will rate each performance task and each rated factor with an Exceeds Expectations, Above Expectations, Meets Expectations or Unsatisfactory rating, as identified on the PMF 2484. Employees are encouraged to prepare for the initial EOC meeting by providing evaluators with a list of accomplishments, challenges, or other significant factors that occurred during the performance cycle. The evaluator will rate the employee's performance tasks and rated factors. Significant performance tasks that were not documented in the non-rated PMF should be added at this time. The evaluator and employee will then have an initial EOC meeting where they will discuss the ratings, particularly any differences in their assessed ratings.

The evaluator will then independently recommend a proposed overall rating of Superior, Exceeds Expectations, Above Expectations, Meets Expectations, or Unsatisfactory. The overall performance rating must be supported by the ratings on individual performance tasks and the rated factors. Evaluators must write a justification for the overall rating that clearly explains the reason for the overall rating. If a rating of Unsatisfactory is assigned for any of the performance tasks and/or for the overall rating, a follow-up review date within 90 calendar days must be indicated on the rated PMF 2484 to discuss the employee's performance on corrective actions. The employee's rating should reflect performance for the entire rating period and should reflect disciplinary actions that have been taken during the review period.

Evaluators will provide the rated PMFs to their chain of command (next-level supervisors and then DE/DD/ODs) for review and approval. Administration may review the overall rating

distribution across D/D/Os and the Department, and approves the rating recommendations. Changes to employee overall ratings following ratings lock requires Administration approval. Upon ratings lock, finalized rated PMF 2484s are distributed to evaluators with the appropriate D/D/O signatures.

Evaluators then deliver the overall performance rating and performance feedback to the employee during the final EOC meeting. Comments during the evaluation meeting can be recorded manually on the rated PMF or attached as an addendum to the rated PMF. The evaluator then presents the evaluation to the employee who will sign the evaluation, indicating they have been informed of the contents and have received a copy of the evaluation. If an employee refuses to sign their evaluation, the evaluator will note in the employee's signature area that the employee refused to sign and initial/date. The evaluator then signs the rated PMF; copies of the signed PMF are provided to the employee and evaluator for their records and the original is provided to the local HR representative. After submission, the evaluation cannot be changed, except to resolve discrepancies. An employee may submit written comments or rebuttal to the evaluator within three working days from the evaluator's signature date. Comments must be signed and dated by the employee and/or attached to the rated PMF.

Once a performance evaluation has been presented to an employee, signed, and placed in their personnel file, it is an official record. There may be extenuating circumstances when Administration or DE/DD/ODs may determine that an employee performance evaluation was not an accurate assessment and should be rescinded or amended.