



**AFFIRMATIVE ACTION PLAN
&
PROGRAM SUMMARY
Part II**

**SECTION I
AFFIRMATIVE ACTION PLAN
FISCAL YEAR 2012
SEPTEMBER 1, 2010 - AUGUST 31, 2011**

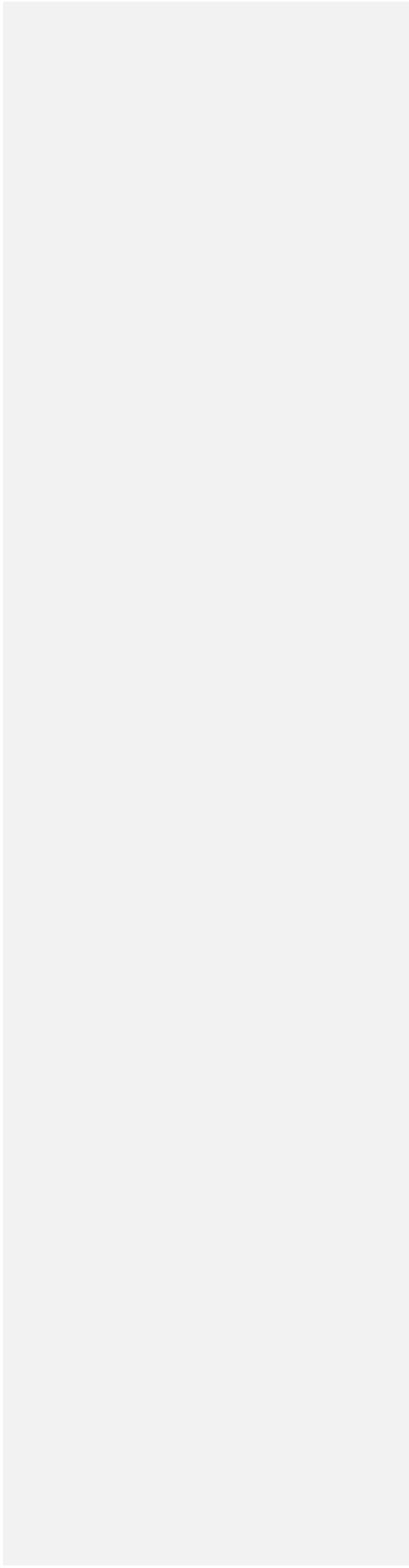


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I. EQUAL EMPLOYMENT OPPORTUNITY (EEO)

A. Equal Employment Opportunity Policy Statement

The mission of the department is to provide safe, efficient, cost-effective and environmentally sensitive statewide transportation systems for the movement of people and goods. Employees play an essential role in meeting the department's mission. The department's public duties require integrity, competence and 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. These principles will also be applied to all 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 age, color, disability, national origin, race, religion or sex. 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. These efforts will be measured and evaluated.

Through its employment practices, the department fosters and promotes successive employee career growth in a workplace environment free of intimidation, discrimination, retaliation and harassment. Any punitive action taken because of an employee filing a discrimination complaint is illegal.

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.



Phil Wilson
Executive Director

12-16-11

Date

Sexual Harassment Policy

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.

A. Reporting Sexual Harassment

Employees who witness any incident that appears to be a violation of the department policy on sexual harassment will report the incident to their immediate supervisor, manager, Human Resources Officer (HRO), DE/DD/OD/RD or the Human Resources Division (HRD).

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

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

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

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

B. 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 render mutual agreements, employees may elect to engage in a grievance formal 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, refer to Appendix (H).

Employees can find discrimination reporting information by consulting the Human Resources Manual, Chapter 9; Problem Resolution,

Section 1: Conflict Resolution, and
Section 3: Grievances.

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 (J). 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 (K).

Conflict Resolution-The Collaborative Resolution Center (CRC), a new addition to TxDOT workforce 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.

C. Publicizing EEO/AAP

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 (L). 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 A.I.M.S. and the EEO supplemental course will also provide EEO refresher information.

The EEO and affirmative action policies will be reviewed every two years 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.

1. EEO Training & Awareness

Employees that participate in recruitment, on boarding, 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.

The EEO/Sexual Harassment course is mandated every two years requiring all employees to take supplemental training. In addition, the EEO Compliance Training course is required for managers/supervisors when the agency receives three or more complaints of employment discrimination in a fiscal year.

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 (M),

Comment [J1]: RESP M-8/ a - b

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.

2. External EEO/AA

TxDOT will distribute EEO information 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 via mail to community organizations. The outreach efforts will be reported quarterly to OCR.

Comment [J2]: RESP M-8/ b

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; please refer to Appendix (N).

Comment [J3]: RESPONSE M-3

II. DELEGATION OF AUTHORITY OF AFFIRMATIVE ACTION – EEO OFFICE

The Executive Director (ED) is ultimately responsible for efficiently and effectively leading all aspects of the department. This includes EEO 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 Interim Director of OCR will be the department's designated EEO/AA Officer. 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, district and region 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 imbue the goal, spirit and intent of these programs. The coordinators will be trained in all aspects of EEO policy and procedures. They will attend employee forums as resource advisors to address policy questions. They will 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 will clarify areas of ambiguity using varied communication channels and will 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 our organization, multi geographic locations and diverse local populations render it virtually impossible for one single position to manage such a large-scale endeavor. Under the executive stewardship, the EEO Officer will establish strategic policy 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 Interim OCR Director:

- Serves as the department's designated EEO Officer;
- Manages the department's grievance, compliance and investigation processes, resulting from internal and external complaints;
- 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) Director oversees all human resources activities for the department, including classification, employee relations and recruitment.

The Investigation Section Director:

- Manages and oversees the agency's grievance and investigation processes;
- Establishes procedures; and
- Monitors the progress of investigations.

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 Employment Opportunities Section (EOS) 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 assist 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

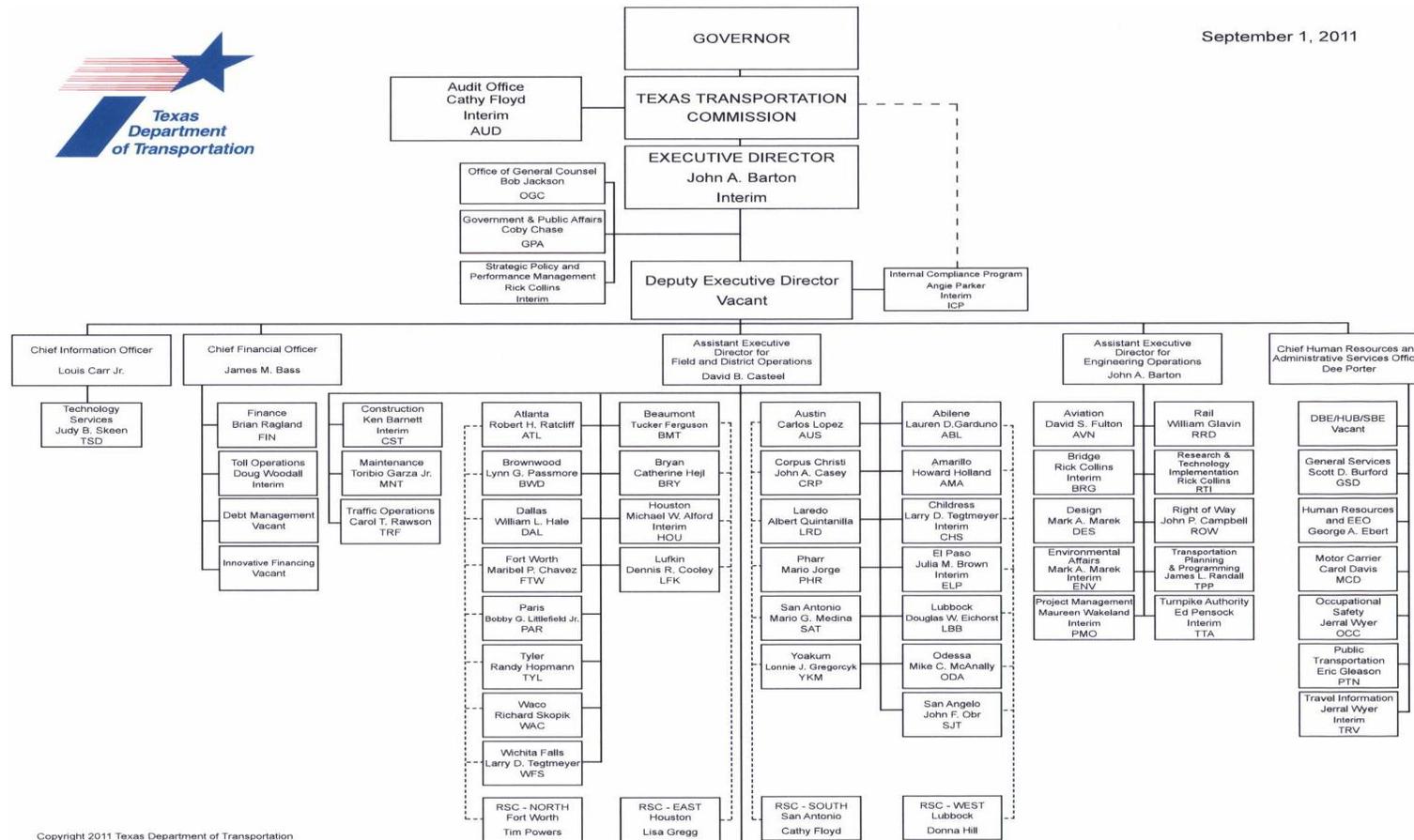
The Work Force Development Section Director oversees all training activity for the department, including developing and delivering policy, and staff development courses.

Division/Office HR designate an internal Title VII EEO Coordinator. These coordinators are responsible for integrating all aspects of the AAP and EEO activities within their particular organizations.

III. TxDOT ORGANIZATIONAL CHART



September 1, 2011



IV. FY12 AFFIRMATIVE ACTION PLAN (AAP) PROGRAM

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/state statutes and judicial decisions; and
3. Ensure that the AA program actively involves each district, division, office and region 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 ED. 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;
- Selecting employees for promotion;
- Participating in departmental educational assistance programs;
- Resolving employee problems and grievances; and
- Making reasonable employment accommodations in the event of injury or disability.

The department will seek to attract and hire qualified individuals having requisite skills and who are part of the available labor workforce using AA Factor 4 - (*Immediate local labor area*), and 5 - (*Reasonable recruiting area*).

The department seeks to mirror the state's unique diversity and these efforts will be measured and evaluated.

These efforts of monitoring of 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; and
- Quarterly assessments of the AA program with reports to Administration and DEs/DDs/ODs/RDs via online web sites.
- New EEO HR Online reports to encourage the utilization of recruitment program resources; refer to Appendix (B & C).

B. FY12 Goals & Initiatives

Using the 2000 Civilian Labor Workforce census data and comparing it to the TxDOT Workforce Analysis in Appendix A, the department will focus on the Professional and Technician categories in FY12. There is an underutilization disparity in both females and minorities in these categories. 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 - American Indian/Alaskan Native males; Asian American/Pacific Islander & Black females and males; and Hispanic females.

:

C. FY12 AAP Recruitment Programs

Goals and objectives for FY12 will be accomplished by utilizing the following 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
- Summer Transportation Institute (STI)
- Temporary Hiring Program (Directive 2-94)
- Texas Pre-Freshman Engineering Program (TexPREP)
- Transportation and Civil Engineering Program (TRAC)

D. FY12 AAP Resources

Goals and objectives for FY12 will be achieved by utilizing the following resources:

Office of Civil Rights (OCR):

Special Projects Coordinator - Oversees the OCR daily administration and financial duties, including research, managing special projects and compiling reports.

Human Resources Division (HRD):

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

American with Disabilities Act (ADA) Coordinator develops and administers the department's ADA Program; interprets and revises policies and procedures; and advises department personnel on ADA.

Collaborative Resolution Center (CRC) was established to provide a non-adversarial avenue for people/employees to get help in a timely manner and be easily accessible. The purpose of the Center is to work with employees and supervisors to help improve communication and find resolution once it has been determined the issue or concern can't be resolved directly between all parties.

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

HR Training Specialist - Develops, disseminates, coordinates and presents EEO information, including AIMS and NEO Training.

Districts, Divisions Offices & Regions

Recruitment Team Members (RTMs) - Provide statewide recruiting assistance to EOS recruiters. Members include district/division/office/region 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.

E. FY12 GOALS & OBJECTIVES	RESPONSIBLE OFFICIAL(S)	TARGET DATE	FINAL STATUS
Distribute discrimination and harassment policies to DEs/DDs/ODs/RDs for dissemination to all employees; place on intranet.	OCR	Aug11	
Monitor, evaluate and report department AAP results.	OCR	Quarterly	
Monitor and report department NEO presentations.	OCR	Quarterly	
Conduct training on department EEO and AAP requirements to two districts.	OCR/Regions	Mar11	
Update district/region availability analyses to identify underutilized minority and women groups.	OCR	Dec10	
Assist EEO/HR's with outreach and recruitment to achieve an overall 2% increase in female and minority groups with focus on Prof/Tech job categories	OCR/District/Region HROs & EEO Coordinators	Aug11	
Select two districts/regions with underutilization to increase outreach and recruitment efforts.	OCR/District/Region HROs & EEO Coordinators	Quarterly	
Conduct up to two district/regional visits to review and discuss underutilization and AAP goals.	OCR/DEs/RDs/HROs & EEO Coordinators	Aug11	
Monitor the distribution of job postings to area female and minority organizations for a more diverse applicant pool.	OCR/DEs/RDs/HROs & EEO Coordinators	Quarterly	
Monitor underutilization, outreach and recruitment efforts, and job postings of FY10 district visit.	OCR & Laredo District	Quarterly	
Monitor and report progress on minority and female hiring and promotions to achieve a 2% increase	OCR/District/Region HROs & EEO Coordinators	Quarterly	
Monitor and report all EEO activities to OCR.	District/Region HROs & EEO Coordinators	Quarterly	
Monitor and report mandatory state supplemental EEO/Sexual Harassment Training to OCR.	HROs/EEO Coordrs & Hiring Supervisors	Quarterly	August 11th

F. Publicizing the AAP

TxDOT will disseminate the AAP by using the following methods:

1. 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 (O).

- Workforce Availability Analysis Report - this AAP report will be used by district EEO Coordinators and 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 HRO/EEO Coordinator in the District. 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/RD – the OCR office will dispense a copy of the AAP and FY12 goals to all DE/DO/DD/RD for their review.

2. 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 Appendix (P).

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

3. 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, and
- inclusion of an EEO statement on job applications, stationery, and recruitment literature and advertising.

- distributing an EEO/AAP Quarterly Activity Report to the Federal Highway Administration, and the Texas Work Force Commission.

G. Employee Performance Appraisal Program

TxDOT will review and monitor the performance appraisal program periodically to determine its objectivity and effectiveness. One objective of this program will be to get minorities and females into upward mobility and relevant training programs where they have not had previous access. This will be accomplished by:

- Creating career development plans for lower grade employees who are underutilized or who demonstrate potential for advancement;
- Monitoring the operation of the merit/promotion programs, including a review of promotion actions, to assure that requirements, procedures and practices support EEO program objectives and do not have a discriminatory impact in actual operation;
- Evaluating promotion criteria (supervisory evaluations, oral interviews, written tests, qualification standards, etc.) and their use by selecting officials to identify and eliminate factors, which may lead to improper “selection out” of employees or applicants, particularly minorities, and women, who traditionally have not had access to better jobs. It may be appropriate to require selecting officials to submit a written justification when well-qualified persons are passed over for upgrading or promotion;
- Rewarding employees with salary increases when their job performance and productivity is consistently above that normally expected or required. Merit salary increases are not promotions. They are meant to reward an employee’s performance while doing the same job. Merit salary increases and one-time merit payments may be granted to classified employees whose job performance and productivity are consistently above that normally expected or required; and
- Employee Evaluations, and 90 days after the last annual evaluation, the supervisor may complete a supplemental employee evaluation form, to document and justify that the employee’s performance meets the criteria for an overall Exceeds Expectations or Superior rating for a merit salary increase. Employee evaluations are designed to provide a formal system of two-way communication between employees and their manager or supervisor.

H. 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 separations.

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, "Exit Interview Form" and other documents are 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.

I. FY12 Workforce Analysis by EEO Job Categories

The benchmark for the total number of regular, full-time department employees was **11,719**. The beginning of the fiscal year benchmark was taken on September 12, 2011.

TxDOT Beginning FY12 Workforce Comparison:

- Minorities totaled 34.20% of the workforce or *4,008 employees*;
- Females totaled 23.95% of the workforce or *2,501 employees*;
- Hispanics totaled 23.76% or *2,785 employees*;
- Blacks totaled 7.69% or *901 employees*;
- Asian Americans/Pacific Islanders totaled 2.30% or *270 employees*; and
- American Indians/Alaskan Natives totaled 0.44% or *52 employees*.

**SECTION II
EEO FY11 PROGRAM SUMMARY &
RESULTS**



FY11 PROGRAM UPDATE SUMMARY & RESULTS

A. FY11 Goals and Objectives Results

Goals and objectives for FY11 were achieved by utilizing the following resources (See Table, page 28):

Office of Civil Rights (OCR):

Special Projects Coordinator – Oversees the OCR daily administration and financial duties, including research, managing special projects and compiling reports.

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

HR Training Specialist – Develops, disseminates, coordinates and presents EEO information, including AIMS and participates in NEO Training.

Human Resources Division (HRD):

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

American with Disabilities Act (ADA) Coordinator develops and administers the department's ADA Program; interprets and revises policies and procedures; and advises department personnel on ADA.

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 & Regions

Recruitment Team Members (RTMs) – Provide statewide recruiting assistance to EOS recruiters. Members include district/division/office/region 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. FY11 & FY12 Workforce Comparison

The benchmark for the total number of regular, full-time department employees was **11,719**. The end of the fiscal year benchmark was taken on September 12, 2011.

TxDOT Beginning FY12 Workforce Comparison:

- Minorities totaled 34.20% of the workforce or *4,008 employees*;
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- Blacks totaled 7.69% or *901 employees*;
- Asian Americans/Pacific Islanders totaled 2.30% or *270 employees*; and
- American Indians/Alaskan Natives totaled 0.44% or *52 employees*.

Comparing the beginning workforce of FY12 and FY11, there was a decrease in FTE's, from 12,456 down to 11,719 or (737) or (5.92%).

Minority group decreased by 258 (2.07%) from the previous year: Female group decreased by 480 (3.85%) Non-Minority group decreased by 479 (3.85%) from the previous year

Hispanics – decreased 157 (1.26%), Blacks decreased – 92 (0.74%). Asian Americans/Pacific Islanders – decreased 6 (0.48%) and American Indians/Alaskan Natives decreased 3 (0.02%).

Job applications received for FY11, totaled 41,887 down (8.56%) from IFY10, 45,809.

There were 791 new hires; a <12%> decrease from 899 in FY11. This included 251 minorities down 67 <21.0%> and 91 females down 368 <80%>, from fiscal year 2010.

C. FY11 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	378	70	69	54	254	3	9	12	44	-	2	-	-
TxDOT Workforce %	-	18.52	18.25	14.29	67.20	0.79	2.38	3.17	11.64	-	0.53	-	-
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	-	-7.49	-19.21	-11.96	19.43	-2.73	-0.77	-3.19	2.44	-1.00	-1.46	-0.33	-0.43
Parity %	-	-28.20	-72.60	-45.23	73.43	-10.31	-2.91	-12.04	9.22	-3.78	-5.52	-1.25	-1.63
Targeted Recruitment	-	28	72	45	-	10	2	12	-	3	5	1	1

1 st Qtr	336	61	51	38	237	2	5	10	39	1	4	-	-
2 nd Qtr	339	63	53	39	237	3	5	10	40	1	4	-	-
3 rd Qtr	339	67	53	38	234	3	5	10	43	1	4	1	-
4 th Qtr	338	69	54	39	230	3	5	10	45	1	4	1	-

NOTE:

“State CLF %” is the percentage calculation derived from the 2000 CLF 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:

$$338 \text{ (4th Qtr Ending Total)} \times 37.46\% \text{ (Female state CLF \%)} = 126;$$

$$126 - 54 \text{ (FY Female ending Total)} = 72 \text{ (Underutilization)}$$

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	4,762	1,551	1,615	1,038	2,173	161	199	340	638	66	128	10	10
TxDOT Workforce %	-	32.57	33.91	21.80	45.63	3.38	4.18	7.14	13.40	1.39	2.66	0.21	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	-	2.66	-16.34	-12.63	8.35	-2.03	1.19	-0.53	5.85	-0.87	-0.51	-0.22	-0.14
Parity %	-	126.69	-777.91	-601.6	397.7	-96.62	56.62	-27.6	278.5	-41.62	-24.38	-10.48	-6.67
Targeted Recruitment	-	-	777	601	-	96	-	27	-	41	24	10	6

1 st Qtr	4,763	1,558	1,470	948	2,257	142	210	306	682	65	134	9	10
2 nd Qtr	4,746	1,567	1,464	936	2,243	142	210	312	685	65	134	9	10
3 rd Qtr	4,725	1,562	1,470	942	2,221	140	211	314	680	65	133	9	10
4 th Qtr	4,708	1,557	1,470	938	2,219	143	208	317	671	63	136	9	10

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	3,224	1,097	589	376	1,751	57	224	130	613	19	36	7	7
TxDOT Workforce %	-	34.03	18.27	11.66	54.31	1.77	6.95	4.03	19.01	0.59	1.12	0.22	0.22
State CLF %	-	37.89	53.84	32.02	30.07	8.70	3.88	10.59	9.76	2.00	1.96	0.53	0.47
Representation Index	-	-3.86	-35.57	-20.36	24.24	-6.93	3.07	-6.56	9.25	-1.41	-0.84	-0.31	-0.25
Parity %	-	-124.6	-1146.8	-656.3	781.5	-223.5	98.91	-211.4	298.3	-45.48	-27.19	-10.1	-8.15
Targeted Recruitment	-	124	1,146	656	-	223	-	211	-	45	27	10	8

1 st Qtr	2,434	853	355	229	1,352	31	188	78	494	12	36	5	9
2 nd Qtr	2,400	843	348	221	1,336	31	185	79	485	12	37	5	9
3 rd Qtr	1,830	634	294	179	1,017	27	126	73	358	11	30	4	5
4 th Qtr	1,800	613	284	178	1,009	27	120	65	354	10	28	4	5

Protective Service	TOTAL	Min	Fem	WF	WM	BF	BM	HF	HM	AA/PI F	AA/PI M	AI/AN F	AI/AN M
TxDOT Beg. Workforce	7	2	-	-	5	-	2	-	-	-	-	-	-
TxDOT Workforce %	-	28.57	-	-	71.43	-	28.57	-	-	-	-	-	-
State CLF %	-	39.9	20.2	10.0	49.2	6.1	10.4	3.8	18.1	0.10	0.50	0.20	0.70
Representation Index	-	-11.3	-20.2	10.0	22.23	-6.1	18.17	-3.8	-18.1	-0.10	-0.50	0.20	-0.70
Parity %	-	-0.79	-1.41	-0.70	1.56	-0.43	1.27	-0.27	-1.27	-0.01	-0.04	-0.01	-0.05
Targeted Recruitment	-	0	1	-	-	-	-	-	1	-	-	-	-

1 st Qtr	6	2	-	-	4	-	2	-	-	-	-	-	-
2 nd Qtr	6	2	-	-	4	-	2	-	-	-	-	-	-
3 rd Qtr	6	2	-	-	4	-	2	-	-	-	-	-	-
4 th Qtr	6	2	-	-	4	-	2	-	-	-	-	-	-

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	904	314	780	525	65	71	16	180	40	2	3	2	-
TxDOT Workforce %	-	34.73	86.28	58.08	7.19	7.65	1.77	19.91	4.40	0.22	0.33	0.22	-
State CLF %	-	39.82	67.09	40.20	20.0	8.33	3.56	16.59	8.12	1.41	1.00	0.56	0.25
Representation Index	-	-5.09	19.19	17.88	-12.81	-0.48	-1.79	3.32	-3.70	-1.19	-0.67	-0.34	-0.25
Parity %	-	-45.97	173.51	161.59	-115.8	-4.3	-16.18	30.03	-33.4	-10.75	-6.04	-3.06	-2.26
Targeted Recruitment	-	45	-	-	115	4	16	-	33	10	6	3	2

1 st Qtr	759	248	647	449	62	59	15	137	32	1	2	1	1
2 nd Qtr	751	244	647	444	63	58	16	134	31	1	2	1	1
3 rd Qtr	723	237	614	426	60	56	15	131	32	0	2	1	0
4 th Qtr	696	228	590	407	61	53	13	128	31	0	1	2	0

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	3,405	1,221	45	30	2,154	6	263	8	917	-	12	1	2
TxDOT Workforce %	-	35.86	1.32	0.88	63.26	0.18	7.72	0.23	26.93	0.0	0.35	0.03	0.06
State CLF %	-	46.54	6.00	3.00	50.46	0.70	5.73	1.76	35.61	0.46	1.37	0.08	0.83
Representation Index	-	-10.68	-4.68	-2.12	12.80	-0.52	1.99	-1.53	-8.68	-0.46	-1.02	0.05	-0.77
Parity %	-	-363.7	-159	-72.2	435.8	-17.8	67.9	-51.93	-295.5	-15.6	-34.65	-1.72	-26.26
Targeted Recruitment	-	363	159	72	-	17	-	51	295	15	34	1	26

1 st Qtr Stats	3,333	1,186	40	28	2,119	4	248	7	900	-	13	1	13
2 nd Qtr Stats	3,348	1,193	41	29	2,126	4	245	7	910	-	13	1	13
3 rd Qtr Stats	3,897	1,394	85	61	2,442	8	295	13	1,034	1	23	2	18
4 th Qtr Stats	3,921	1,394	81	56	2,471	7	291	15	1,036	1	23	2	19

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	342	174	21	14	155	3	32	4	131	-	3	-	1
TxDOT Workforce %	-	47.73	4.23	3.02	49.24	0.30	10.88	0.91	34.74	-	0.91	-	-
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	-	- 8.02	- 6.93	- 0.85	9.37	- 1.50	- 2.11	- 4.17	1.27	- 0.28	- 0.45	- 0.10	- 0.67
Parity %	-	- 26.53	- 22.94	- 2.81	31.03	- 4.96	- 7.0	- 13.81	4.20	- 0.93	- 1.50	- 0.33	- 2.22
Targeted Recruitment	-	26	22	2	-	4	7	13	-	-	1	-	2

1 st Qtr Stats	223	122	17	13	88	2	20	2	95	-	3	-	-
2 nd Qtr Stats	237	134	17	13	90	2	21	2	106	-	3	-	-
3 rd Qtr Stats	266	148	20	16	102	2	26	2	115	-	3	-	-
4 th Qtr Stats	250	145	22	17	88	3	26	2	111	-	3	-	-

D. FY11 Goals/Objectives - Final Results			
GOALS/OBJECTIVES	RESPONSIBLE OFFICIAL(S)	TARGET DATE	FINAL STATUS
Monitor, evaluate and report department AAP results.	OCR	Quarterly	<i>See Page 32-35, Section I -E, Items 1-2 & 4-8.</i>
Monitor and report department AIMS presentations.	OCR	Jun11	<i>Presentations made to ATL, CRP & HOU districts.</i>
Conduct training on department EEO and AAP requirements to two districts.	OCR/Regions/DMV	Aug11	<i>Abilene</i>
Update district/region availability analyses to identify underutilized minority and women groups.	OCR	Aug11	<i>All 25 districts and Austin, MSA analysis updated.</i>
Assist EEO/HR's with outreach and recruitment to achieve an overall 2% increase in female and minority groups with focus on Prof/Tech job categories	OCR/District/Region HROs & EEO Coordinators	Quarterly	<i>Overall, Female in tech/Prof down by 2.5%/</i>
Select two districts/regions with underutilization to increase outreach and recruitment efforts.	OCR/District/Region HROs & EEO Coordinators	Aug11	<i>Visited ABL district, July</i>
Monitor the distribution of job postings to area female and minority organizations for a more diverse applicant pool.	OCR/DEs/RDs/HROs & EEO Coordinators	Quarterly	<i>See Page 32, Section E -3.</i>
Monitor underutilization, outreach and recruitment efforts, and job postings for district visited FY10 follow-up	OCR & Laredo District	Year-end	<i>See Page 39, Section K.</i>
Monitor and report all EEO activities to OCR.	District/Region HROs & EEO Coordinators	Quarterly	<i>See Page 32, Section E, All 100% reporting</i>
Report department EEO Compliance Training for managers and supervisors.	OCR/TWC-CRD	Aug11	<i>Training completed Aug 18th</i>

E. FY 11 AAP Recruitment and Placement Program Results (4th Quarter)

The Employment Opportunities Section (EOS) expanded recruitment to colleges, universities and other state organizations that have high Black and other minority-focused enrollment.

The department sought to attract and hire qualified individuals who were part of the available workforce and who mirrored the state's unique diversity. Efforts included:

1. College Cooperative Education Program - Planned and progressive learning process for students that integrate academic studies with supervised work experience.

No participant for the 4th quarter.

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

Total of 24 participants: 16 Hispanic males; 1 Hispanic female;
1 Asian American/Pacific Islander female; 2 Black females; 1 American Indian male; 2 White males; 1 White female

(95% minority; 20.83% female; 79.17% male)

Undergraduate Majors: Civil Engineering – 22 participants (92%);
Computer Information – 1 participant (4%); Computer Science 1 (4%)

3. District Outreach - Community outreach to institutions and organizations that encourage minority and women applicants (included meetings, presentations and vacancy notices) were conducted during the preceding fiscal year, FY11:

- *Beaumont District* - Lamar University, Golden Triangle Minority Council, Society of Women Engineers, YMCA of Beaumont, TX Rehabilitation Commission, and Business Women Association.
- *Bryan District* - Army Career & Alumni Program (ACAP); Brazos County; 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; BTX-TV Job Website; TAMU Former Student Assoc Website; Texas Work Force Commission

- *Corpus Christi* - Coastal Bend University; Corpus Christi Central Library; Corpus Christi Hispanic Chamber of Commerce; NAACP; TWC (Alice, Beeville, Kingsville, Sinton, Coastal Bend); TX A&M (Corpus Christi, Kingsville).
- *Dallas District* - North Central Texas Tech Prep Consortium Cross Training; Richland Chamber of Commerce; Career Days at Lincoln, Samuels, and Skyline High schools and Southern A&M; Southern Methodist University Career Fair; Southern Methodist University (SMU) Visioneering 2011-Network Engineering Career Week; TX A&M (Commerce, Kingsville); TX Tech University; UT Arlington; TxPrep and E.J. Conrad Programs.
- *Ft Worth District* - DeVry Education America; Ft Worth Hispanic Chamber of Commerce; Goodwill; 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.
- *El Paso District* - New Mexico State University Career Expo; UT El Paso Career Expo; America's High School Career Day; Macias Elementary School Career Day; Canutillo High School; Bill Childress Elementary School Career Day; Clardy Elementary School; and MacArthur Elementary School Career Day.
- *Lubbock District* - Hispanic News (West Texas); Hispanic Women's Network; Lubbock Community Services for the Deaf; Lubbock Housing Authority; Lubbock ISD College & Career Night; LULAC Council (#281, #262, #4522); NAACP Interest on Lawyers; TX Tech University Minority Engineering.
- *Laredo District* - Texas A&M Kingsville; UT San Antonio UTSA Career Fair; United High School; Big Brothers/Sisters of South Texas (Laredo); Webb County Sheriff Dept; Texas Dept. of Public Safety; Del Rio Communications Office; Eagle Pass Middle Rio Grande Development Council; AT&T (Laredo); Laredo Housing Authority; Eagle Pass Middle Rio Grande Development Council Work Force.
- *Paris District* – TX Workforce Commission; Viola Chapter #98; NAACP; Goodwill Industries; Les Belles Parisian Club; Greenville Church and Bonham Church, Mt Vernon Newspaper; Sulphur Springs newspapers.
- *Tyler District* - Goodwill Industries Opportunities in Tyler (OIT); ITT Technical Institute; Jacksonville College; NAACP; 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.

- *San Antonio District* - Schreiner University Campus; National Institute of Governmental Purchasing (NIGP) Web Site; San Antonio Express News.
 - *San Angelo* - Assoc of Mexican-American; Ballinger High School Career Fair; Big Lake Chamber Commerce; Christian Men's Job Corps; Concho Valley Family Shelter; Howard College Job Fair; 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. .
 - *Waco District* - Cen-Tex Hispanic Chamber of Commerce; McLennan County Restitution Center; New Mt Zion Baptist Church; TX DARS; LULAC of Waco; NAAC of McLennan County, University of Mary Hardin-Baylor.
4. College Internship Program - Provided students job experience by working in a TxDOT professional environment.

Recruited 1 White Male and 1 Hispanic male college intern

5. Recruitment & Career Fairs:
- Huston-Tillotson University (Austin) 2011 Fall Career Fair
 - New Mexico State University (Las Cruces) 2011 Fall Career Expo
 - Prairie View A&M University (Prairie View) 2011 Fall SMET Career Fair
 - Southern Methodist University (Dallas) Fall 2011 Career & Intern Fair
 - TX A&M University (Kingsville) 2011 Fall Career Fair
 - TX Tech (Lubbock,) 2011 Fall Engineering Job Fair
 - TX State University (San Marcos) 2011 Internship & Job Fair
 - TX State University (San Marcos) Fall 2011 Construction & Concrete Industry Job Fair
 - UT Arlington 2011 Fall Career Fair
 - UT Austin 2011 Fall Engineering Expo
 - UT Austin Engineering Week 2011 Spring Career Fair
 - UT El Paso Fall 2011 Career Expo
 - UT San Antonio 2011 Fall Engineering Expo
6. Summer Employment Program - Recruited students from high schools, technical schools, colleges and universities.

Total of 365 students: 202 White males; 29 White females; 82 Hispanic males; 12 Hispanic females; 21 Black males; 5 Black females; 9 Asian American/Pacific Islander males; 4 Asian American/Pacific Islander females; 1 American Indian Male

Total of 37% minorities: 75.25% male, 24.75% female

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

Total of 12 employees: 4 White males; 3 White females; 2 Hispanic males; 2 Hispanic females; 1 Black male

Total of 42% minorities: 42% female; 58% male.

8. Texas Pre-Freshman Engineering (TexPREP) Program - Provided engineering program support to institutions.

Recruited & hired 10 college students: 3 White males; 3 Hispanic males, 1 Hispanic female; 2 Black males; 1 Black female

Total of 70% minority: 20% female; 80% male.

F. **FY11 Employee Training & Development**

Comment [J4]: RESP M-11/b

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 policy as a part of their on boarding process, New Employee Orientation NEO. There were 12 NEO training classes held during the fiscal year, of which a total of 822 participants attended. .

A total of 257 employees were trained in Sexual Harassment and Grievances during FY 2011. The EEO/Sexual Harassment supplemental course was conducted on-line. The course is mandatory for employees every two years. This year 7081 employees completed this training.

In addition, the EEO Compliance Training course was required for managers and supervisors because the agency received three or more complaints of employment discrimination during the fiscal year. This year, 30 managers and supervisors attended the eight-hour course presented by the Texas Workforce Commission. The EEO Compliance Training (DEV801) was held on August 11, 2011. Other training that was provided for supervisors and managers:

- Interviewing & Hiring - **157** supervisors and managers completed this course that covered policy information on EEO, AA and diversity; including the online pre-assessment.
- Professional Ethics & Fundamentals of Ethics - **529** employees completed this course through instructor-led, online and instructor-led distance learning.
- Practical Supervision - **153** 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 - **208** participants completed this program that provided job rotational opportunities, formalized mentoring and engineering exam preparation training; provided through instructor-led, online and instructor-led distance learning.
- Learning Content Management System (i-Way) - **36,954** online courses were completed to include health and safety, employee interpersonal skills, project management, conflict resolution, ethics, fraud and department policy.

G. FY10 & FY11 Promotion Analysis (Performance-Based)

The department had a decrease in female (15.79%) and minority (35.24%) in all promotions.

Comment [J5]: RESP M-12/b

JOB CATEGORY	TOTAL			WM	WF	BM	BF	HM	HF	AA/PI M	AA/PI F	AI/AN M	AI/AN F
		Women	Minority										
Officials/Administrators													
Current FY11	25	5	6	16	3	1	1	3			1		
Previous FY10	30	6	2	21	7			2					
Professionals													
Current FY11	541	184	193	235	113	19	16	83	47	20	8		
Previous FY10	555	210	208	219	128	24	19	85	51	17	9	-	3
Technicians													
Current FY11	185	20	54	120	11	8	3	35	6	1		1	
Previous FY10	175	31	63	88	24	13	4	41	2	2	1	-	-
Protective Service													
Current FY11	-	-	-	-	-	-	-	-	-	-	-	-	-
Previous FY10	-	-	-	-	-	-	-	-	-	-	-	-	-
Office/Clerical													
Current FY11	33	31	8	-	25	1	3	1	3				
Previous FY10	41	36	12	2	24	1	6	2	6	-	-	-	-
Skilled Craft													
Current FY11	441			287	6	21		122	1	-		-	
Previous FY10	313	2	117	194	2	15		99		1		2	
Service/Maintenance													
Current FY11	2			2									
Previous FY10	1		1					1					
Total Current FY11	1227	240	261	660	158	50	23	244	57	23	9	3	-
Less Total Previous FY10	1115	285	403	524	185	53	29	230	59	20	10	2	3
Movement +/-	112	<45>	<142>	136	<27>	<3>	<6>	14	<2>	<3>	<1>	1	<3>
% Movement +/-	10.04%	15.79%	35.24%	25.95%	14.59%	5.66%	20.69%	6.09%	3.39%	15%	10%	50%	100%

H. FY11 Separations

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

Comment [J6]: RESP m-13/a

FY11 separations accounted for a workforce reduction of approximately 1,042. Separations outpaced new hires (**791**).

The EEO job categories with the highest separations were:

- Skilled Craft (357) - 34.26%
- Professional (352) - 33.78%
- Technician (180) - 17.27%

The top five reasons for separations were:

1. Retirement (**552** employees or 50.60%);
2. Personal Reasons (**295** employees or 27.04%);
3. Inadequate Salary (**56** employees or 5.13%)
4. Inter-Agency Transfers (**32** employees or 2.93%);
5. Violation – Work/Agency Rule (**32** employees or 2.93%);

Involuntary separations (101 or 9.69%) accounted for 35.64% minorities and 20.79% women. (See more on Separation, Appendix C)

I. Program Monitoring & Evaluations

Comment [J7]: RESP M-14/a

The OCR EEO Diversity Program Coordinator evaluated progress made on goals and recruitment by reviewing quarterly reports provided by district, division, office and regional EEO Coordinators. The results were reviewed for program effectiveness and for improving performance utilizing the Human Resources Online Information System: (See more on PROMOTION, SEPARATION & HIRING ANALYSIS, Appendix B & TERMINATION ANALYSIS - APPENDIX C)

Comment [J8]: RESP M-14/b

- 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.

J. Noteworthy Activities & Initiatives

- OCR/HRD conducted 4 Advisory Information Module Series (AIMS) presentations in 3 districts that provided EEO and employee relations information. Modules: Managing Change in the Workplace, Preventing Sexual Harassment, Violence in the Workplace.
- OCR conducted six internal employee investigations. A total of six were Title VII discrimination grievances filed and based on race, sex (gender), age, or disability.

During the last three years, the department has undergone a “hiring chill” reducing its workforce from 13,500 (FY09); 13,022 (FY10); 12,456 (FY11) to 11,719 (FY12) or a decreased over three years by (1,781) positions or 13.19% reduction.

Subsequently, recruitment efforts and employment selections are at an all-time low. The filling of vacancies were limited and restricted to certain key positions due to reorganization and downsizing.

K. District Visits

OCR conducted one district visit in **Abilene** to discuss department AAP goals and EEO initiatives. The visit was conducted in August 2011. The DE and HRO/EEO Coordinator reviewed the following:

- District availability analysis and recruitment goals for improving underutilized workforce categories.
- District FY11 EEO recruiting goals.
- District recruitment programs.
- New EEO HR Online reports to encourage the utilization of recruitment program resources. 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.
- Abilene Workforce at time of visit was 269, including 23.79% minorities and 13.76% females.

Since the FY10 visit, the Laredo district had reduced its workforce by 1.82% between FY10 and FY11, The minority category decreased from 92.56% to 92.42% during the same period. The female category fell from 16.74% to 16.59 in addition, the non-minority group increased by 0.93%.

Comment [J9]: RESP M-15/b

Comment [J10]: RESP M-16

APPENDICES

APPENDIX A - FY 2012 Workforce Utilization Analysis by Job Category

JOB CATEGORY	Total	Minority	Women	WF	WM	BF	BM	HF	HM	AA/PI F	AA/PI M	AI/AN F	AI/AN M
Officials/Administrators	338	69	54	39	230	3	5	10	45	1	4	1	0
TxDOT %		20.41	15.98	11.54	68.05	0.89	1.48	2.96	13.31	0.30	1.18	0.30	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		-5.57	-21.48	-14.71	20.28	-2.63	-1.67	-3.40	4.11	-0.70	-0.81	-0.03	-0.43
Parity %		-18.81	-72.61	-49.73	68.54	-8.90	-5.65	-11.50	13.90	-2.38	-2.73	-0.12	-1.45
Targeted Recruitment		18	72	49	0	8	5	11	0	2	2	0	1
Professionals	4,708	1,557	1,470	938	2,213	143	208	317	671	63	136	9	10
TxDOT %		33.07	31.22	19.92	47.01	3.04	4.42	6.73	14.25	1.34	2.89	0.19	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		3.16	-19.03	-14.51	9.73	-2.37	1.43	-0.99	6.70	-0.92	-0.31	-0.24	-0.14
Parity %		148.84	-895.77	-682.96	457.86	-111.70	67.23	-46.46	315.55	-43.40	-14.66	-11.24	-6.48
Targeted Recruitment		0	895	682	0	111	0	46	0	43	14	11	6
Technicians	1,800	613	284	178	1,009	27	120	65	354	10	28	4	5
TxDOT %		34.06	15.78	9.89	56.06	1.50	6.67	3.61	19.67	0.56	1.56	0.22	0.28
State CLF %		37.89	53.84	32.02	30.07	8.70	3.88	10.59	9.76	2.00	1.96	0.53	0.47
Representation Index		-3.83	-38.06	-22.13	25.99	-7.20	2.79	-6.98	9.91	-1.44	-0.40	-0.31	-0.19
Parity %		-69.02	-685.12	-398.36	467.74	-129.60	50.16	-125.62	178.32	-26.00	-7.28	-5.54	-3.46
Targeted Recruitment		69	685	398	0	129	0	125	0	26	7	5	3
Protective Service	6	2	0	0	4	0	2	0	0	0	0	0	0
TxDOT %		33.33	0.00	0.00	66.67	0.00	33.33	0.00	0.00	0.00	0.00	0.00	0.00
State CLF %		39.90	20.20	10.00	49.20	6.10	10.40	3.80	18.10	0.10	0.50	0.20	0.70
Representation Index		-6.57	-20.20	-10.00	17.47	-6.10	22.93	-3.80	-18.10	-0.10	-0.50	-0.20	-0.70
Parity %		-0.39	-1.21	-0.60	1.05	-0.37	1.38	-0.23	-1.09	-0.01	-0.03	-0.01	-0.04
Targeted Recruitment		0	1	0	0	0	0	0	1	0	0	0	0
Office/Clerical	696	228	590	407	61	53	13	128	31	1	1	1	0
TxDOT %		32.76	84.77	58.48	8.76	7.61	1.87	18.39	4.45	0.14	0.14	0.14	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		-7.06	17.68	18.28	-11.24	-0.72	-1.69	1.80	-3.67	-1.27	-0.86	-0.42	-0.25
Parity %		-49.15	123.05	127.21	-78.20	-4.98	-11.78	12.53	-25.52	-8.81	-5.96	-2.90	-1.74
Targeted Recruitment		49	0	0	78	4	11	0	25	8	5	2	1
Skilled Craft	3,921	1,394	81	56	2,471	7	291	15	1036	1	23	2	19
TxDOT %		35.55	2.07	1.43	63.02	0.18	7.42	0.38	26.42	0.03	0.59	0.05	0.48
State CLF %		46.54	6.00	3.00	50.46	0.70	5.73	1.76	35.61	0.46	1.37	0.08	0.83
Representation Index		-10.99	-3.93	-1.57	12.56	-0.52	1.69	-1.38	-9.19	-0.43	-0.78	-0.03	-0.35
Parity %		-430.83	-154.26	-61.63	492.46	-20.45	66.33	-54.01	-360.27	-17.04	-30.72	-1.14	-13.54
Targeted Recruitment		430	154	61	0	20	0	54	360	17	30	1	13
Service/Maintenance	250	145	22	17	88	3	26	2	111	0	3	0	0
TxDOT %		58.00	8.80	6.80	35.20	1.20	10.40	0.80	44.40	0.00	1.20	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		2.25	-2.36	2.93	-4.67	-0.60	-2.59	-4.28	10.93	-0.28	-0.16	-0.10	-0.67
Parity %		5.62	-5.90	7.33	-11.68	-1.50	-6.48	-10.70	27.33	-0.70	-0.40	-0.25	-1.68
Targeted Recruitment		5	5	0	11	1	6	10	0	0	0	0	1

APPENDIX B - Promotion, Separation & Hiring Analysis

Comment [J11]: RESP M-14/b

b Groups

Statewide

	Male							Female					
	Total	White	Black	Hispanic	AA/PI	AI/AN	NI	White	Black	Hispanic	AA/PI	AI/AN	NI
	41926	16027	2816	5591	1298	214	502	4656	1495	1799	367	99	
	38.23	6.72	13.34	2.95	0.51	1.41	11.11	3.57	4.29	0.92	0.24		
	34560	12505	2450	4204	1089	181	456	3798	1297	1465	323	51	
mal	38.18	7.09	12.42	3.15	0.52	1.32	10.98	3.75	4.24	0.93	0.15		
7346	3522	366	1297	149	33	136	856	198	334	64	46		
nal	47.94	4.98	17.66	2.03	0.45	1.65	11.68	2.70	4.55	0.87	0.65		
	791	475	32	181	10	2	-	65	6	18	-	2	
	60.05	4.05	22.68	1.26	0.25	-	8.22	0.76	2.26	-	0.25		
	1227	660	50	344	23	3	-	158	23	57	9	-	
	53.79	4.07	19.89	1.87	0.24	-	12.88	1.87	4.65	0.73	-		
	503	294	20	115	5	1	-	43	6	18	3	-	
is	58.45	3.98	22.89	0.99	0.20	-	8.55	1.19	3.18	0.60	-		
is	724	366	30	129	18	2	-	115	17	41	6	-	
otions	50.55	4.14	17.62	2.49	0.28	-	15.88	2.35	5.66	0.83	-		
	4904	2612	267	933	67	13	-	702	68	167	33	4	
	53.28	5.44	19.03	1.97	0.27	-	14.31	1.75	3.81	0.67	0.68		
	1023	446	39	211	14	3	-	164	34	62	7	3	
	43.60	3.81	20.63	1.37	0.29	-	17.99	3.32	8.02	0.68	0.29		
	1042	577	67	180	6	3	-	161	12	29	6	1	
	55.37	6.43	17.27	0.58	0.29	-	15.45	1.15	2.78	0.58	0.10		

TEXAS DEPARTMENT OF TRANSPORTATION

EEO Workforce Progression Summary

Page No. 2
 Run Date: 10/04/2011
 HR Online Rpt ID: X_RR5030
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Employee Types: '1','2','5','6','7','8','9'
 Job Category: '1','2','3','4','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	4864	1883	262	580	243	24	49	631	171	169	34	10	42	788	
% of Total Applicants		38.71	5.39	11.92	5.00	0.49	1.01	12.97	3.52	3.47	0.70	0.21	0.86	15.75	
Applicants - External	3815	1298	212	384	218	12	38	534	161	141	23	10	39	747	
% of Total Applicants - External		34.02	5.56	10.07	5.71	0.31	0.94	14.00	4.22	3.70	0.60	0.26	1.02	19.58	
Applicants - Internal	1049	585	50	196	25	12	13	97	10	28	11	-	3	19	
% of Total Applicants - Internal		55.77	4.77	18.88	2.38	1.14	1.24	9.25	0.95	2.67	1.05	-	0.29	1.81	
Hires	8	1	1	2	-	-	-	1	-	-	-	1	-	-	
% of Total Hires		16.67	16.67	33.33	-	-	-	16.67	-	-	-	16.67	-	-	
All Promotions	25	18	1	3	-	-	-	3	1	-	1	-	-	-	
% of Total All Promotions		64.00	4.00	12.00	-	-	-	12.00	4.00	-	4.00	-	-	-	
Competitive Promotions	21	14	-	3	-	-	-	2	1	-	1	-	-	-	
% of Total Comp. Promotions		66.67	-	14.29	-	-	-	9.52	4.76	-	4.76	-	-	-	
Non-Competitive Promotions	4	2	1	-	-	-	-	1	-	-	-	-	-	-	
% of Total Non-Comp Promotions		50.00	25.00	-	-	-	-	25.00	-	-	-	-	-	-	
Merit Increases	116	84	2	10	1	-	-	17	-	2	-	-	-	-	
% of Total Merit Increases		72.41	1.72	8.62	0.86	-	-	14.66	-	1.72	-	-	-	-	
Transfers	25	15	-	6	-	-	-	2	1	-	1	-	-	-	
% of Total Transfers		60.00	-	24.00	-	-	-	8.00	4.00	-	4.00	-	-	-	
Separations	36	27	-	3	-	-	-	5	-	1	-	-	-	-	
% of Total Separations		75.00	-	8.33	-	-	-	13.89	-	2.78	-	-	-	-	

*AA/PI - Asian American/Pacific Islander
 *AI/AN - American Indian/Alaskan Native
 *NI - Not Indicated

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TEXAS DEPARTMENT OF TRANSPORTATION

EEO Workforce Progression Summary

Employee Types: '1','2','5','6','7','8','9'
 Job Category: '1','2','3','4','6','7','8'

Page No: 3
 Run Date: 10/04/2011
 HR Online Rpt ID: X_RR5030
 From 09/01/10 Thru 09/30/11

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	14491	4410	858	1619	562	63	220	2303	799	1048	241	47	170	2151	
% of Total Applicants		30.43	5.92	11.17	3.88	0.43	1.52	15.89	5.51	7.23	1.66	0.32	1.17	14.84	
Applicants - External	11084	3026	663	1134	455	54	134	1765	654	797	192	19	146	2045	
% of Total Applicants - External		27.30	5.98	10.23	4.11	0.49	1.21	15.92	5.90	7.19	1.73	0.17	1.32	18.45	
Applicants - Internal	3407	1384	195	485	107	9	86	538	145	251	49	28	24	106	
% of Total Applicants - Internal		40.62	5.72	14.24	3.14	0.26	2.52	15.79	4.26	7.37	1.44	0.82	0.70	3.11	
Hires	122	49	4	11	2	-	-	41	3	12	-	-	-	-	
% of Total Hires		40.16	3.28	9.02	1.64	-	-	33.61	2.46	9.84	-	-	-	-	
All Promotions	541	235	19	83	20	-	-	113	16	47	8	-	-	-	
% of Total All Promotions		43.44	3.51	15.34	3.70	-	-	20.89	2.96	8.69	1.48	-	-	-	
Competitive Promotions	156	72	5	23	5	-	-	30	4	15	2	-	-	-	
% of Total Comp. Promotions		46.15	3.21	14.74	3.21	-	-	19.23	2.56	9.62	1.28	-	-	-	
Non-Competitive Promotions	385	163	14	60	15	-	-	83	12	32	6	-	-	-	
% of Total Non-Comp Promotions		42.34	3.64	15.58	3.90	-	-	21.56	3.12	8.31	1.56	-	-	-	
Merit Increases	1816	877	68	256	45	3	-	378	51	109	27	2	-	-	
% of Total Merit Increases		48.29	3.74	14.10	2.48	0.17	-	20.81	2.81	6.00	1.49	0.11	-	-	
Transfers	499	190	20	98	11	-	-	97	20	56	6	1	-	-	
% of Total Transfers		38.08	4.01	19.64	2.20	-	-	19.44	4.01	11.22	1.20	0.20	-	-	
Separations	352	187	16	41	4	-	-	78	6	15	4	1	-	-	
% of Total Separations		53.13	4.55	11.65	1.14	-	-	22.16	1.70	4.26	1.14	0.28	-	-	

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 *NI - Not Included

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TEXAS DEPARTMENT OF TRANSPORTATION

EEO Workforce Progression Summary

Page No. 5
 Run Date: 10/04/2011
 HR Online Rpt ID: X_RR5030
 From 09/01/10 Thru 09/31/11

Employee Types: '1','2','5','6','7','8','9'
 Job Category: '1','2','3','4','6','7','8'

Job Category: Protective Services

Statewide

Workforce Category	Total	Male						Female						Gender
		White	Black	Hispanic	*AA/PI	*AI/AN	*NI	White	Black	Hispanic	*AA/PI	*AI/AN	*NI	
All Applicants	-	-	-	-	-	-	-	-	-	-	-	-	-	-
% of Total Applicants	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Applicants - External	-	-	-	-	-	-	-	-	-	-	-	-	-	-
% of Total Applicants - External	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Applicants - Internal	-	-	-	-	-	-	-	-	-	-	-	-	-	-
% of Total Applicants - Internal	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Hires	-	-	-	-	-	-	-	-	-	-	-	-	-	-
% of Total Hires	-	-	-	-	-	-	-	-	-	-	-	-	-	-
All Promotions	-	-	-	-	-	-	-	-	-	-	-	-	-	-
% of Total All Promotions	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Competitive Promotions	-	-	-	-	-	-	-	-	-	-	-	-	-	-
% of Total Comp. Promotions	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Non-Competitive Promotions	-	-	-	-	-	-	-	-	-	-	-	-	-	-
% of Total Non-Comp Promotions	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Merit Increases	3	3	-	-	-	-	-	-	-	-	-	-	-	-
% of Total Merit Increases	-	100.00	-	-	-	-	-	-	-	-	-	-	-	-
Transfers	-	-	-	-	-	-	-	-	-	-	-	-	-	-
% of Total Transfers	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Separations	1	1	-	-	-	-	-	-	-	-	-	-	-	-
% of Total Separations	-	100.00	-	-	-	-	-	-	-	-	-	-	-	-

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TEXAS DEPARTMENT OF TRANSPORTATION

EEO Workforce Progression Summary

Page No. 6
 Run Date: 10/04/2011
 HR Online Rpt ID: X_RRS030
 From 09/01/10 Thru 09/31/11

Employee Types: '1','2','5','6','7','8','9'
 Job Category: '1','2','3','4','5','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	2991	240	55	128	6	6	11	1154	309	388	38	11	44	601
% of Total Applicants		8.02	1.84	4.28	0.20	0.20	0.37	38.58	10.33	12.97	1.27	0.37	1.47	20.09
Applicants - External	2735	205	52	102	6	6	8	1048	282	352	34	10	39	591
% of Total Applicants - External		7.50	1.90	3.73	0.22	0.22	0.29	38.32	10.31	12.87	1.24	0.37	1.43	21.61
Applicants - Internal	256	35	3	26	-	-	3	106	27	36	4	1	5	10
% of Total Applicants - Internal		13.67	1.17	10.16	-	-	1.17	41.41	10.55	14.06	1.56	0.39	1.95	3.91
Hires	21	4	-	1	-	-	-	12	-	4	-	-	-	-
% of Total Hires		19.05	-	4.76	-	-	-	57.14	-	19.05	-	-	-	-
All Promotions	33	-	1	1	-	-	-	25	3	3	-	-	-	-
% of Total All Promotions		-	3.03	3.03	-	-	-	75.76	9.09	9.09	-	-	-	-
Competitive Promotions	7	-	-	1	-	-	-	5	1	-	-	-	-	-
% of Total Comp. Promotions		-	-	14.29	-	-	-	71.43	14.29	-	-	-	-	-
Non-Competitive Promotions	26	-	1	-	-	-	-	20	2	3	-	-	-	-
% of Total Non-Comp Promotions		-	3.85	-	-	-	-	76.92	7.69	11.54	-	-	-	-
Merit Increases	307	21	4	12	-	-	-	198	23	48	-	1	-	-
% of Total Merit Increases		6.84	1.30	3.91	-	-	-	64.50	7.49	15.64	-	0.33	-	-
Transfers	105	11	1	7	-	-	-	63	11	11	-	1	-	-
% of Total Transfers		10.48	0.95	6.67	-	-	-	60.00	10.48	10.48	-	0.95	-	-
Separations	67	6	1	1	-	1	-	48	2	8	-	-	-	-
% of Total Separations		8.96	1.49	1.49	-	1.49	-	71.64	2.99	11.94	-	-	-	-

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TEXAS DEPARTMENT OF TRANSPORTATION

EEO Workforce Progression Summary

Page No. 7
 Run Date: 10/04/2011
 HR Online Rpt ID: X_RR5030
 From 09/01/10 Thru 09/31/11

Employee Types: '1','2','5','6','7','8','9'
 Job Category: '1','2','3','4','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	
All Applicants	12319	6595	1036	2043	140	85	183	234	47	34	3	25	27	1877
% of Total Applicants		53.45	8.41	16.58	1.14	0.69	1.49	1.90	0.38	0.28	0.02	0.20	0.22	15.24
Applicants - External	10435	5504	962	1545	136	77	157	173	46	27	3	6	22	1777
% of Total Applicants - External		52.75	9.22	14.81	1.30	0.74	1.50	1.66	0.44	0.26	0.03	0.06	0.21	17.03
Applicants - Internal	1884	1091	74	498	4	8	26	61	1	7	-	19	5	100
% of Total Applicants - Internal		57.38	3.93	26.43	0.21	0.42	1.38	3.24	0.05	0.37	-	1.01	0.27	5.31
Hires	440	311	14	105	5	2	-	2	-	-	-	1	-	-
% of Total Hires		70.68	3.18	23.86	1.14	0.45	-	0.45	-	-	-	0.23	-	-
All Promotions	441	287	21	122	2	2	-	6	-	1	-	-	-	-
% of Total All Promotions		65.08	4.76	27.66	0.45	0.45	-	1.36	-	0.23	-	-	-	-
Competitive Promotions	263	167	11	81	-	1	-	3	-	-	-	-	-	-
% of Total Comp. Promotions		63.50	4.18	30.80	-	0.38	-	1.14	-	-	-	-	-	-
Non-Competitive Promotions	178	120	10	41	2	1	-	3	-	1	-	-	-	-
% of Total Non-Comp Promotions		67.42	5.62	23.03	1.12	0.56	-	1.69	-	0.56	-	-	-	-
Merit Increases	1712	1114	116	448	7	6	-	18	1	2	-	-	-	-
% of Total Merit Increases		65.07	6.78	26.17	0.41	0.35	-	1.05	0.06	0.12	-	-	-	-
Transfers	196	135	8	44	-	3	-	4	-	2	-	-	-	-
% of Total Transfers		68.88	4.08	22.45	-	1.53	-	2.04	-	1.02	-	-	-	-
Separations	357	226	25	91	-	1	-	11	2	1	-	-	-	-
% of Total Separations		63.31	7.00	25.49	-	0.28	-	3.08	0.56	0.28	-	-	-	-

APP: Data Access Configuration

TEXAS DEPARTMENT OF TRANSPORTATION

EEO Workforce Progression Summary

Page No. 8
 Run Date: 10/04/2011
 HR Online Rpt ID: X_RR5030
 From 09/01/10 Thru 09/31/11

Employee Types: '1','2','5','6','7','8','9'
 Job Category: '1','2','3','4','5','7','8'

Job Category: Service-Maintenance Statewide

Workforce Category	Total	Male						Female						Gender
		White	Black	Hispanic	*AA/PI	*AI/AN	*NI	White	Black	Hispanic	*AA/PI	*AI/AN	*NI	
All Applicants	2135	925	166	457	29	6	43	53	10	21	-	3	1	421
% of Total Applicants		43.33	7.78	21.41	1.36	0.28	2.01	2.48	0.47	0.98	-	0.14	0.05	19.72
Applicants - External	2082	893	165	447	29	6	42	52	10	21	-	3	1	413
% of Total Applicants - External		42.89	7.93	21.47	1.39	0.29	2.02	2.60	0.48	1.01	-	0.14	0.05	19.84
Applicants - Internal	53	32	1	10	-	-	1	1	-	-	-	-	-	8
% of Total Applicants - Internal		60.38	1.89	18.87	-	-	1.89	1.89	-	-	-	-	-	15.09
Hires	130	58	11	53	1	-	-	6	1	-	-	-	-	-
% of Total Hires		44.62	8.46	40.77	0.77	-	-	4.62	0.77	-	-	-	-	-
All Promotions	2	2	-	-	-	-	-	-	-	-	-	-	-	-
% of Total All Promotions		100.00	-	-	-	-	-	-	-	-	-	-	-	-
Competitive Promotions	2	2	-	-	-	-	-	-	-	-	-	-	-	-
% of Total Comp. Promotions		100.00	-	-	-	-	-	-	-	-	-	-	-	-
Non-Competitive Promotions	-	-	-	-	-	-	-	-	-	-	-	-	-	-
% of Total Non-Comp Promotions		-	-	-	-	-	-	-	-	-	-	-	-	-
Merit Increases	79	25	11	38	2	-	-	3	-	-	-	-	-	-
% of Total Merit Increases		31.65	13.92	48.10	2.53	-	-	3.80	-	-	-	-	-	-
Transfers	8	5	1	2	-	-	-	-	-	-	-	-	-	-
% of Total Transfers		62.50	12.50	25.00	-	-	-	-	-	-	-	-	-	-
Separations	49	27	5	16	-	-	-	1	-	-	-	-	-	-
% of Total Separations		55.10	10.20	32.65	-	-	-	2.04	-	-	-	-	-	-

*AA/PI - Asian American/Pacific Islander
 *AI/AN - American Indian/Alaskan Native
 *NI - Not Indicated

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APPENDIX C - Termination Analysis

Separation Analysis

TEXAS DEPARTMENT OF TRANSPORTATION

Texas Dept of Transportation
Employee Type: '1','2','5','6','7','8','9'

Page No. 3
Run Date: 09/12/2011
HR Online Rpt ID: X_RR5015
From 09/01/2010 Thru 09/31/2011

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	41	3.76	31	-	4	-	-	-	5	-	1	-	-	-
Professionals	374	34.28	189	17	45	5	-	-	85	8	19	5	1	-
Technicians	194	17.78	105	21	29	2	1	-	25	3	6	2	-	-
Protective Service Worker	1	0.09	1	-	-	-	-	-	-	-	-	-	-	-
Paraprofessionals	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Administrative Support	77	7.06	6	1	1	-	1	-	53	2	13	-	-	-
Skilled Craft	355	32.54	224	25	91	-	1	-	11	2	1	-	-	-
Service/Maintenance	49	4.49	27	5	16	-	-	-	1	-	-	-	-	-
Column Totals	1,091		583	69	186	7	3	-	180	15	40	7	1	-

Involuntary Separations

TEXAS DEPARTMENT OF TRANSPORTATION

Texas Dept of Transportation

Employee Type: '1','2','5','6','7','8','9'

Page No. 14

Run Date: 09/12/2011

HR Online Rpt ID: X_RR5015

From 09/01/2010 Thru 08/31/2011

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	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Professionals	19	1.74	6	-	5	-	-	-	5	2	1	-	-	-
Technicians	16	1.47	10	2	1	-	-	-	3	-	-	-	-	-
Protective Service Worker	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Paraprofessionals	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Administrative Support	10	0.92	1	1	-	-	-	-	3	1	4	-	-	-
Skilled Craft	48	4.40	31	4	11	-	-	-	2	-	-	-	-	-
Service/Maintenance	8	0.73	4	3	1	-	-	-	-	-	-	-	-	-
Column Totals	101		52	10	18	-	-	-	13	3	5	-	-	-

APPENDIX D – FY11 Discrimination Complaints Analysis

	TOTAL	WM	WF	BM	BF	HM	HF	AA/PI M	AA/PI F	AI/AN M	AI/AN F
OPEN CASES											
Counseling within 35 days	0	-	-	-	-	-	-	-	-	-	-
Counseling 35+ days	0	-	-	-	-	-	-	-	-	-	-
Counseling within 60 days	0	-	-	-	-	-	-	-	-	-	-
Counseling 60+ days	0	-	-	-	-	-	-	-	-	-	-
Pending Mediation 35 days	0	-	-	-	-	-	-	-	-	-	-
Pending Mediation 60 days	0	-	-	-	-	-	-	-	-	-	-
Pending Mediation 60+	0	-	-	-	-	-	-	-	-	-	-
CLOSED CASES THIS FY											
Closed within 35 days	0										
Closed within 60 days	0										
Closed 60+ days	0										
APPEALS											
Open 35 days	1	-	-	1	-	1	-	-	-	-	-
Open 60 days	1	1	-	-	-	-	-	1(1)	-	-	-
Open 60+ days	5	4(2)	-	-	-	-	-	-	-	-	-
Closed 35 days	2	2	-	-	-	-	-	-	-	-	-
Closed 30+ days	20	16	5	4(1)	1	4(2)	0	-	-	-	-
Total	29(8)	13(4)	5	4(1)	1	5(2)	0	1(1)			
COMPLAINTS FILED WITH EEOC											
	-	-	-	-	-	-	-	-	-	-	-

FY11 Discrimination Complaints Analysis

BASIS(ES)	WM	WF	BM	BF	HM	HF	AA/PI M	AA/PI F	AI/AN M	AI/AN F	Total
Race	1	3	2	4	-	-	-	-	-	-	10
Gender	1	2	-	-	-	2	-	-	-	-	5
Color	-	-	-	-	-	-	-	-	-	-	0
National Origin	-	-	-	-	-	1	-	-	-	-	1
Age	3	1	-	-	-	-	-	-	-	-	4
Disability	1	1	1	-	1	-	-	-	-	-	4
Total	6	7	3	4	1	3	-	-	-	-	24

ISSUE(S)												Total
Harassment	3	2	1	2	-	1	-	-	-	-	-	9
Sexual Harassment	-	2	-	1	-	2	-	-	-	-	-	5
Awards	-	-	-	-	-	-	-	-	-	-	-	-
Promotions	1	-	-	1	-	-	-	-	-	-	-	2
Training	-	-	-	-	-	-	-	-	-	-	-	-
Terminations	2	3	2	-	1	-	-	-	-	-	-	8
Lay-Offs	-	-	-	-	-	-	-	-	-	-	-	-
Hiring	-	-	-	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-	-	-	-
Total	6	7	3	4	1	3	-	-	-	-	-	24

APPENDIX F – FY11 Recruitment & Hiring Analysis

EEO CATEGORY	Vacancies Annual
Officials/Administrators	47
Professionals	299
Technicians	113
Protective Service	-
Office/Clerical	36
Skilled Craft	590
Service Maintenance	98
Total FY11	1,183

POOL OF APPLICANTS FY11	WM	WF	BM	BF	HM	HF	AA/PI M	AA/PI F	AI/AN M	AI/AN F	Other	Total
Officials/Administrators	1,883	631	262	171	580	169	243	34	24	10	857	4,864
Professionals	4,410	2,303	858	799	1,619	1,048	562	241	63	47	2,541	14,491
Technicians	1,984	281	439	159	764	139	258	71	30	3	998	5,126
Protective Service	-	-	-	-	-	-	-	-	-	-	-	-
Office/Clerical	240	1,154	55	309	128	388	6	38	6	11	656	2,991
Skilled Craft	6,585	234	1,036	47	2,043	34	140	3	85	25	2,087	12,319
Service Maintenance	925	53	166	10	457	21	29	-	6	3	465	2,135
Total	16,027	4,656	2,816	1,495	5,591	1,799	1,238	387	214	99	7,604	41,926

HIRED	WM	WF	BM	BF	HM	HF	AA/PI M	AA/PI F	AI/AN M	AI/AN F	Total	
Officials/Administrators	1	1	1	-	2	-	-	-	-	1	6	
Professionals	49	41	4	3	11	12	2	-	-	-	122	
Technicians	52	3	2	2	9	2	2	-	-	-	72	
Protective Service	-	-	-	-	-	-	-	-	-	-	0	
Office/Clerical	4	12	-	-	1	4	-	-	-	-	21	
Skilled Craft	311	2	14	-	105	-	5	-	2	1	440	
Service Maintenance	58	6	11	1	53	-	1	-	-	-	130	
Total	475	65	32	6	181	18	10	-	2	2	791	
APPLICANTS	16,027	4,656	2,816	1,495	5,591	1,799	1,238	387	214	99	7,604	41,926
HIRED	475	65	32	6	181	18	10	-	2	2	0	791
Percentage Ratio	2.96	1.40	1.14	0.40	3.24	1.0	0.81	0.0	0.94	2.02	0.0	1.87

APPENDIX G - Special Reports

Historical Workforce Data

Fiscal Year Ending	Total Work Force	Male	Female	White	Black	Hispanic	Asian/Pacific Islander	Native Indians/Alaskans
2002	14,011	10,703 76.39%	3,308 23.61%	9,578 68.36%	1,109 7.92%	3,028 21.61%	229 1.63%	67 0.48%
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%

APPENDIX H - Special Reports

EEO/AA Intra-Net Crossroads



- 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

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](#)

- #### Helpful Links
- HR Manual (.pdf)
 - FHWA
 - US Department of Transportation
 - TITLE VI
 - TITLE VII
 - TX Workforce Commission
 - EEOC

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EEO/AA Intra-Net Crossroads

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In accordance with Texas Transportation Code, Section 201.810, below please find a consolidated listing of reports produced by TxDOT in compliance with various provisions of the Transportation Code. The list includes statutory references, report titles and purposes, and the date of the latest version. A wide variety of other TxDOT reports, plans, and publications is [available for review](#).

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

Transportation Code Provision	Title and Purpose	Report Date	Format
§201.402	Equal Employment Opportunity (EEO) Policy Statement Ensures TxDOT adheres to EEO policies and procedures.	2011	

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APPENDIX I - Special Reports

HR Policy - Reporting Discrimination

Chapter 9: Problem Resolution

Section 1: Conflict Resolution

POLICY

Purpose

To provide a process for employees to resolve workplace problems.

Disclaimer

The provisions set forth in the Conflict Resolution policy do not create a contractual relationship between the department and any employee. These provisions do not alter or change the at-will employment of any employee, nor do they constitute an employment agreement or contract, or guarantee continued employment.

General Conditions

The department seeks to resolve differences among individuals internally and utilizes informal resolution including facilitated discussion and mediation to address concerns and issues. These procedures are designed to give individuals an opportunity to have their concerns heard and resolved in a timely manner.

Use of Official Work Time: Employees may use official work time to prepare for facilitated discussion or internal mediation; however, such activities must not interfere with their assigned duties or disrupt the work of other employees.

Duty Status: It will be counted as “time worked” when employees are authorized to engage in a facilitated discussion or mediation. Employees should schedule their participation to minimize their absence from their usual work stations and duties. Travel time and per diem will be paid as appropriate to those authorized by their DE/DD/OD/RD to attend a facilitated discussion or mediation.

Confidentiality: Subject to provisions of the Public Information Act, all contacts should be held in strict confidence until:

- attempts at informal resolution fail
- the employee releases the confidential status, or
- the circumstances, as revealed, warrant or require immediate action by management.

Retaliation or Harassment: Employees are prohibited from retaliating against or harassing 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 retaliation or harassment must report such incidents to their supervisor, manager, a higher level of management as appropriate, or directly submit a retaliation grievance to the Office of Civil Rights.

Disciplinary Action: An employee’s request for facilitated discussion or mediation does not prohibit the supervisor or manager from taking any disciplinary action that may become necessary to correct performance or behavior problems. In such cases, supervisors and managers should discuss the situation with their DE/DD/OD/RD or designee.

For Additional Procedural Information: Employees, supervisors, and managers may contact the:

- HRO in their D/D/O/Rs, or

- Collaborative Resolution Center (CRC) of HRD to consult on procedures for requesting a facilitated discussion or mediation.

Informal Resolution Process

Employees should first discuss with their immediate supervisor any concerns they have about any aspect of their employment. (See the following procedure Informal Resolution Process.)

However, employees who feel that they are being subjected to sexual harassment or retaliation by an employee, their immediate supervisor, or any other supervisor or manager must report such concerns to a higher level of management as appropriate, or directly submit a grievance to the Office of Civil Rights.

When employees have a concern other than sexual harassment or retaliation that personally involves a supervisor or manager other than their immediate supervisor, then these employees must discuss their concern directly with the other supervisor or manager. In such cases, employees do not have to discuss the issue with their immediate supervisor; however, they should keep their immediate supervisor informed as appropriate.

When discussions fail to resolve an employee's concern and the employee wants to pursue the issue, then the employee must submit their concerns in writing to their DE/DD/OD/RD within 30 calendar days of the incident, knowledge of the incident, or resolution attempt (see [PROCEDURES](#)).

Employees and DE/DD/OD/RDs have two optional ways to try to resolve issues that have not been resolved through informal discussions in their region, district, division or office before the employee decides to utilize the [Grievances](#) policy:

- facilitated discussion, and
- mediation.

Facilitated Discussion

A facilitated discussion uses a trained mediator/facilitator as a neutral third party to assist the individuals with a conflict to resolve their differences. Facilitated discussions emphasize better communication and understanding between employees, or employees and their supervisors. DE/DD/OD/RDs may request a facilitated discussion to assist with problem solving by contacting the Collaborative Resolution Center (CRC) of HRD.

Mediation Process

Mediation is a voluntary problem-solving process allowing both parties to confidentially work with a mediator to resolve a concern (see [Mediation Process](#) in PROCEDURES of this section).

Mediation may be used without the intent of filing a grievance. The most common issues that can be mediated are discrimination issues and other issues such as communication problems and work relationship issues. Examples of issues that cannot be mediated are employee evaluations and disciplinary actions.

The goal of mediation is for both parties to develop a mutually satisfactory action plan that they agree to follow and monitor themselves. Such action plans will include only those resolution items within the control of the parties.

Attendance at mediation is limited to the original two individuals identified on the mediation form. If needed, either the appropriate DE/DD/OD/RD or one designee with decision making authority may attend the mediation, but not both.

The department allows 35 calendar days for the completion of the mediation process.

Authority

Texas Transportation Code, Chapter 201, *General Provisions and Administration*

Definitions

Facilitated discussion

An informal facilitated conversation between employees, or an employee and the appropriate supervisor or manager to discuss workplace problems involving a trained mediator/facilitator as a neutral third party assigned by HRD to guide the conversation toward a reasonable conclusion. Attendance is not limited to two individuals.

Mediation

A process for resolving conflicts between employees or between employees and their supervisor or manager. It is a voluntary problem-solving process that includes a trained mediator as a neutral third party assigned by HRD to coordinate a confidential session in an attempt to resolve their differences and develop a mutually satisfactory action plan. Attendance is limited to two individuals.

PROCEDURES

Informal Resolution Process

The following table shows how to use the Informal Resolution Process when employees have any concerns about any aspect of their employment.

#	Who	Action
1	Employees	<p>Discuss with their immediate supervisor or manager any concerns they have about any aspect of their employment.</p> <p>If they feel they are being subjected to sexual harassment or retaliation, then such employees must report these concerns directly to:</p> <ul style="list-style-type: none"> their supervisor manager a higher level of management as appropriate, or directly submit a grievance to the Office of Civil Rights. <p>If such concerns other than sexual harassment or retaliation personally involve another supervisor or manager, then employees must discuss such concerns directly with the other supervisor or manager. In such cases, employees do not have to discuss the issue with their immediate supervisor; however, it is recommended that they keep their immediate supervisor informed as appropriate.</p> <p>If the concerns are resolved to the employee's satisfaction, the process ends.</p> <p>If the concerns are not resolved and the employee wants to pursue the issue, go to step 2.</p>
2	Employees	<p>Submits concerns in writing to the involved or affected DE/DD/OD/RD within 30 calendar days.</p> <p>If the issue personally involves:</p> <ul style="list-style-type: none"> a DE/DD/OD/RD, then employees may submit their concern, in writing, to the Executive Director or designee who will not be below the level of Assistant Executive Director a member of the Administration, then employees may submit their concern, in writing, to the Executive Director, or the Executive Director, then employees may submit their concern, in writing, to the Commission.
3	DE/DD/OD/RD (or higher if appropriate)	<p>Provides employee with a written response to the employee's concerns in a timely manner, usually within five to ten work days.</p> <p>The DE/DD/OD/RD may choose to meet with the employee. If such a meeting occurs, the DE/DD/OD/RD may request that an employee trained in facilitation assist in the meeting. The DE/DD/OD/RD's HRO may also provide technical assistance throughout the process.</p> <p>If the concerns are resolved to the employee's satisfaction, the process ends.</p> <p>If the concerns are not resolved and the employee wants to pursue the issue, the employee can request facilitated discussion, mediation, or file a grievance with the Office of Civil Rights.</p>

Facilitated Discussion Process

The following table shows how to use the Facilitated Discussion Process when employees or supervisors have a concern they would like to try to resolve:

#	Who	Action
1	Employee, Supervisor or HRO	Contacts the Collaborative Resolution Center (CRC) of HRD, (512) 486-5340 to discuss facilitated discussion.
2	Mediation Coordinator	<ul style="list-style-type: none"> Discusses the issues with the requesting parties and the HRO to determine whether the issues are appropriate for a facilitated discussion. Assigns a mediator/facilitator and works with the HRO to arrange for the facilitated discussion.
3	HRO	Works with the mediation coordinator and involved parties to arrange for the facilitated discussion, and to inform all parties accordingly.
4	Mediator/facilitator	<ul style="list-style-type: none"> Conducts the discussion according to established procedures. The DE/DD/OD/RD or designee may attend, if needed. May help participants develop an action plan if they think this will be in their best interests (optional).

Mediation Process

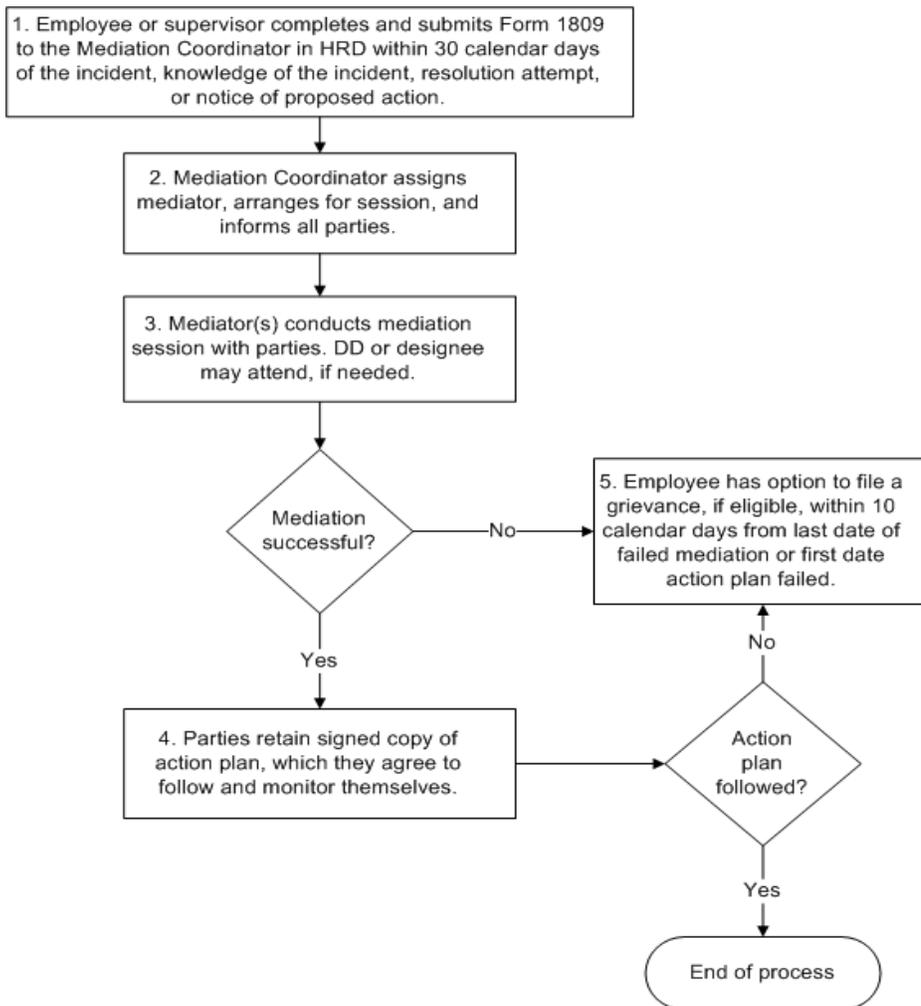
The following table shows how to use the Mediation Process when employees have a concern and voluntarily choose mediation:

#	Who	Action
1	Employee or Supervisor	<ul style="list-style-type: none"> Completes Form 1809, Mediation Request Form, within 30 calendar days of the incident, knowledge of the incident, or resolution attempt. Submits form to: Collaborative Resolution Center, Human Resources Division, 125 E. 11th Street, Austin, TX 78701-2483, (512) 486-5340.
2	Mediation Coordinator	Assigns a mediator, arranges for the mediation session, and informs all parties accordingly.
3	Mediator	<ul style="list-style-type: none"> Conducts the mediation session according to established procedures. The DE/DD/OD/RD or designee may attend, if needed. Develops an action plan. If mediation is successful, go to step 4. If mediation is not successful, go to step 5.
4	Parties	<ul style="list-style-type: none"> Retain a signed copy of the action plan, which they agree to follow and monitor themselves.

		<ul style="list-style-type: none"> • If the action plan is followed, the process ends. • If the action plan is not followed, go to step 5.
5	Employee	May file a grievance, if eligible, within 10 calendar days from the last date of mediation or the first date the action plan failed.

Mediation Process Flowchart

The following flowchart shows the Mediation Process



APPENDIX J - Special Reports

Employment Collaborative Resolution

Signs of conflict within a team:

- Lack of communication
- Misdirected anger and/or increased communication
- Signs of unproductive meetings
- Decreased trust and respect
- Resentment
- Great work productivity
- Blaming others becomes the norm
- A lack of energy and low morale
- Inappropriate jokes
- Being overly concerned by gossip about team members, and
- Being hesitant to assist and help one another

Unmanaged employee conflict is perhaps the largest redemptive and least recognized cost in today's organizations.



Get us help!
 Collaborative Resolution Inc.
 1.800.448.0200

Collaborative Resolution Center (CRC)

What kinds can the CRC help me address?
 The CRC staff can assist you with almost any work-related conflict (not employment issues). However, we are unable to help with employment-related issues such as discrimination, harassment, or retaliation.

Is this information I share confidential?
 The CRC will only share information for a need to know basis. It is a necessary step to resolve the problem. We will discuss with you what information we cannot share to be shared privately.

Can the CRC represent me in a grievance?
 The CRC cannot represent you in a grievance. We can provide information and advice on how to file a grievance.

Do I have to meet with the CRC when I have a concern?

We will set strongly recommend meeting with us to discuss your concerns. Contacting the CRC for assistance is often more effective than to the Human Resources Department.



Are you struggling with one of your most difficult work-related relationships within your team?

Researchers estimate that more than 65 percent of performance problems result from strained relationships between employees rather than from skills deficits.

Does just the thought of being in conflict with a colleague make you nervous?

Nothing makes work feel more like work than ongoing conflict in the workplace.

Unfortunately, conflict is an every day occurrence, even in other job conflicts as a manager, a staff member, or the opportunity to grow and improve if it is dealt with in a proper manner.

When conflict is not resolved, it creates hostility, anger, frustration, stress and reduces the ability to work effectively with the conflicting employees.

Communication is vital to conflict resolution and the **Collaborative Resolution Center** is here to help.



Let's talk!

Collaborative Resolution Center

Supervisor and Manager's Guide

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

How can the Center help you as a supervisor or manager?

- **As a neutral third party, we can:**
 - **facilitate the process** with you from a third party perspective and help identify the work-related issues that need to be addressed and the underlying needs.
 - **create the Human Response Entry System** and/or standards of conduct prior to addressing the core issues of concern.
 - **guide and support you** as you work through the challenging issues and provide recommendations (if needed).
 - **provide tools and resources** to improve team communication, trust, relationships, productivity and the working environment.
 - **act as a neutral facilitator** for employees, managers and all involved, who are trying to reach a mutually agreeable solution.
 - **mediate and facilitate a structured negotiation** with the goal to make people more accountable for their actions.

The Center believes that conflict can and should, whenever possible, be resolved in ways that are non-adversarial.



When conflict is identified through the right tools and techniques, conflict can lead to greater outcomes, such as a better understanding of others, improved solutions to problems or challenges and more innovation.

Tips on managing conflict:

- **Recognize** - Know the warning signs of conflict.
- **Recognize immediately** - Address the issue before it escalates. Don't wait to hearing it will "blow itself out".
- **Do not speak negatively** with each employee to another. If you allow each person to get their story to you, you are speaking with glasses, their own glass becomes being "right".
- **Listen** - Be truly what you control may be about the situation. Listen fully and equitably to each employee in conflict.
- **Focus on the facts** - Get to the bottom of specific behaviors when the complaint is made or the event.
- **Focus on behavioral change** - Get the employees in conflict to agree to make appropriate changes in behavior that enables them to work together productively.

APPENDIX K - Special Reports

Employment External Applicant

Form 413 (Rev. 09/09)
(Replaces Var. 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 M - Special Reports

Annual EEO Policy Flyer



**STOP
DISCRIMINATION
HARASSMENT
RETALIATION**

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

Employees who experience or witness discrimination or harassment in the workplace must timely report it to their supervisor, Human Resources Office, Human Resources Division or Office of Civil Rights. Employees are not required to report such concern to their supervisor if that person is the alleged offender.

This policy prohibits retaliation against anyone who reports harassment or discrimination, assists someone with a report of harassment or discrimination, or participates in any manner with an investigation or resolution of a concern of discrimination or harassment. Retaliation includes a threat, intimidation, reprisal, difference in treatment or adverse action related to employment or service.



 **Texas Department of Transportation**
OFFICE OF CIVIL RIGHTS

APPENDIX N - Special Reports

EEO Disclaimer Brochure

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

Where to Apply
Visit our Agency Website at
www.txdot.gov or visit our Office at
State of Texas Application
for Employment Form

Mail your completed application to:
**Texas Department of Transportation
Employment - Career Services Section
1201 East 7th Street
Austin, Texas 78702-2888**

For more information on how to apply
for summer employment with TxDOT,
contact us by calling 1-800-893-6648.

Don't Delay!
Applications are accepted starting March 1
through June 15. Job assignments start May 1
and may be available through August 15.

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

What is the Summer Employment Program?
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 1-800-893-6648.

Don't Delay!
Applications are accepted starting March 1 through June 15. Job assignments start May 1 and may be available through August 15.

An Equal Opportunity Employer

Appendix O - Special Reports

Internet Public Website

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](#) 

APPENDIX P - Special Reports

Internet Public Website

Search TxDOT 	
E-Mail Us	
Chairs, Divisions, Offices 	
TxDOT Library	
TxDOT Library Home	
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Page Options	
	Print-Friendly
	Enlarge Font
	Reduce Font

TxDOT Library

The TxDOT Library is a central repository for forms, publications, strategic plans, key agency documents, reports, manuals, brochures and newsletters that appear throughout the TxDOT Web site.

New Forms System: On Aug. 1, 2010, the system that manages TxDOT forms underwent a major upgrade. All bookmarks to agency forms will need to be updated.

Topic	Forms	Publs/ Reports	Other
Most Requested Forms			
Key Publications			
Aviation			
Auto Theft Prevention			
Campaign Signs			
Careers			
Civil Rights			
Complaints			
Consultants & Contractors			
Crash Records			
DIGDGS - Expenditures By County			
Doing Business			
Drivers & Vehicles			
Equal Employment Opportunity			
Finance			
Financial Responsibility			
For Kids			
Grants			
Household Goods Movers			
International Relations			
Landowner's Rights			
Lemon Law			
License and Specialty Plates			
Manuals (Online Manuals)			
Maps			
Motor Carriers			
Motor Vehicle Dealers			
Newsletters			
Outdoor Advertising			
Public Transportation			
Publications for Sale			
Rail and Rail Safety			
Register Your Vehicle			
Requests for Proposals			
Research			