



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

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SECTION I

AFFIRMATIVE ACTION PLAN

FISCAL YEAR 2013

SEPTEMBER 1, 2012 - AUGUST 31, 2013



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AFFIRMATION ACTION & PROGRAM SUMMARY
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I. EQUAL EMPLOYMENT OPPORTUNITY (EEO)

A. EEO Policy Statement:

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

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

The department stands as an equal employment opportunity employer and is committed to providing fair and equal treatment of all employees without regard to 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.

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

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

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

Phil Wilson
Executive Director

Date

B. Sexual Harassment and Discrimination Reporting

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

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

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

1. Reporting Sexual Harassment

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.

2. Reporting Discrimination

The department seeks to resolve differences among individuals internally and utilizes informal conflict resolution processes such as facilitated discussion and mediation to address concerns and issues. These processes are designed to provide affected parties with problem-solving enhanced environments that allow for open communication and resolution of differences. When informal processes do not 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 the 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.

II. DELEGATION OF AUTHORITY OF AFFIRMATIVE ACTION – EEO OFFICE

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

The Director of OCR will be the department's designated EEO/AA Officer. 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 are imbue with the goals, spirit and intent of these programs. The coordinators should be trained in all aspects of EEO policy and procedures. They should attend employee forums as resource advisors to address policy questions. They should also collect and report EEO/AAP quarterly data to the department's Diversity Program Coordinator for review.

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

The department will practice the "shared responsibility" concept regarding its EEO approach. The sheer size of 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 policies and define the underlying principles that guide the directors, managers, supervisors, and EEO coordinators to effectively carry out policy directives.

EEO/AA authority is further delegated to the following:

The OCR Director:

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

The Civil Rights Analyst performs highly complex professional administrative and policy analysis work related to the department civil rights programs. Duties involve leading and conducting civil rights studies and evaluations to assist the OCR Director in operating more effectively. Work requires extensive contact with high-level executives, internal customers, and governmental agencies.

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

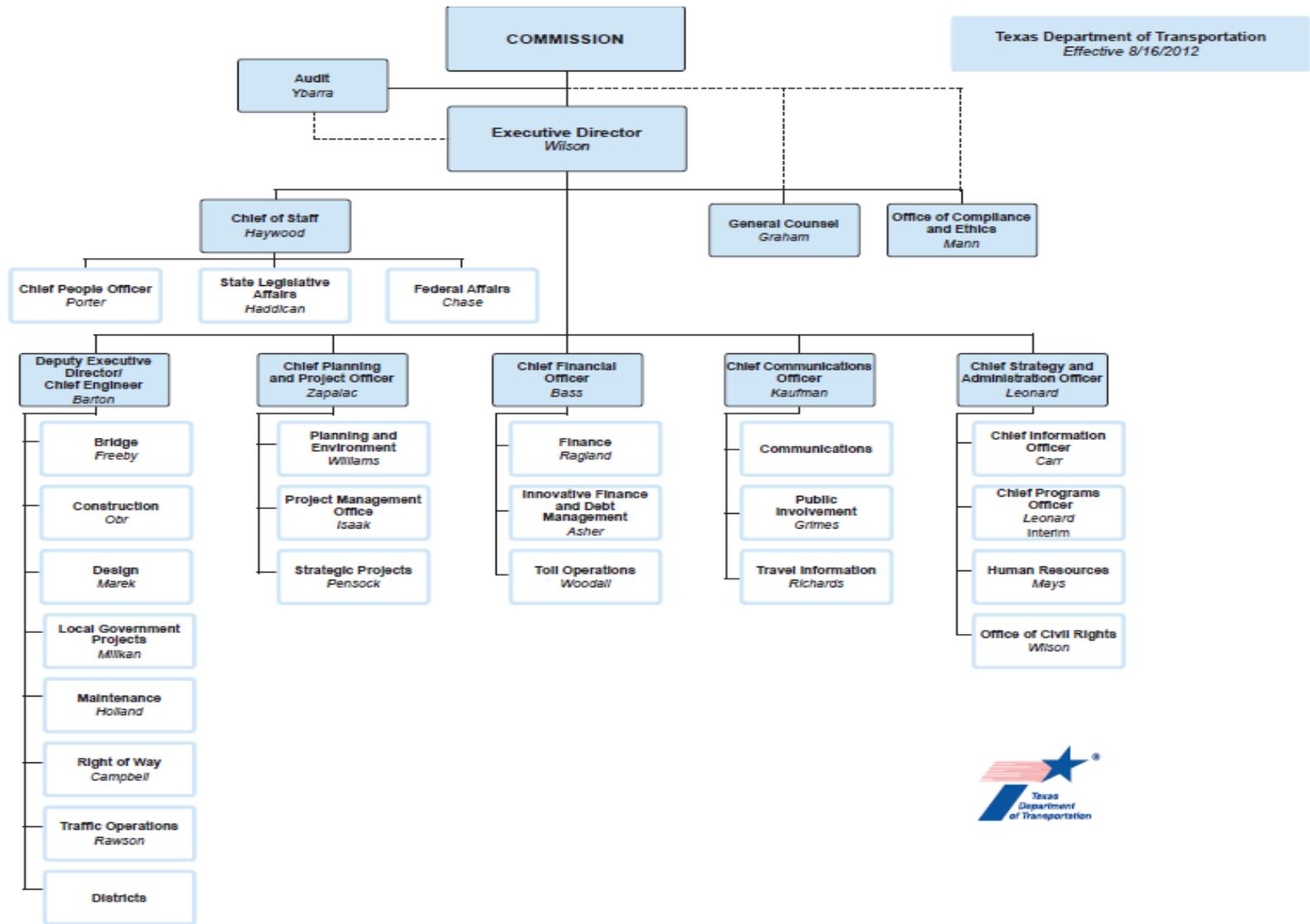
The Work Force Analysis Section Director manages the Conditional Grant Program, the Transportation and Civil Engineering Recruitment Programs, and the central employment office.

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

The Performance Excellent - Work Force Development Section Director oversees all training activity for the department, including developing and delivering EEO/AA policy driven and staff development courses.

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

III. TxDOT ORGANIZATIONAL CHART



IV. 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 Advisory Information Module Series, 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 year with management, supervisory personnel and employees to explain their intent, as well as to ensure each manager's individual responsibility for effective policy implementation. These meetings will include a commitment reaffirmation by the executive administration to these programs and policies.

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

A. Internal - EEO Training & Awareness

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

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

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),

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

B. Internal Dissemination

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

- Workforce Availability Analysis Report - this AAP report will be used by district EEO Coordinators and HRD recruiters to identify job categories that are underutilized locally.
- New Employee Orientation (NEO) Training – will be conducted by HRD/TQD every three weeks for districts, divisions and offices. New employees will be informed of department policies and procedures.
- District Visits - the department's EEO Policy, EEO data and reporting will be reviewed with the DE, and the 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.

C. 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.

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).

D. External Dissemination

The AAP will be posted on the department's internet webpage and will be accessible to contractors, minority groups and organizations, the transportation industry and the public. Refer to Appendices (O & P).

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

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.

V. FY13 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;
- Equable selecting process for promotion; performance evaluation;
- Participating in departmental educational assistance programs;
- Resolving employee problems and grievances; and

- Making reasonable employment accommodations in the event of injury or disability.

B. FY13 Workforce Analysis & Methodology

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

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

C. FY13 Beginning Workforce Analysis

The benchmark for the total number of regular, full-time department employees was **11,514**. The beginning of the fiscal year benchmark was taken on September 10, 2012.

TxDOT Beginning FY13 Workforce:

- Minorities totaled 34.46% of the workforce or 3,968 employees;
- Females totaled 20.92% of the workforce or 2,409 employees;
- Hispanics totaled 24.15% or 2,780 employees;
- Blacks totaled 7.52% or 866 employees;
- Asian Americans/Pacific Islanders totaled 2.36% or 272 employees; and American Indians/Alaskan Natives totaled 0.43% or 50 employees

D. EEO/AAP Monitoring and Reporting System

The OCR EEO section developed in-house reporting and retrieval report system using PeopleSoft and HRMS Information systems – Appendix (B & C).

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).

E. FY13 AAP Goals Setting & 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 FY13. There is an underutilization disparity in both females and minorities in these categories, veterans, and those with qualified disabilities. TxDOT recruitment efforts will focus on increasing the workforce new-hire by 2% in both the female and minority groups. Efforts will be focused on the Professional and Technician categories to try to narrow this disparity.

The department will also focus on the following:

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

F. FY13 AAP Recruitment, Placement, and Outreach Programs

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

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

Goals and objectives for FY13 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)
- Texas Pre-Freshman Engineering Program (TexPREP)
- Transportation and Civil Engineering Program (TRAC)

G. FY13 Goals/Objectives

GOALS/OBJECTIVES	RESPONSIBLE OFFICIAL(S)	TARGET DATE	FINAL STATUS
Distribute discrimination and harassment policies to DE/DD/OD/RD for dissemination to all employees; place on intranet.	OCR	Aug/13	
Distribute AAP to DE/DD/OD/RD after approval, for program awareness, place on intranet/internet.	OCR	Dec/12	
Conduct training on department EEO and AAP requirements at two districts.	OCR/Regions	Mar/13	
Update district/region availability analyses to identify underutilized minority and women groups.	OCR	Dec/12	
Assist EEO/HR's with outreach and recruitment to achieve an overall 2% increase in female, veterans, disabled and minority groups with focus on Prof/Tech job categories	OCR/District/Region HROs & EEO Coordinators	Aug/13	
Develop a system to encourage every manager and supervisor should be accountable for meeting the AAP's goals	OCR/HRD	Bi-Annual	
Select/Conduct at least four district/regional visits to review and discuss underutilization and AAP goals.	OCR/DEs/RDs/HRO& EEO Coordinators	Aug/13	
Reevaluating job descriptions and hiring criteria to assure that they reflect actual job needs.	OCR/DEs/RDs/HROs & EEO Coordinators	Quarterly	
Ensuring that recruitment literature is relevant to all employees, including minority groups and women.	OCR/HRD DE/DD/DO/RD	Aug/13	

H. 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, females, veterans, and those with disabilities 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.

I. 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.

SECTION II

PROGRAM SUMMARY & RESULTS

**FISCAL YEAR 2012
SEPTEMBER 1, 2011 - AUGUST 31, 2012**



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VI. FY12 PROGRAM UPDATE SUMMARY & RESULTS

A. FY12 Goals and Objectives Results

Goals and objectives for FY12 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.

Human Resources Division (HRD):

Career Opportunities Section (COS) 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.

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. FY12 & FY13 Workforce Comparison

The FY 13 beginning benchmark for the total number of regular, full-time department employees was 11,514. The benchmark was taken on September 10, 2012.

TxDOT FY12 (11,719) & FY13 (11,514) beginning workforce comparison:

- FY12 - Minorities totaled 34.20% of the workforce or 4,008 employees;
- FY13 - Minorities totaled 34.46% of the workforce or 3,968 employees;

- FY12 - Females totaled 23.95% of the workforce or 2,501 employees;
- FY13 - Females totaled 20.92% of the workforce or 2,409 employees;

- FY12 - Hispanics totaled 23.76% or 2,785 employees;
- FY13 - Hispanics totaled 24.15% or 2,780 employees;

- FY12 - Blacks totaled 7.69% or 901 employees;
- FY13 - Blacks totaled 7.52% or 866 employees;

- FY12 - Asian Americans/Pacific Islanders totaled 2.30% or 270 employees;
- FY13 - Asian Americans/Pacific Islanders totaled 2.36% or 272 employees;

- FY12 - American Indians/Alaskan Natives totaled 0.44% or 52 employees.
- FY13 - American Indians/Alaskan Natives totaled 0.43% or 50 employees

FY12 & FY11 Fiscal Year Workforce Comparison

Job applications received for FY12, totaled 78,673 up (87.82%) from FY11, 41,887. There were 943 new hires for FY12; a 19.2% increase from 791 in FY11. This included 323 minorities up 251, (28.68%) and 174 females up 91 (91.2%), from fiscal year 2011.

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	338	69	54	39	230	3	5	10	45	1	4	1	-
TxDOT Workforce %	-	20.41	15.98	11.54	68.05	0.89	1.48	2.96	13.31	0.30	1.18	0.30	-
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	-	8	5	11	-	2	2	0	1

NOTE:

<i>1st Qtr.</i>	332	68	52	39	225	3	5	8	45	1	5	1	-
<i>2nd Qtr.</i>	342	73	52	38	231	3	6	9	48	1	5	1	-
<i>3rd Qtr.</i>	346	73	55	39	234	4	5	10	47	1	5	1	-
<i>4th Qtr.</i>	351	72	59	43	236	4	6	10	44	1	6	1	-

“**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:

$$351 \text{ (4th Qtr Ending Total)} \times 37.46\% \text{ (Female state CLF \%)} = 131;$$

$$131 - 59 \text{ (FY Female ending Total)} = 72 \text{ (Underutilization)}$$

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	4,708	1,557	1,470	938	2,213	143	208	317	671	63	136	9	10
TxDOT Workforce %	-	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 %	-	148.8	-895.7	-682.9	457.9	-111.7	67.23	-46.46	315.5	-43.40	-14.66	-11.24	-6.48
Targeted Recruitment	-	-	895	682	-	111	-	46	-	43	14	11	6

<i>1st Qtr.</i>	4,621	1,531	1,447	920	2,170	142	199	314	662	62	132	9	11
<i>2nd Qtr.</i>	4,571	1,528	1,416	901	2,142	136	197	311	672	61	133	7	11
<i>3rd Qtr.</i>	4,590	1,541	1,448	922	2,127	141	199	315	671	63	135	7	10
<i>4th Qtr.</i>	4,593	1,561	1,458	909	2,123	146	197	331	671	65	134	7	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	1,800	613	284	178	1,009	27	120	65	354	10	28	4	5
TxDOT Workforce %	-	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	-7.2	2.79	-6.98	9.91	-1.44	-0.40	-0.31	-0.19
Parity %	-	-69.02	-685.12	-398.4	467.7	-129.6	50.16	-125.6	178.3	-26.0	-7.28	-5.54	-3.46
Targeted Recruitment	-	69	685	398	-	129	-	125	-	26	7	5	3

<i>1st Qtr.</i>	1,756	595	279	175	986	27	113	63	344	10	29	4	5
<i>2nd Qtr.</i>	1,723	582	267	169	972	26	111	59	338	9	28	4	7
<i>3rd Qtr.</i>	1,844	639	294	180	1,025	28	118	71	370	11	30	4	7
<i>4th Qtr.</i>	1,703	569	261	164	970	26	110	57	327	10	28	4	7

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	6	2	0	0	4	0	2	0	0	0	0	0	0
TxDOT Workforce %	-	33.3	0.00	0.00	66.67	0.00	33.3	0.00	0.00	0.00	0.00	0.00	0.00
State CLF %	-	39.9	20.2	10.0	49.2	6.10	10.4	3.8	18.1	0.10	0.50	0.20	0.70
Representation Index	-	-6.57	-20.2	-10.0	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	-	-	1	-	-	-	-	-	1	-	-	-	-

<i>1st Qtr.</i>	5	2	-	-	3	-	2	-	-	-	-	-	-
<i>2nd Qtr.</i>	5	2	-	-	3	-	2	-	-	-	-	-	-
<i>3rd Qtr.</i>	-	-	-	-	-	-	-	-	-	-	-	-	-
<i>4th Qtr.</i>	-	-	-	-	-	-	-	-	-	-	-	-	-

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	696	228	590	407	61	53	13	128	31	1	1	1	-
TxDOT Workforce %		32.76	84.77	58.48	8.76	7.61	1.87	18.39	4.45	0.14	0.14	0.14	0.0
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	-	-7.60	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	123.0	127.2	-78.2	-4.98	-11.78	12.53	-25.52	-8.81	-5.96	-2.90	-1.74
Targeted Recruitment	-	49	-	-	78	4	11	-	25	8	5	2	1

<i>1st Qtr.</i>	684	231	578	391	62	53	14	132	29	-	1	2	-
<i>2nd Qtr.</i>	623	211	538	367	45	43	12	126	27	-	1	2	-
<i>3rd Qtr.</i>	638	220	549	370	48	43	11	134	29	-	1	2	-
<i>4th Qtr.</i>	616	212	532	361	43	43	11	129	29	0	1	1	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	3,921	1,394	81	56	2,471	7	291	15	1,036	1	23	2	19
TxDOT Workforce %		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	6.0	3.0	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 %	-	-430.8	-154.2	-61.63	492.5	-20.45	66.33	-54.01	-360.3	-17.04	-30.72	-1.14	-13.54
Targeted Recruitment	-	430	154	61	-	20	-	54	360	17	30	1	13

<i>1st Qtr.</i>	3,893	1,388	82	59	2,446	7	288	13	1,032	1	26	2	3,893
<i>2nd Qtr.</i>	3,949	1,418	78	57	2,474	7	286	11	1,067	1	24	2	3,949
<i>3rd Qtr.</i>	4,029	1,437	76	56	2,536	7	290	11	1,084	1	23	1	4,029
<i>4th Qtr.</i>	4,005	1,423	78	56	2,526	6	289	13	1,071	2	22	1	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	250	145	22	17	88	3	26	2	111	0	3	0	0
TxDOT Workforce %		58.0	8.8	6.8	35.2	1.20	10.4	0.80	44.4	0.00	1.20	0.0	0.0
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	-	11	1	6	8	-	-	-	-	1

<i>1st Qtr.</i>	253	136	27	21	96	4	27	2	100	-	3	-	-
<i>2nd Qtr.</i>	255	134	27	21	100	4	28	2	97	-	3	-	-
<i>3rd Qtr.</i>	333	162	36	26	145	4	33	6	116	-	3	-	-
<i>4th Qtr.</i>	246	131	21	16	99	4	26	1	97	-	3	-	-

D. Goals & Initiatives FY12	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	Aug/12	June/2012, distributed.
Monitor, evaluate and report department AAP results.	OCR	Quarterly	See Page 25-29, Section E, Items 1-2 & 4-8.
Monitor and report department NEO presentations.	OCR	Quarterly	Twelve NEO classes; 912 participants
Conduct training on department EEO and AAP requirements to two districts.	OCR/Regions	Mar/12	CRP/PHR districts
Update district/region availability analyses to identify underutilized minority and women groups.	OCR	Dec/11	Completed and email to all districts.
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	Aug/12	Hispanic & AA/PI groups increased, while Blacks & AI/AN, female groups decreased. See Appendix G
Select two districts/regions with underutilization to increase outreach and recruitment efforts.	OCR/District/Region HROs & EEO Coordinators	Quarterly	Completed; PAR, PHR, CRP. ELP, & YKM, districts.
Conduct up to four district/regional visits to review and discuss underutilization and AAP goals.	OCR/DEs/RDs/HROs & EEO Coordinators	Aug/12	Visits completed - PAR, PHR, CRP. ELP, & YKM districts
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	All districts reported in, most had outreach efforts.(See page 25; Section E, Item 3)
Monitor underutilization, outreach and recruitment efforts, and job postings of FY11 district visit.	OCR & LRD & CRP District	Aug/12	See Page 13-16, Section VI, Items 3
Monitor and report mandatory state supplemental EEO/Sexual Harassment Training; DEV205, EEO Supplemental Training	HROs/EEO Coordrs & Hiring Supervisors	Quarterly	Reported 7081 TxDOT employees completed this online supplemental course.

E. FY 12 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 participates for the 4th quarter.

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

Total of 29 participants: 17 Hispanic males; 1 Hispanic female; 2 White males; 1 White female; 2 Asian American/Pacific Islander females; 3 Black males; 2 Black females; 1 American Indian male; (89.65% minority; 20.69% female; 79.31% male)

Undergraduate Majors: Civil Engineering – 28 participants (96%); Computer Information – 1 participant (4%);

3. District Outreach - Community outreach to institutions and organizations that encourage minority and women applicants (includes meetings, presentations and vacancy notices).
 - **Abilene District** - Borden County Star News; Lamesa Press; Big Spring Herald; Snyder Daily News. Filled 13 positions, 5 in minority/female categories.
 - **Amarillo District** - Filled 16 positions, 1 in minority/female categories.
 - **Austin District** - Filled 36 positions, 12 were minorities/females.
 - **Beaumont District** - Lamar University; TX Rehabilitation Commission, and Business Women Association. Filled 6 positions, 2 in minority/female categories
 - **Brownwood District** - Angelo State University; Tarleton State University; Texas State Technical College categories. Library; BTX-TV Job Website; TAMU Former Student Assoc Website; Texas Work Force Commission. Filled 7 positions, 4 in minority/female categories
 - **Bryan District** - Bryan/College Station Chamber of Commerce; Brazos Valley Business & Professional Women; Girls Club of Brazos County; Brazos Valley Community Action Agency; Carnegie Center of Brazos

Valley; Salvation Army; Lincoln Recreation Center; Brazos Valley Council of Government; Twin City Mission; Knights of Columbus; Brazos County NAACP; Bryan Library; Goodwill Industries Stores; College Station Library; ACAP (military website); KBTX-TV Job Website; Texas AM University Ex Student Association; Texas Work Force Commission. Filled 6 positions, 2 in minority/female categories.

- **Childress District** – Filled 7 positions 3 in minority/female categories.
- **Corpus Christi District** - Summer Program Recruitment at: Carroll High School; Miller HS; Moody HS; King HS; Alice Texas HS; Coastal Bend College; George West HS; Pettus HS; Three Rivers HS; Mathis HS; Orange Grove HS; Karnes City HS; Falls City HS; Kingsville and Rockport High Schools. Filled 9 positions, 6 in minority/female categories. Summer Hire filled 8 positions, 6 in minority/female categories.
- **Dallas District** - Richland Chamber of Commerce; Career Days at Lincoln, Samuels, and Skyline High schools and Southern A&M; Southern Methodist University Career Fair; TX A&M (Commerce, Kingsville); TX Tech University; UT Arlington; TxPrep and E.J. Conrad Programs. Filled 6 positions, 1 in minority/female categories.
- **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. Filled 31 positions, 17 in minority/female categories.
- **El Paso District** - Career Day at Canutillo Elementary; and Elvida Chavez Elementary; Career Day at Macias Elementary; Career Day at Bill Childress Elementary; Career Day at Desertwind School; Career Day at Canutillo High School; Student Interviews for the Technology Honor Program at Americas High School; Sul Ross University; UT El Paso; El Paso Community College; International Business College; TX Tech University; TX A & M University; Western Technical College; El Paso Tech Center; Vocational Office of Education; U.S. Army Career & Alumni Program (ACAP); Motivation Education & Training, Inc.; NAACP; Political Association of Spanish Speaking Organizations' Greater El Paso Chamber of Commerce; LDS Employment Resource Services; Dept of Veteran Affairs; TX Commission For TIGUA Indian State Technical College; TX Veterans Commission (Van Zandt County); Tyler Junior College; UT Tyler. Affairs; Career Day at Garcia Elementary. Filled 3 positions, 2 in minority/female categories
- **Laredo District** - Laredo Housing Authority; City of Del Rio Streets; Webb County Appraisal District; Eagle Pass Middle Rio Grande Development Council Work Force Solutions; AT&T (Laredo); Eagle Pass Middle Rio Grande Develop Texas Dept. of Public Safety, Del Rio Communications Office; Big Brothers Big Sisters of South Texas

(Laredo); Webb County Sheriff Department. Filled 6 positions, 0 in minority/female categories.

- **Lubbock District** - American GI Forum; Hispanic News (West Texas); Hispanic Women's Network; Lubbock Chamber of Commerce; Lubbock Community Services for the Deaf; Lubbock Housing Authority; Lubbock ISD College & Career Night; LULAC Council (#281, #262, #4522); NAACP Interest on Lawyers; Southwest Digest; Texas Rehabilitation Commission; West Texas Opportunity, Inc. (Lamesa, TX); Wayland Baptist; TX Tech University Minority Engineering. Filled 11 positions, 9 in minority/female categories.
- **Lufkin District** - Filled 7 positions, 2 in minority/female categories.
- **Houston District** – Filled 10 positions, 7 in minority/female categories.
- **Paris District** - Viola Chapter #98; NAACP; Goodwill Industries; Les Belles Parisian Club; Greenville Church; Bonham Church; Clarksville Newspaper; Cooper Newspaper; Commerce Newspaper; Greenville Newspaper; Paris Newspaper; Sherman Newspaper; Sulphur Springs newspapers; Monster.com; TX Workforce Commission. Filled 6 positions, 2 in minority/female categories.
- **Pharr District** - Oratory Academy of St. Phillip. Filled 2 positions, 1 in minority/female categories.
- **Odessa District** - Filled 4 positions, 4 in minority/female categories.
- **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. Filled 8 positions, 1 in minority/female categories
- **San Antonio District** - Pearsall Newspaper; UT San Antonio CE Design Presentation; Texas A&M (Kingsville); Linton Elementary Career Day; Engineering Sport Tournaments-Advancement of Regional Scholarships (E-STARS); Lackland Elementary School Career Day; Booker T. Washington Elementary School Career Day. Filled 4 positions, 3 in minority/female categories.
- **San Angelo** - Ballinger High School Career Fair; Big Lake Chamber of Commerce; Christian Men's Job Corps; Concho Valley Family Shelter; Howard College Job Fair; Labor Ready; LULAC Council #637; Menard Chamber of Commerce; NAACP; San Angelo Chamber of Commerce; Southwest TX Junior College; TX Dept of Assistive & Rehabilitative Services (DARS); TX State Technical College; TX Veteran's Commission. Filled 3 positions, 2 in minority/female categories.
- **Waco District** - Cen-Tex Hispanic Chamber of Commerce; McLennan County Restitution Center; Temple Community College; New Mt Zion Baptist Church; TX DARS; LULAC of Waco; NAACP of McLennan County, University of Mary Hardin-Baylor. Filled 4 positions, 1 in minority/female categories.

4. College Internship Program - Provides students job experience by working in a TxDOT professional environment.

No participates for the 4th quarter.

5. Recruitment & Career Fairs:

- Huston Tillotson University (Austin) 2012 Fall Career Fair
- New Mexico State University (La Cruces) 2012 Fall Career Connections Fair
- Prairie View A&M University 2012 Fall SMET Career Expo
- Southern Methodist University (Dallas) 2012 Career & Intern Fair
- TX A&M University (College Station) Student Engineers' Council (SEC) 2012 Fall Fair
- TX A&M University (Kingsville) 2012 Fall All Major Career Fair
- TX State University (San Marcos) 2012 Fall Job & Intern Fair
- TX Tech (Lubbock) 2012 Fall Engineering Job Fair
- TX Southern University (Houston) 2012 Fall Career Fair
- University of Houston 2012 Career Fair
- UT Arlington 2012 Fall Job Fair
- UT Austin 2012 Fall Engineering Expo
- UT El Paso Fall 2012 Career Expo
- UT Pan Am (Edinburg) 2012 Fall Career Expo
- West TX A&M University (Canyon) 2012 Fall Career Expo

6. Summer Employment Program - Recruits students from high schools, technical schools, colleges and universities.

Total of 408 employees: 202 White males; 32 White females; 96 Hispanic males; 23 Hispanic females; 36 Black males; 10 Black females; 4 females Asian/PI; 5 males Asian/PI.

Total of 42.65% minorities: 16.92% female; 83.08% male.

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

Total of 12 employees: 7 White males; 1 White female; 1 Hispanic male; 1 Hispanic female; 1 Black male; 1 Black female

Total of 33% minorities: 25% female; 75% male.

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

Total of 10 employees: 1 White female; 2 Hispanic males; 1 Hispanic female; 2 Black males; 4 Black females.

F. FY12 Employee Training & Development

The EEO and affirmative action policies were incorporated in mandatory training courses with the intent to inform all managers, supervisors, and employees of TxDOT's commitment to EEO.

This year's new hires were informed of TxDOT 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 912 participants attended.

A total of 921 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.

- Interviewing & Hiring - **298** 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 – **405** employees completed this course through instructor-led, online and instructor-led distance learning.
- Practical Supervision - **147** 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 - **155** 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) - **42,969** online courses were completed to include health and safety, employee interpersonal skills, project management, conflict resolution, ethics, fraud and department policy.

G. FY11 & FY12 Promotion Analysis (Performance-Based)

The department had an increase in female (4.86%) and a decrease in minority (8.40%) promotions.

JOB CATEGORY	TOTAL	Women	Minority	WM	WF	BM	BF	HM	HF	AA/PI M	AA/PI F	AI/AN M	AI/AN F
Officials/Administrators													
Current FY12	63	11	11	44	8	1	1	5	2	2	-	-	-
Previous FY11	25	5	6	16	3	1	1	3			1		
Professionals													
Current FY12	564	182	184	254	116	16	22	90	43	10	10	2	1
Previous FY11	541	184	193	235	113	19	16	83	47	20	8		
Technicians													
Current FY12	141	17	40	86	15	5	-	27	2	4	-	2	-
Previous FY11	185	20	54	120	11	8	3	35	6	1		1	
Protective Service													
Current FY12	-	-	-	-	-	-	-	-	-	-	-	-	-
Previous FY11	-	-	-	-	-	-	-	-	-	-	-	-	-
Office/Clerical													
Current FY12	48	44	11	3	34	-	1	1	9	-	-	-	-
Previous FY11	33	31	8	-	25	1	3	1	3				
Skilled Craft													
Current FY12	387	5	124	260	3	28	-	89	1	4	1	1	-
Previous FY11	441	7	144	287	6	21	-	122	1	-	-	-	-
Service/Maintenance													
Current FY12	1	-	1			1							
Previous FY11	2	-	-	2									
Total Current FY12	1204	259	371	647	176	51	24	212	57	20	11	5	-
Less Total Previous FY11	1227	247	405	660	158	50	23	244	57	21	9	1	-
Movement +/-	<23>	12	<34>	<13>	18	1	1	<32>	0	<1>	2	4	-
% Movement +/-	1.87%	4.86%	8.40%	1.97%	11.39%	2.0%	4.35%	13.12%	0%	4.76%	22.2%	400%	-

H. FY12 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.

FY12 separations accounted for a workforce reduction of approximately 1,137. Separations outpaced New Hire **(943)**.

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

- Professional (384) - 33.77%
- Skilled Craft (357) - 32.89%
- Technician (151) - 13.28%

The top five reasons for separations, totaled 92.25% were:

1. Retirement (**500** employees or 43.98%);
2. Personal Reasons (299 employees or 26.30%);
3. Inadequate Salary (85 employees or 7.48%);
4. Inter-Agency Transfers (122 employees or 10.73%);
5. Violation – Work/Agency Rule (40 employees or 3.52%);

Involuntary separations (95 or 8.35%) accounted for 48.42% minorities and 23.16% women. (See more on Separation, Appendix C)

I. Program Monitoring & Evaluations

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)*

- 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. Activities & Initiatives

- OCR/HRD conducted 2 Advisory Information Module Series (AIMS) presentations in 1 districts that provided EEO and employee relations

information. Modules: Managing Change in the Workplace and Workplace Diversity. There were a total of 26 participants.

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 five-district visit in FY12 to discuss department AAP goals and EEO initiatives. The EEO Diversity program coordinator; district staff, this included the DE, Deputy, and HRO/EEO coordinator.

The visit was to bring EEO/AA program awareness to the forefront of the district administrator and update HR staff to all elements of the EEO/AA program. The meetings included and focused on the following:

- TxDOT's FY12 EEO recruitment goals and statewide availability analysis.
- District's own availability analysis and recruitment goals for improving underutilized workforce categories.
- Identifying categories for more outreach efforts toward organizations that might supply applicants for narrowing the underutilized gaps in certain categories
- District recruitment programs and usage of COS recruitment programs were discuss as resources to assist.
- The 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.

District is responsibility in recruiting; narrowing any underutilization and targeting specific recruit areas in the community to assist in gather a more diverse applicant pool. The districts visited this year and their workforce stats at time of visit were:

- Corpus Christi – CRP, workforce at time of visit was 390, including 61.80% minorities and 14.87% females.
- El Paso – ELP, workforce at time of visit was 268, including 86.19% minorities and 17.16% females.
- Phar – PHR, workforce at time of visit was 290, including 95.86% minorities and 13.45% females.
- Yoakum – YKM, workforce at time of visit was 285, including 18.25% minorities and 10.53% females.
- Paris – PAR, workforce at time of visit was 266, including 12.78% minorities and 16.17% females.

APPENDICES

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APPENDIX A - FY 2013 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	351	72	59	43	236	4	6	10	44	1	6	1	0
TxDOT %		20.51	16.81	12.25	67.24	1.14	1.71	2.85	12.54	0.28	1.71	0.28	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		-5.47	-20.65	-14.00	19.47	-2.38	-1.44	-3.51	3.34	-0.72	-0.28	-0.05	-0.43
Parity %		-19.19	-72.48	-49.14	68.33	-8.36	-5.06	-12.32	11.71	-2.51	-0.98	-0.16	-1.51
Targeted Recruitment		19	72	49	0	8	5	12	0	2	0	0	1
Professionals	4,593	1,561	1,458	909	2,123	146	197	331	671	65	134	7	10
TxDOT %		33.99	31.74	19.79	46.22	3.18	4.29	7.21	14.61	1.42	2.92	0.15	0.22
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		4.08	-18.51	-14.64	8.94	-2.23	1.30	-0.51	7.06	-0.84	-0.28	-0.28	-0.13
Parity %		187.23	-849.98	-672.37	410.73	-102.48	59.67	-23.58	324.23	-38.80	-12.98	-12.75	-6.08
Targeted Recruitment		0	849	672	0	102	0	23	0	38	12	12	6
Technicians	1,703	569	261	164	970	26	110	57	327	10	28	4	7
TxDOT %		33.41	15.33	9.63	56.96	1.53	6.46	3.35	19.20	0.59	1.64	0.23	0.41
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		-4.48	-38.51	-22.39	26.89	-7.17	2.58	-7.24	9.44	-1.41	-0.32	-0.30	-0.06
Parity %		-76.27	-655.90	-381.30	457.91	-122.16	43.92	-123.35	160.79	-24.06	-5.38	-5.03	-1.00
Targeted Recruitment		76	655	381	0	122	0	123	0	24	6	5	1
Protective Service	1	0	0	0	0	0	0	0	0	0	0	0	0
TxDOT %		0.00	0.00	0.00	0.00	0.00	0.00	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		-39.90	-20.20	-10.00	49.20	-6.10	-10.40	-3.80	-18.10	-0.10	-0.50	-0.20	-0.70
Parity %		-0.40	-0.20	-0.10	-0.49	-0.06	-0.10	-0.04	-0.18	0.00	-0.01	0.00	-0.01
Targeted Recruitment		0	0	0	0	0	0	0	0	0	0	0	0
Office/Clerical	616	212	532	361	43	41	11	129	29	0	1	1	0
TxDOT %		34.42	86.36	58.60	6.98	6.66	1.79	20.94	4.71	0.00	0.16	0.16	0.00
State CLF %		39.82	67.09	40.20	20.00	8.33	3.56	16.59	8.12	1.41	1.00	0.56	0.25
Representation Index		-5.40	19.27	18.40	-13.02	-1.67	-1.77	4.35	-3.41	-1.41	-0.84	-0.40	-0.25
Parity %		-33.29	118.73	113.37	-80.20	-10.31	-10.93	26.81	-21.02	-8.69	-5.16	-2.45	-1.54
Targeted Recruitment		33	0	0	80	10	10	0	21	8	5	2	1
Skilled Craft	4,005	1,423	78	56	2,526	6	289	13	1071	2	22	1	19
TxDOT %		35.53	1.95	1.40	63.07	0.15	7.22	0.32	26.74	0.05	0.55	0.02	0.47
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		-11.01	-4.05	-1.60	12.61	-0.55	1.49	-1.44	-8.87	-0.41	-0.82	-0.06	-0.36
Parity %		-440.93	-162.30	-64.15	505.08	-22.04	59.51	-57.49	-355.18	-16.42	-32.87	-2.20	-14.24
Targeted Recruitment		440	162	64	0	22	0	57	355	16	32	2	14
Service/Maintenance	246	131	21	16	99	4	26	1	97	0	3	0	0
TxDOT %		53.25	8.54	6.50	40.24	1.63	10.57	0.41	39.43	0.00	1.22	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		-2.50	-2.62	2.63	0.37	-0.17	-2.42	-4.67	5.96	-0.28	-0.14	-0.10	-0.67
Parity %		-6.15	-6.45	6.48	0.92	-0.43	-5.96	-11.50	14.66	-0.69	-0.35	-0.25	-1.65
Targeted Recruitment		6	6	0	0	0	5	11	0	0	0	0	1
Total	11,515	3,968	2,409	1,549	5,997	227	639	541	2,239	78	194	14	36
%		34.46	20.92	13.45	52.08	1.97	5.55	4.70	19.44	0.68	1.68	0.12	0.31
		Minority	Women	WF	WM	BF	BM	HF	HM	AA/PI F	AA/PI M	AI/AN F	AI/AN M

APPENDIX B - Promotion, Separation & Hiring Analysis

TEXAS DEPARTMENT OF TRANSPORTATION

EEO Workforce Progression Summary

Page No. 1
 Run Date: 09/24/2012
 HR Online Rpt ID: X_RR5030
 From 09/01/11 Thru 08/31/12

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

Summary of All Job Groups

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	78673	25441	5133	9011	2655	392	985	13993	4668	6065	935	214	1000	8181
% of Total Applicants		32.34	6.52	11.45	3.37	0.50	1.25	17.79	5.93	7.71	1.19	0.27	1.27	10.40
Applicants - External	66954	20192	4413	7121	2231	300	844	12454	4273	5428	824	150	869	7855
% of Total Applicants - External		30.16	6.59	10.64	3.33	0.45	1.26	18.60	6.38	8.11	1.23	0.22	1.30	11.73
Applicants - Internal	11719	5249	720	1890	424	92	141	1539	395	637	111	64	131	326
% of Total Applicants - Internal		44.79	6.14	16.13	3.62	0.79	1.20	13.13	3.37	5.44	0.95	0.55	1.12	2.78
Hires	943	519	33	203	9	5	-	101	18	46	9	-	-	-
% of Total Hires		55.04	3.50	21.53	0.95	0.53	-	10.71	1.91	4.88	0.95	-	-	-
All Promotions	1204	647	51	212	20	5	-	176	24	57	11	1	-	-
% of Total All Promotions		53.74	4.24	17.61	1.66	0.42	-	14.62	1.99	4.73	0.91	0.08	-	-
Competitive Promotions	568	360	25	99	6	3	-	49	5	16	5	-	-	-
% of Total Comp. Promotions		63.38	4.40	17.43	1.06	0.53	-	8.63	0.88	2.82	0.88	-	-	-
Non-Competitive Promotions	636	287	26	113	14	2	-	127	19	41	6	1	-	-
% of Total Non-Comp Promotions		45.13	4.09	17.77	2.20	0.31	-	19.97	2.99	6.45	0.94	0.16	-	-
Merit Increases	3883	1978	189	652	76	12	-	657	82	207	24	6	-	-
% of Total Merit Increases		50.94	4.87	16.79	1.96	0.31	-	16.92	2.11	5.33	0.62	0.15	-	-
Transfers	1876	972	92	317	23	8	-	297	44	99	23	1	-	-
% of Total Transfers		51.81	4.90	16.90	1.23	0.43	-	15.83	2.35	5.28	1.23	0.05	-	-
Separations	1137	589	48	216	9	4	-	195	29	39	4	4	-	-
% of Total Separations		51.80	4.22	19.00	0.79	0.35	-	17.15	2.55	3.43	0.35	0.35	-	-

TEXAS DEPARTMENT OF TRANSPORTATION

EEO Workforce Progression Summary

Page No. 2
 Run Date: 09/10/2012
 HR Online Rpt ID: X_RR5030
 From 09/01/11 Thru 08/31/12

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	9354	3815	664	1119	396	39	128	1257	463	434	128	11	108	792
% of Total Applicants		40.78	7.10	11.96	4.23	0.42	1.37	13.44	4.95	4.64	1.37	0.12	1.15	8.47
Applicants - External	7161	2739	549	727	276	30	111	990	429	346	80	10	102	772
% of Total Applicants - External		38.25	7.67	10.15	3.85	0.42	1.55	13.82	5.99	4.83	1.12	0.14	1.42	10.78
Applicants - Internal	2193	1076	115	392	120	9	17	267	34	88	48	1	6	20
% of Total Applicants - Internal		49.07	5.24	17.88	5.47	0.41	0.78	12.18	1.55	4.01	2.19	0.05	0.27	0.91
Hires	36	23	2	3	-	-	-	5	2	1	-	-	-	-
% of Total Hires		63.89	5.56	8.33	-	-	-	13.89	5.56	2.78	-	-	-	-
All Promotions	63	44	1	5	2	-	-	8	1	2	-	-	-	-
% of Total All Promotions		69.84	1.59	7.94	3.17	-	-	12.70	1.59	3.17	-	-	-	-
Competitive Promotions	57	40	-	5	2	-	-	7	1	2	-	-	-	-
% of Total Comp. Promotions		70.18	-	8.77	3.51	-	-	12.28	1.75	3.51	-	-	-	-
Non-Competitive Promotions	6	4	1	-	-	-	-	1	-	-	-	-	-	-
% of Total Non-Comp Promotions		66.67	16.67	-	-	-	-	16.67	-	-	-	-	-	-
Merit Increases	153	111	1	17	2	-	-	15	2	4	1	-	-	-
% of Total Merit Increases		72.55	0.65	11.11	1.31	-	-	9.80	1.31	2.61	0.65	-	-	-
Transfers	108	75	1	9	3	-	-	15	3	2	-	-	-	-
% of Total Transfers		69.44	0.93	8.33	2.78	-	-	13.89	2.78	1.85	-	-	-	-
Separations	45	28	1	6	-	-	-	9	1	-	-	-	-	-
% of Total Separations		62.22	2.22	13.33	-	-	-	20.00	2.22	-	-	-	-	-

TEXAS DEPARTMENT OF TRANSPORTATION

EEO Workforce Progression Summary

Page No. 3
 Run Date: 09/24/2012
 HR Online Rpt ID: X_RR5030
 From 09/01/11 Thru 08/31/12

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

Job Category: Professionals

Statewide

Workforce Category	Total	Male						Female						Gender	
		White	Black	Hispanic	*AA/PI	*AI/AN	*NI	White	Black	Hispanic	*AA/PI	*AI/AN	*NI	*NI	
All Applicants	40247	10529	2484	4150	1614	157	466	8581	2837	3979	665	113	706	3966	
% of Total Applicants		26.16	6.17	10.31	4.01	0.39	1.16	21.32	7.05	9.89	1.65	0.28	1.75	9.85	
Applicants - External	34139	8326	2059	3230	1337	132	383	7541	2527	3466	604	86	593	3855	
% of Total Applicants - External		24.39	6.03	9.46	3.92	0.39	1.12	22.09	7.40	10.15	1.77	0.25	1.74	11.29	
Applicants - Internal	6108	2203	425	920	277	25	83	1040	310	513	61	27	113	111	
% of Total Applicants - Internal		36.07	6.96	15.06	4.54	0.41	1.36	17.03	5.08	8.40	1.00	0.44	1.85	1.82	
Hires	200	71	6	27	6	-	-	45	13	25	7	-	-	-	
% of Total Hires		35.50	3.00	13.50	3.00	-	-	22.50	6.50	12.50	3.50	-	-	-	
All Promotions	564	254	16	90	10	2	-	116	22	43	10	1	-	-	
% of Total All Promotions		45.04	2.84	15.96	1.77	0.35	-	20.57	3.90	7.62	1.77	0.18	-	-	
Competitive Promotions	191	98	5	30	-	-	-	35	4	14	5	-	-	-	
% of Total Comp. Promotions		51.31	2.62	15.71	-	-	-	18.32	2.09	7.33	2.62	-	-	-	
Non-Competitive Promotions	373	156	11	60	10	2	-	81	18	29	5	1	-	-	
% of Total Non-Comp Promotions		41.82	2.95	16.09	2.68	0.54	-	21.72	4.83	7.77	1.34	0.27	-	-	
Merit Increases	1749	819	63	250	55	6	-	359	45	130	20	2	-	-	
% of Total Merit Increases		46.83	3.60	14.29	3.14	0.34	-	20.53	2.57	7.43	1.14	0.11	-	-	
Transfers	862	375	45	121	10	2	-	198	29	62	20	-	-	-	
% of Total Transfers		43.50	5.22	14.04	1.16	0.23	-	22.97	3.36	7.19	2.32	-	-	-	
Separations	384	200	14	46	6	1	-	88	13	11	3	2	-	-	
% of Total Separations		52.08	3.65	11.98	1.56	0.26	-	22.92	3.39	2.86	0.78	0.52	-	-	

TEXAS DEPARTMENT OF TRANSPORTATION

EEO Workforce Progression Summary

Page No. 6
 Run Date: 09/10/2012
 HR Online Rpt ID: X_RR5030
 From 09/01/11 Thru 08/31/12

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

Job Category: Administrative Support

Statewide

Workforce Category	Total	Male						Female						Gender	
		White	Black	Hispanic	*AA/PI	*AI/AN	*NI	White	Black	Hispanic	*AA/PI	*AI/AN	*NI	*NI	
All Applicants	8143	603	193	418	36	9	32	3270	1027	1288	70	44	145	1008	
% of Total Applicants		7.41	2.37	5.13	0.44	0.11	0.39	40.16	12.61	15.82	0.86	0.54	1.78	12.38	
Applicants - External	7904	557	186	409	36	8	32	3157	999	1268	70	44	142	996	
% of Total Applicants - External		7.05	2.35	5.17	0.46	0.10	0.40	39.94	12.64	16.04	0.89	0.56	1.80	12.60	
Applicants - Internal	239	46	7	9	-	1	-	113	28	20	-	-	3	12	
% of Total Applicants - Internal		19.25	2.93	3.77	-	0.42	-	47.28	11.72	8.37	-	-	1.26	5.02	
Hires	55	3	-	3	-	-	-	33	1	15	-	-	-	-	
% of Total Hires		5.45	-	5.45	-	-	-	60.00	1.82	27.27	-	-	-	-	
All Promotions	48	3	-	1	-	-	-	34	1	9	-	-	-	-	
% of Total All Promotions		6.25	-	2.08	-	-	-	70.83	2.08	18.75	-	-	-	-	
Competitive Promotions	5	-	-	1	-	-	-	4	-	-	-	-	-	-	
% of Total Comp. Promotions		-	-	20.00	-	-	-	80.00	-	-	-	-	-	-	
Non-Competitive Promotions	43	3	-	-	-	-	-	30	1	9	-	-	-	-	
% of Total Non-Comp Promotions		6.98	-	-	-	-	-	69.77	2.33	20.93	-	-	-	-	
Merit Increases	320	23	7	13	1	-	-	208	22	44	-	2	-	-	
% of Total Merit Increases		7.19	2.19	4.06	0.31	-	-	65.00	6.88	13.75	-	0.63	-	-	
Transfers	79	3	1	6	-	-	-	47	3	18	-	1	-	-	
% of Total Transfers		3.80	1.27	7.59	-	-	-	59.49	3.80	22.78	-	1.27	-	-	
Separations	133	22	3	6	-	-	-	71	12	18	-	1	-	-	
% of Total Separations		16.54	2.26	4.51	-	-	-	53.38	9.02	13.53	-	0.75	-	-	

TEXAS DEPARTMENT OF TRANSPORTATION

EEO Workforce Progression Summary

Page No. 7
 Run Date: 09/10/2012
 HR Online Rpt ID: X_RR5030
 From 09/01/11 Thru 08/31/12

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 *NI
		White	Black	Hispanic	*AA/PI	*AI/AN	*NI	White	Black	Hispanic	*AA/PI	*AI/AN	*NI	
All Applicants	14386	7886	1145	2277	315	146	251	375	147	118	21	37	11	1657
% of Total Applicants		54.82	7.96	15.83	2.19	1.01	1.74	2.61	1.02	0.82	0.15	0.26	0.08	11.52
Applicants - External	11953	6411	1018	1801	297	100	216	318	146	114	19	2	8	1503
% of Total Applicants - External		53.64	8.52	15.07	2.48	0.84	1.81	2.66	1.22	0.95	0.16	0.02	0.07	12.57
Applicants - Internal	2433	1475	127	476	18	46	35	57	1	4	2	35	3	154
% of Total Applicants - Internal		60.62	5.22	19.56	0.74	1.89	1.44	2.34	0.04	0.16	0.08	1.44	0.12	6.33
Hires	488	323	18	134	2	4	-	5	-	1	1	-	-	-
% of Total Hires		66.19	3.69	27.46	0.41	0.82	-	1.02	-	0.20	0.20	-	-	-
All Promotions	387	260	28	89	4	1	-	3	-	1	1	-	-	-
% of Total All Promotions		67.18	7.24	23.00	1.03	0.26	-	0.78	-	0.26	0.26	-	-	-
Competitive Promotions	261	179	18	58	4	1	-	1	-	-	-	-	-	-
% of Total Comp. Promotions		68.58	6.90	22.22	1.53	0.38	-	0.38	-	-	-	-	-	-
Non-Competitive Promotions	126	81	10	31	-	-	-	2	-	1	1	-	-	-
% of Total Non-Comp Promotions		64.29	7.94	24.60	-	-	-	1.59	-	0.79	0.79	-	-	-
Merit Increases	1088	712	81	262	7	4	-	14	3	5	-	-	-	-
% of Total Merit Increases		65.44	7.44	24.08	0.64	0.37	-	1.29	0.28	0.46	-	-	-	-
Transfers	525	340	33	136	4	2	-	7	-	3	-	-	-	-
% of Total Transfers		64.76	6.29	25.90	0.76	0.38	-	1.33	-	0.57	-	-	-	-
Separations	374	237	18	109	2	2	-	4	-	1	-	1	-	-
% of Total Separations		63.37	4.81	29.14	0.53	0.53	-	1.07	-	0.27	-	0.27	-	-

TEXAS DEPARTMENT OF TRANSPORTATION

EEO Workforce Progression Summary

Page No. 8
 Run Date: 09/10/2012
 HR Online Rpt ID: X_RR5030
 From 09/01/11 Thru 08/31/12

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

Job Category: Service-Maintenance

Statewide

Workforce Category	Total	Male						Female						Gender *NI
		White	Black	Hispanic	*AA/PI	*AI/AN	*NI	White	Black	Hispanic	*AA/PI	*AI/AN	*NI	
All Applicants	1168	497	108	249	36	1	32	48	10	26	7	-	1	153
% of Total Applicants		42.55	9.25	21.32	3.08	0.09	2.74	4.11	0.86	2.23	0.60	-	0.09	13.10
Applicants - External	1142	486	103	247	36	-	30	45	10	26	7	-	1	151
% of Total Applicants - External		42.56	9.02	21.63	3.15	-	2.63	3.94	0.88	2.28	0.61	-	0.09	13.22
Applicants - Internal	26	11	5	2	-	1	2	3	-	-	-	-	-	2
% of Total Applicants - Internal		42.31	19.23	7.69	-	3.85	7.69	11.54	-	-	-	-	-	7.69
Hires	93	55	6	24	-	-	-	6	1	1	-	-	-	-
% of Total Hires		59.14	6.45	25.81	-	-	-	6.45	1.08	1.08	-	-	-	-
All Promotions	1	-	1	-	-	-	-	-	-	-	-	-	-	-
% of Total All Promotions		-	100.00	-	-	-	-	-	-	-	-	-	-	-
Competitive Promotions	1	-	1	-	-	-	-	-	-	-	-	-	-	-
% of Total Comp. Promotions		-	100.00	-	-	-	-	-	-	-	-	-	-	-
Non-Competitive Promotions	-	-	-	-	-	-	-	-	-	-	-	-	-	-
% of Total Non-Comp Promotions		-	-	-	-	-	-	-	-	-	-	-	-	-
Merit Increases	46	21	3	16	-	-	-	4	2	-	-	-	-	-
% of Total Merit Increases		45.65	6.52	34.78	-	-	-	8.70	4.35	-	-	-	-	-
Transfers	14	5	4	5	-	-	-	-	-	-	-	-	-	-
% of Total Transfers		35.71	28.57	35.71	-	-	-	-	-	-	-	-	-	-
Separations	49	19	5	20	-	-	-	4	-	1	-	-	-	-
% of Total Separations		38.78	10.20	40.82	-	-	-	8.16	-	2.04	-	-	-	-

APPENDIX C - Termination Analysis

TEXAS DEPARTMENT OF TRANSPORTATION

Separation Analysis

Texas Dept of Transportation

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

Page No. 3

Run Date: 09/24/2012

HR Online Rpt ID: X_RR5015

From 09/01/2011 Thru 08/31/2012

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	45	3.96	28	1	6	-	-	-	9	1	-	-	-	-
Professionals	384	33.77	200	14	46	6	1	-	88	13	11	3	2	-
Technicians	151	13.28	82	7	29	1	1	-	19	3	8	1	-	-
Protective Service Worker	1	0.09	1	-	-	-	-	-	-	-	-	-	-	-
Paraprofessionals	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Administrative Support	133	11.70	22	3	6	-	-	-	71	12	18	-	1	-
Skilled Craft	374	32.89	237	18	109	2	2	-	4	-	1	-	1	-
Service/Maintenance	49	4.31	19	5	20	-	-	-	4	-	1	-	-	-
Column Totals	1,137		589	48	216	9	4	-	195	29	39	4	4	-

Involuntary Separations

TEXAS DEPARTMENT OF TRANSPORTATION

Texas Dept of Transportation

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

Page No. 14

Run Date: 09/24/2012

HR Online Rpt ID: X_RR5015

From 09/01/2011 Thru 08/31/2012

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	3	0.26	2	-	-	-	-	-	-	1	-	-	-	-
Professionals	20	1.76	9	-	3	1	-	-	4	3	-	-	-	-
Technicians	8	0.70	4	-	-	-	-	-	1	-	3	-	-	-
Protective Service Worker	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Paraprofessionals	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Administrative Support	9	0.79	-	-	1	-	-	-	3	2	3	-	-	-
Skilled Craft	43	3.78	21	5	16	-	-	-	1	-	-	-	-	-
Service/Maintenance	12	1.06	3	2	6	-	-	-	1	-	-	-	-	-
Column Totals	95		39	7	26	1	-	-	10	6	6	-	-	-

APPENDIX D – FY12 Discrimination Complaints Analysis

OPEN CASES	TOTAL	WM	WF	BM	BF	HM	HF	AA/PI M	AA/PI F	AI/AN M	AI/AN F
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	TOTAL	WM	WF	BM	BF	HM	HF	AA/PI M	AA/PI F	AI/AN M	AI/AN F
Closed within 35 days	0										
Closed within 60 days	0										
Closed 60+ days	0										

APPEALS	TOTAL	WM	WF	BM	BF	HM	HF	AA/PI M	AA/PI F	AI/AN M	AI/AN F
Open 35 days	1	-	1	-	-	-	-	-	-	-	-
Open 60 days	1	-	-	-	1(1)	-	-		-	-	-
Open 60+ days	10	6	-	-	-	2	2	-	-	-	-
Closed 35 days	-	-	-	-	-	-	-	-	-	-	-
Closed 35+ days	14	7(1)	3	1	1	3		-	-	-	-
Total	26(3)	13	4	1	1	5	2				

COMPLAINTS FILED WITH EEOC	-	-	-	-	-	-	-	-	-	-	-
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APPENDIX D - FY12 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				2		-	-	-	-	-	-	2
Gender		1	1	-	3	2	3	-	-	-	-	10
Color		-	-	-	-	-	-	-	-	-	-	
National Origin		-	-	1	-	-	-	-	-	-	-	1
Age		1	-	1	-	-	-	-	-	-	-	2
Disability		1	-	-	-	-	-	-	-	-	-	1
Retailation				-	3							3
Total		3	1	4	6	2	3	-	-	-	-	19

ISSUE(S)												Total
Harassment		-	-	-	-	-	1	-	-	-	-	1
Sexual Harassment		1	1	-	3	1	1	-	-	-	-	7
Awards		-	-	-	-	-	-	-	-	-	-	-
Promotions		2	-	1	-	-	1	-	-	-	-	4
Training		-	-	-	-	-	-	-	-	-	-	-
Terminations		-	-	-	-	-	1	-	-	-	-	1
Lay-Offs		-	-	-	-	-	-	-	-	-	-	-
Hiring		1	-	-	-	-	-	-	-	-	-	1
Other		-	-	3	1	-	1	-	-	-	-	5
Total		4	1	4	4	1	5	-	-	-	-	19

D. EMPLOYMENT DATA AS OF JUNE 30 (Cont.)												
(Do not include elected/appointed officials. Blanks will be counted as zero)												
1. FULL-TIME EMPLOYEES (Temporary employees are not included)												
JOB CATEGORIES	ANNUAL SALARY (In thousands 000)	MALE						FEMALE				
		TOTAL (COLUMNS B-K)	NON-HISPANIC ORIGIN		HISPANIC	ASIAN OR PACIFIC ISLANDER	AMERICAN INDIAN OR ALASKAN NATIVE	NON-HISPANIC ORIGIN		HISPANIC	ASIAN OR PACIFIC ISLANDER	AMERICAN INDIAN OR ALASKAN NATIVE
			White	Black				White	Black			
A	B	C	D	E	F	G	H	I	J	K		
SKILLED CRAFT	49. \$ 0.1-15.9											
	50. 16.0-19.9											
	51. 20.0-24.9	8	4		1	2		1				
	52. 25.0-32.9	1352	818	99	399	8	9	12	2	4	1	
	53. 33.0-42.9	2223	1367	163	615	11	10	40	5	10		2
	54. 43.0-54.9	686	484	40	149	3	1	8	1			
	55. 55.0-69.9	101	73	7	18			2				
	56. 70.0 PLUS	14	11	1	2							
SERVICE/MAINTENANCE	57. \$ 0.1-15.9											
	58. 16.0-19.9											
	59. 20.0-24.9	16	5	2	3			3	3			
	60. 25.0-32.9	258	100	24	111	3		16	1	3		
	61. 33.0-42.9	18	10	4	2			2				
	62. 43.0-54.9	4	2		2							
	63. 55.0-69.9											
	64. 70.0 PLUS											
65. TOTAL FULL TIME (LINES 1 - 64)	12592	6546	698	2454	204	40	1725	249	578	80	18	
2. OTHER THAN FULL-TIME EMPLOYEES (Including temporary employees)												
66. OFFICIALS & ADMINISTRATOR												
67. PROFESSIONALS	19	4					10	1	3	1		
68. TECHNICIANS	447	211	35	108	12		41	8	25	7		
69. PROTECTIVE SERVICE WORKER												
70. PARAPROFESSIONALS												
71. ADMINISTRATIVE SUPPORT	43	13	2	2	1		13	6	6			
72. SKILLED CRAFT												
73. SERVICE/MAINTENANCE	297	182	21	73	1	1	10	2	6	1		
74. TOTAL OTHER THAN FULL TIME (LINES 66 - 73)	806	410	58	183	14	1	74	17	40	9		
3. NEW HIRES DURING FISCAL YEAR - Permanent full time only JULY 1 - JUNE 30												
75. OFFICIALS & ADMINISTRATOR	23	16		3			4					
76. PROFESSIONALS	155	56	6	21	4		43	6	16	3		
77. TECHNICIANS	59	38	1	10	1	1	4	2	2			
78. PROTECTIVE SERVICE WORKER												
79. PARAPROFESSIONALS												
80. ADMINISTRATIVE SUPPORT	47	3		2			30	1	11			
81. SKILLED CRAFT	497	328	17	138	3	5	5		1			
82. SERVICE/MAINTENANCE	99	54	7	28			7	2	1			
83. TOTAL NEW HIRES (LINES 75 - 82)	880	495	31	202	8	6	93	11	31	3		

APPENDIX F – FY12 Recruitment & Hiring Analysis

EEO CATEGORY	Vacancies Annual
Officials/Administrators	108
Professionals	502
Technicians	144
Protective Service	--
Office/Clerical	59
Skilled Craft	656
Service Maintenance	51
Total FY12	1,520

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	3798	1240	647	453	1102	419	394	126	38	11	8228	9,241
Professionals	10,529	8,581	2484	2527	3230	3466	1337	604	132	86	32976	40,247
Technicians	2,117	477	548	194	797	234	260	46	41	9	4723	5,467
Protective Service	-	-	-	-	-	-	-	-	-	-	-	-
Office/Clerical	603	3,272	193	1,027	418	1,288	36	44	9	44	6934	8,143
Skilled Craft	7897	375	1,153	147	2295	119	146	21	146	37	12336	14,407
Service Maintenance	497	48	108	10	249	26	36	7	1	-	982	1,168
Total	25,441	13,993	5,133	4,358	8,091	5,552	2,209	848	367	187	66,179	78,673

HIRED	WM	WF	BM	BF	HM	HF	AA/PI M	AA/PI F	AI/AN M	AI/AN F	NI/Others	Total
Officials/Administrators	23	5	2	2	3	1	-	-	-	-		36
Professionals	71	45	6	13	27	25	6	7	-	-		200
Technicians	44	7	1	1	12	3	1	1	1	-		71
Protective Service	-	-	-	-	-	-	-	-	-	-		0
Office/Clerical	3	33	-	1	3	15	-	-	-	-		55
Skilled Craft	323	5	18	-	134	1	2	1	4	-		488
Service Maintenance	55	6	6	1	24	1	-	-	-	-		93
Total	519	101	33	18	203	46	9	9	5	-		943
APPLICANTS	25,441	13,993	5133	4,668	9,011	6,065	2,655	935	392	214	10,166	78,673
HIRED	519	101	33	18	203	46	9	9	5	-	0	943
Percentage Ratio	2.04	0.72	0.64	0.39	2.25	0.74	0.34	0.32	1.28	0	0	1.20

APPENDIX G - Special Reports

Historical Workforce Data

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

APPENDIX H - Special Reports

EEO/AA Intra-Net Crossroads

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



OFFICE OF CIVIL RIGHTS

(512) 416-4700 • Fax (512) 416-4711 • Physical Address: 200 E. Riverside Dr., 2nd Floor • Austin, TX 78704
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- Administrative Staff
- EEO
- EEO Compliance Training
- ADA
- AIMS
- Contract Compliance Section
 - TxDOT Policy Statement
 - TxDOT Assurance
- DBE/SBE Programs
 - Certification and Reporting
 - Compliance
- Helpful Links
- HR Manual (.pdf)
- FHWA
- US Department of Transportation
- TITLE VI
- TITLE VII
- TX Workforce Commission
- EEOC

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

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

Responsibilities

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

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

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

Links

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

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EEO/AA Intra-Net Crossroads

Office of Civil Rights

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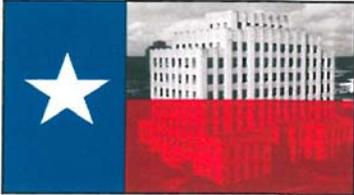
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Helpful Links

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

Responsibilities:

- [Equal Employment Opportunity \(EEO\) and Affirmative Action](#)
- [Contract Compliance](#)
- [Title VI Program Activities](#)
- [TxDOT Grievances Policy](#)
- [Disadvantaged Business Enterprise \(DBE\) and Small Business Enterprise \(SBE\) Programs](#)
- [Advisory Information Module Series \(AIMS\)](#)



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10/8/2012

EEO/AA Intra-Net Crossroads Contact Information for Employees

Contact Us



Contact Us

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

* Contact Reason:

How would you prefer TxDOT contact you?

E-Mail Mail Phone

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

* Salutation:

* First Name:

* Last Name:

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

* Mailing Address:

* City:

APPENDIX 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 workstations 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: their supervisor, manager, a higher level of management as appropriate, or directly submit a grievance to the Office of Civil Rights. 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. If the concerns are resolved to the employee's satisfaction, the process ends. 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: 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.</p>
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 workdays.</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:

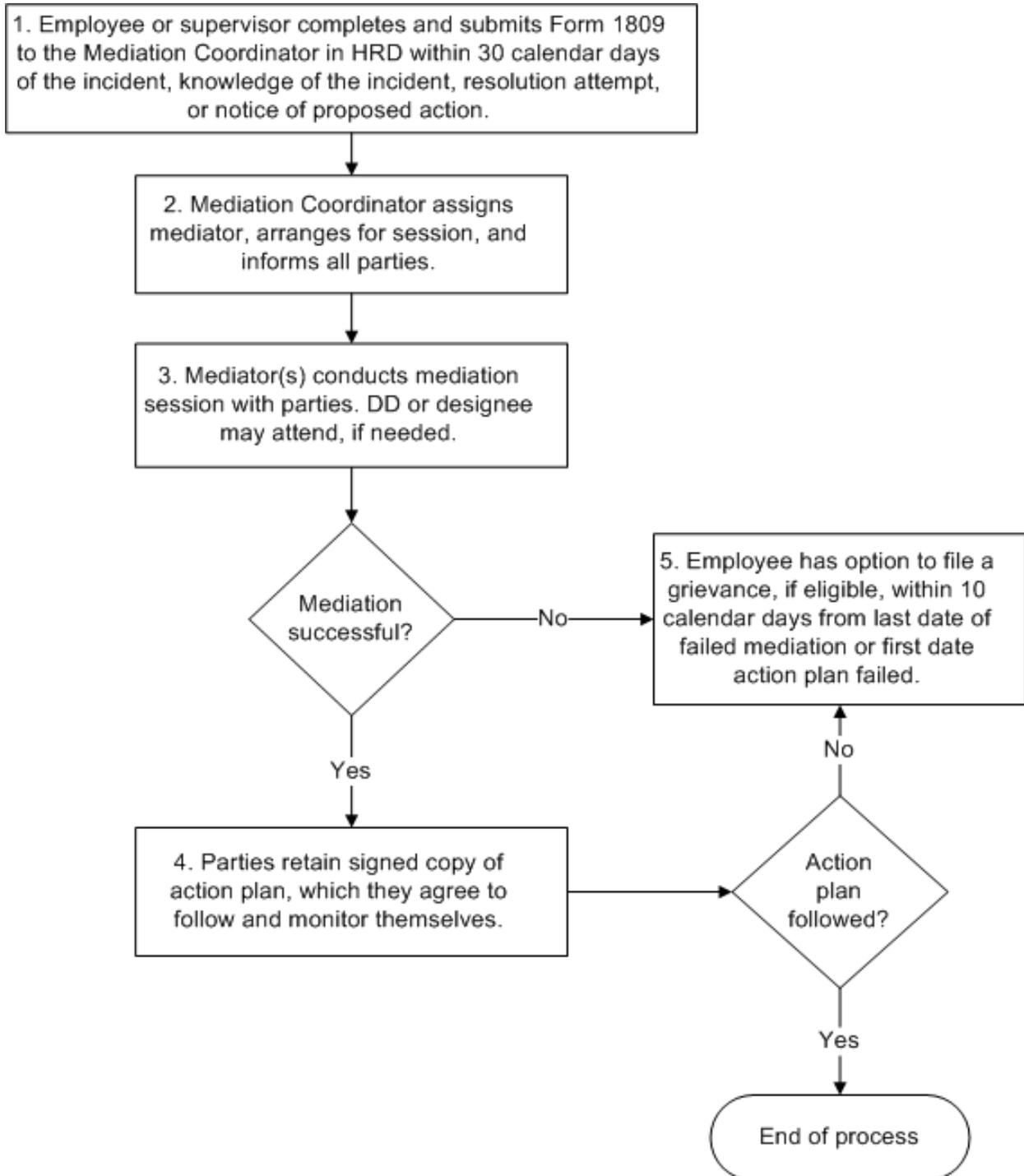
#	Who	Action
1	Employee, Supervisor or HRO	Contacts the Collaborative Resolution Center (CRC) of HRD, (512) 486-5340 to discuss facilitated discussion.
2	Mediation Coordinator	<ul style="list-style-type: none"> • Discusses the issues with the requesting parties and the HRO to determine whether the issues 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:

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. • 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

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

Signs of unresolved conflict may include:

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

Communication is vital to conflict resolution.



Collaborative Resolution Center FAQs

What issues can the CRC help me address?

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

Is the information I share confidential?

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

Can the CRC represent me in a grievance?

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

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

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

We can help rebuild relationships.

Let's Talk!

Collaborative Resolution Center
512-486-5340



Collaborative Resolution Center

Employee Guide

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



MISSION

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

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

Collaborative Resolution Center
512-486-5340

APPENDIX K - Special Reports

Employment External Applicant

Form 413 (Rev. 09/08)
(Replaces Var. 04/05)
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 L - Special Reports

Employment EOE Advertising/Brochures

TEXAS DEPARTMENT OF TRANSPORTATION

Careers

Texas on the Move

Career Opportunities

We offer various career choices in the following functional areas:

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

Student Opportunities

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

About Us

In 1917, the Texas Legislature established the Texas Highway Department to administer federal funds for planning, construction and maintenance of the state's highway system. In the 1920s when the state's way of life transformed from rural to metropolitan, Texas was one of the first states to implement the federal interstate system, connecting its major cities. While the state continued to flourish and prosper and through the emergence of various state agencies, the Texas Department of Transportation (TxDOT) was founded in 1993. The fabrication of TxDOT's transportation system is derived from 75,000 miles of state-maintained roadways. We lead the nation in the number of bridges and public roads. To meet the needs of such a diverse transportation network, TxDOT will prioritize projects from a regional level, bridging partnerships that foster economic development, a vision that will "keep Texas moving."

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

Let Your Knowledge Meet the Road

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

TxDOT Where Careers Begin. Come Work with Us.

Executive Director

Deputy Executive Director

Assistant Executive Director for District Operations

Districts and Regional Support Centers (RSCs)

<p>RSC-WEST</p> <ul style="list-style-type: none"> El Paso San Antonio Del Rio Midland Abilene Odessa 	<p>RSC-SOUTH</p> <ul style="list-style-type: none"> El Paso Fort Worth Tyler Wichita Falls Paris Dallas Waco Sanmarino 	<p>RSC-SOUTH</p> <ul style="list-style-type: none"> Houston Flour Corpus Christi San Antonio Lubbock Austin 	<p>RSC-EAST</p> <ul style="list-style-type: none"> Dallas El Paso Lubbock Houston
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An Equal Opportunity Employer

APPENDIX M - Special Reports
Annual EEO Policy Flyer



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

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

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



Office of Civil Rights

APPENDIX N - Special Reports

EEO Disclaimer Brochure

CAREER OPPORTUNITIES
Get your resume ready for
SUMMER
EMPLOYMENT PROGRAM

How to Apply
Visit our Agency Website at www.txdot.gov/careers and also fill out a State of Texas Application for Employment Form.

Mail your completed application to:
Texas Department of Transportation
Employment-Career Building, Section
155 East 17th Street
Austin, Texas 78701-0880

or
You may visit your local TxDOT district office.

Equal Opportunity Employer

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

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

Who is eligible?

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

Program Highlights

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

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

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

Don't Delay!

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

Texas Department of Transportation

APPENDIX O - Special Reports

Internet Public Website

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



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

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

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

Responsibilities

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

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

Section Fax (512) 416-4711

Links

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

TxDOT | Crossroads | TxDOT Manuals | TxDOT Forms

http://crossroads/org/civ/eoo_aap.htm

APPENDIX P - Special Reports

Internet Public Website



Equal Employment Opportunity Publications

Home > Inside TxDOT > Forms & Publications

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

Equal Employment Opportunity (EEO) Activity Report

Title	PDF	Word
FY11 3rd Quarter		
FY11 2nd Quarter		
FY11 1st Quarter		

Affirmative Action Plan

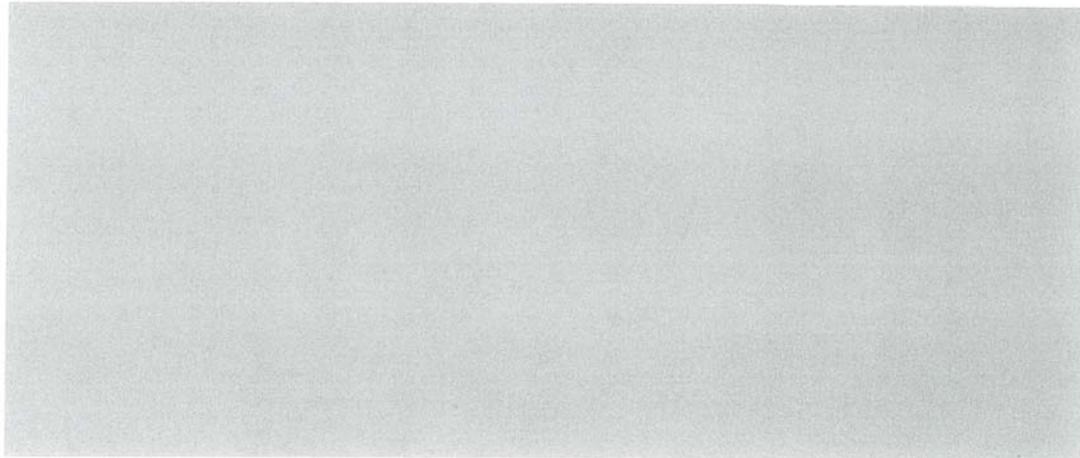
Title	PDF	Word
FY 2012		

Americans with Disabilities Act (ADA)

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

More Information

- [Equal Employment Opportunity Forms](#)





Civil Rights Contacts

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

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

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

Fax
(512) 416-4711

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

Email Civil Rights