

***ARIZONA DEPARTMENT OF
TRANSPORTATION***



Partnering Through Diversity

**Federal
Affirmative Action Plan
2011-2016**

Civil Rights Office
State Internal Equal Employment Opportunity Program
1135 N. 22nd Avenue, 2nd Floor
Phoenix, Arizona 85009
(602) 712-7761

John Halikowski, Director
Nancy Gomez, Human Resources Director
David Eagles Sr., Affirmative Action Manager

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**Internal Equal Employment
Opportunity/Affirmative
Action Plan**

INTRODUCTION

The ADOT serves as the state's public instrument for the planning, development, maintaining, and operating of transportation facilities for the efficient movement of people and goods by land and air transportation throughout the state. We are the statewide agency that registers motor vehicles and aircraft, licenses drivers, collects revenues, and researches and develops new transportation systems. We are also the publisher of the internationally renowned Arizona Highways Magazine.

History

In 1864, the first Territorial Legislature stimulated road development by authorizing toll road companies. Subsequently, the Legislature authorized counties to levy a road tax for construction. The counties did most of the construction even after the appointment of a Territorial Engineer in 1909 and the establishment of the Office of State Engineer at the time of statehood in 1912. The Legislature formed the Arizona State Highway Department and established the Arizona State Highway Commission in 1927. The Arizona Department of Transportation (ADOT) was organized in 1974 by combining the Arizona Highway Department and the Arizona Department of Aeronautics. A seven member Arizona State Transportation Board became its governing body.

The ADOT Headquarters is located in Phoenix and has regional offices in Phoenix, Tucson, Prescott and Flagstaff. Nine District offices, thirty-three construction offices and fifty-one county area maintenance offices are located statewide providing consistent oversight over maintenance and construction activities.

Geography

The Arizona Department of Transportation (ADOT), under state law, is responsible for constructing and maintaining over 6000 plus miles of roads, highways and freeways in Arizona and providing financial assistance to public airports for airport development projects.

HEADQUARTERS: 206 South 17th Ave.,
Phoenix, AZ 85007

Flagstaff District

The Flagstaff District covers approximately 18,310 square miles, which is around 16% of the state's area. Within the Flagstaff District boundaries, a portion or all of four Indian Reservations reside, as do three counties (Coconino, Mohave & Yavapai). Additionally, portions of three National Forests are also located within Flagstaff District boundaries.

Globe District

The Globe District has 2,681 lane miles of roadway to manage and maintain within portions of Gila, Apache, Graham, Greenlee, Pinal, Maricopa and Navajo counties. There are a total of 7 Maintenance facilities operating in Globe, Superior, Roosevelt, Show Low, Indian Pine, St. John's and Springerville. The Globe District operates 2 satellite maintenance camps at Young and Flying V on US60 near the Salt River Canyon.

The Globe District also has oversight of 928 route miles or 2,515 lane miles of paved road, 166 miles of gravel road and 248 miles of scenic highways ranging from the low Sonoran desert to the White Mountains of Arizona.

Holbrook District

The Holbrook District is located in the northeast segment of the State (Apache, Coconino and Navajo Counties). It is geographically one of the largest districts in Arizona and is larger than 13 US states individually in area. The total length of the road that Holbrook District maintains is 2,806 Lane Miles, which is equivalent to the distance from San Diego, California to New York City.

Kingman District

The Kingman District is about 13,749 square miles in area and 186 miles of that is water. The district has 2,764 twelve foot lane miles, 2200 snow lane miles and 58 miles of scenic highway to manage and maintain including interstates, non-interstates, and frontage roads. The average elevation of the District's state highways is just over 2,800 feet. The lowest point on any route in this area is on I-40 (milepost 0) at 800 feet. The highest point on any route in this area is on I-40 (milepost 110) at 6100 feet.

The Kingman District has all or a portion of four counties (Coconino, La Paz, Mohave, Yavapai) and two Indian Reservations within its boundaries. The district also encompasses Federal Land in its boundaries and includes State Parks and the Lake Mead National Recreation area.

Phoenix Construction/Maintenance

The Phoenix Construction District is responsible for the administration of construction projects in the Greater Phoenix Metropolitan area. These projects include Interstate Highway projects, State Highway projects, Federally Funded Local Government projects, and construction of the Maricopa Association of Governments (MAG) Regional Freeway System.

The Phoenix Maintenance Districts' geographic service area is 3,750 square miles centered on metropolitan Phoenix. The majority of the district is found within Maricopa County, and the balance is in Pinal County.

Prescott District

The Prescott District has all or a portion of six counties—Yavapai, La Paz, Maricopa, Gila, Navajo and Coconino, and approximately 2,266 twelve foot lane miles to maintain, including interstates, non-interstates and frontage roads.

The Prescott District has all or a portion of three Indian Reservations (Prescott, Camp Verde, and Payson) and four National Forests along with several State and National Monuments within its boundaries. All roads from the Phoenix metro area to Northern Arizona pass through the Prescott District.

Safford District

The Safford District operates the State Highway System within the Greenlee, Graham and Cochise County geographical area of Southeastern Arizona. There are fifteen (15) separate highway routes within this geographic area consisting of some 3,000 lane miles.

Tucson District

The Tucson District is the largest district in the State to manage all functions of maintenance, construction, permitting and traffic. This District covers 4250 lane miles throughout Pima, Pinal and Santa Cruz Counties on 23 different routes and also administers regional traffic responsibilities.

Yuma District

The Yuma District borders California and Mexico. The district consists of over 3,000 total lane miles with over 1,000 Interstate lane miles and five Interstate Rest Areas. It encompasses areas from San Luis to the Bill Williams River along SR/UR 95, and from the Arizona-California state line to Buckeye along I-10, Yuma to the Maricopa/Pinal County line on I-8, and State Route (SR) 85 from the Maricopa-Pima County line to north of the Gila River. The Yuma District also maintains portions of SR 72, United States (US) route 60, B8, B10 and SR 195 (future).

Services

ADOT serves the public throughout the state. The Intermodal Transportation Division (ITD) is responsible for roadway construction and maintenance for the Department and ensures the fulfillment of ADOT's mission through an extensive public participation process and technical evaluation effort known as the priority programming process. ITD, which is directed by the State Engineer and four deputies, is comprised of approximately 2,260 full time equivalent positions allocated over 10 engineering districts, 15 support groups and the Office of Environmental Services (OES).

The Motor Vehicle Division (MVD) is responsible for 51 State operated field offices and monitors 133 Authorized Third Party (Public Access) Providers (ATPP) and 25 public restricted contracted entities that provide title, registration and driver license services.

ADOT is responsible for a multi-modal transportation system covering approximately 27,156 miles of interstate and non-interstate roadway, rural and frontage roads which is comprised of 6,152 center lane and 20,807 travel lane miles; and 57 center lane and 140 travel lane miles within State and National Parks. There are 4,788 state owned bridges and 2,677 locally owned bridges, 14 rest areas, 1- welcome center, 31 truck weigh stations (fixed and portable), and 21 ports of entry of which 6 are international crossings with Mexico.

There are 12 major commercial airports in Arizona and 71 general aviation airports serving non-commercial air transportation. ADOT manages one public or general airport currently staffed by 13 state employees comprised of trained aircraft rescue firefighters and Emergency Medical Technicians (EMTs).

Within ADOT's Intermodal system there are 2 Class 1 Railroadsⁱ and 11 other railroads (including 3 Tourist railroads) operating on 2,200 rail miles. There are 1,064 public railroad crossings comprised of both at-grade and grade separated roads, of which 90 grade and 36 at-grade crossings are managed by ADOT with the rest managed by local government agencies. There are 40 public transit systems serving 15 counties. ADOT has 2100 miles of designated bike lanes, 650 miles of bike routes (signed but unmarked), and 525 shared path lanes accommodating both bicycle and pedestrian traffic.

In the fall of 2010, a restructuring of the Motor Vehicle Division was conducted creating the Enforcement Compliance Division (ECD), which is comprised of the Enforcement Services Program (ESP), the Executive Hearing Office, and the Office of Inspector General.

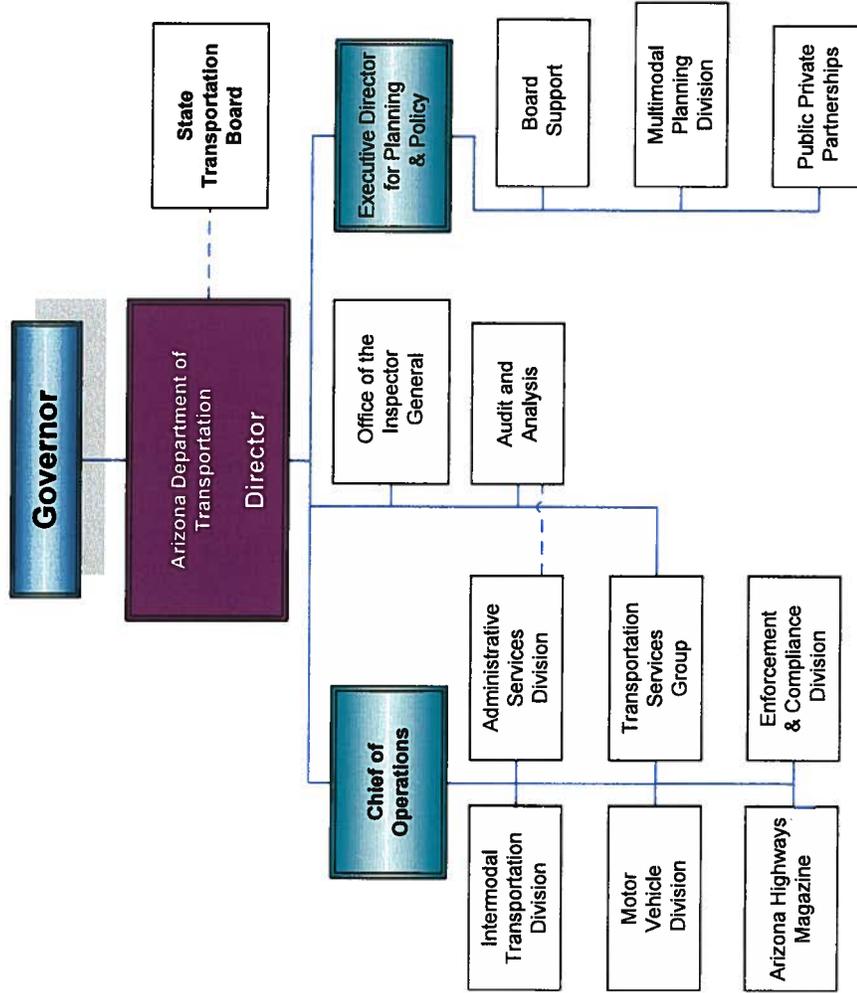
ADOT is funded by the people who purchase fuel, drive or own private and commercial vehicles, or use transportation services. Individuals and businesses invest money through fuel taxes, motor carrier fees, vehicle title, registration and license fees, to build and operate the state's transportation systems. About 80 percent of the money ADOT collects returns to the private sector in the form of paychecks and payment for transportation services and materials.

ⁱ Operating revenue of at least \$289.4 million as defined by the Surface Transportation Board



Arizona Department of Transportation Organization Chart

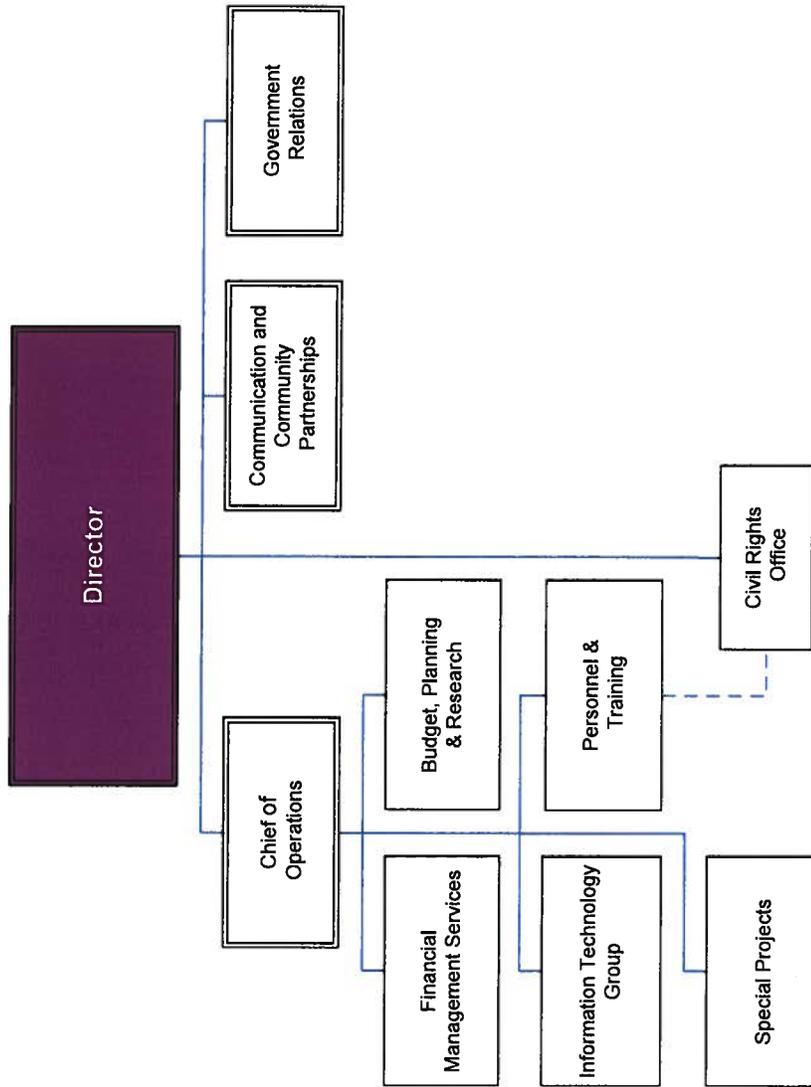
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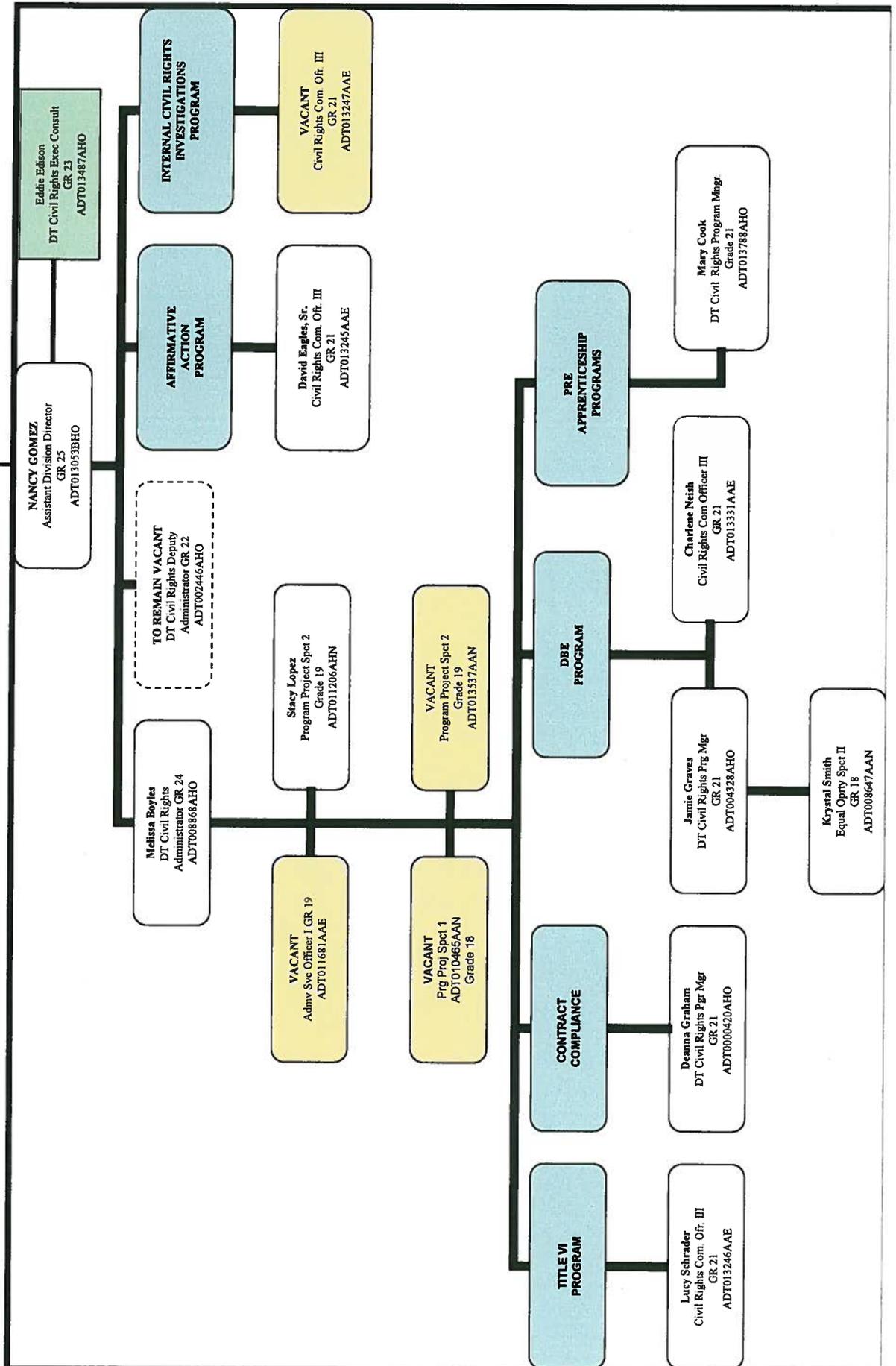


Transportation Services Group

February 8, 2011



ADOT CIVIL RIGHTS OFFICE ORG CHART SEPTEMBER 2011





Arizona Department of Transportation

Office of the Director

206 South Seventeenth Avenue Phoenix, Arizona 85007-3213

Janice K. Brewer
Governor

John S. Halikowski
Director

September 19, 2011

John A. Bogert
Chief of Operations

John McGee
Executive Director
for Planning & Policy

Equal Employment Opportunity Policy Statement

Civil Rights Office/Location: 1135 North 22nd Ave., Second Floor,
Phoenix, Arizona 85009

Affirmative Action Program Manager: David Eagles, Sr.
(602) 712-4072

As the Director of the Arizona Department of Transportation (ADOT), I am committed to the principles and spirit of Equal Employment Opportunity (EEO) and Affirmative Action (AA) for all employees and employment applicants.

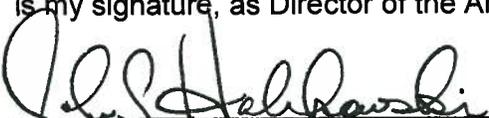
Therefore, be it known that it is a fundamental policy of ADOT to assure equal opportunity in employment to all individuals regardless of race, color, gender, religion, national origin, age, or disability. EEO and AA Programs are legal, social and economic requirements for the success of ADOT and as such, will continue to receive my personal attention and guidance. To further assure that appropriate program measures are implemented and monitored, I have designated David Eagles, Sr. as ADOT's Affirmative Action Programs Manager (AAPM).

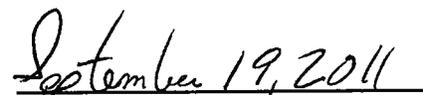
Our EEO-AA programs will pervade all human resource practices including, but not limited to, recruiting, hiring, transfers, promotions, training, compensation, benefits, recognition, and all forms of employment. Equal Employment Opportunity positively affects the development of our entire workforce, and active AA Programs will provide a more positive employment environment, which benefits this Department and all of its employees.

For effective administration and implementation of the EEO-AA Programs, there must be involvement, commitment and support of executives, managers, and supervisors. My office has advised all Administrators, Division Directors, District Engineers, managers and supervisors that responsibility for positive implementation of the Affirmative Action Program will be expected and shared by all management and supervisory personnel. Administrators, Division Directors, District Engineers, managers and supervisors have been further advised that they will be held accountable for their actions in this area and will be evaluated in carrying out these responsibilities.

Equal Employment Opportunity is not only the law, but it is fundamental to ADOT's operations. I expect each employee and Management to cooperate fully by integrating and promoting Equal Employment Opportunity at all levels.

As an expression of the commitment to and support of the ADOT's Affirmative Action Program, below is my signature, as Director of the Arizona Department of Transportation.


John S. Halikowski


Date

ESTABLISHMENT OF RESPONSIBILITIES FOR IMPLEMENTATION OF THE AAP

Director of Transportation

John Halikowski is the Director of Arizona Department of Transportation (ADOT) and has the overall responsibility for implementation of ADOT's Equal Employment Opportunity program and Affirmative Action Plan. Furthermore, as Director he is responsible for ensuring that management supports and promotes high visibility of the affirmative action program and total integration of Equal Opportunity into all facets of ADOT's work environment and processes.

Designee

Nancy Gomez is ADOT's Director of Human Resources. Ms. Gomez is Director Halikowski's designee responsible for the overall development, communication, auditing, implementation, monitoring and dissemination of the ADOT policies governing Equal Employment Opportunity and Affirmative Action. The Director of Human Resources represents the ADOT in the review and enforcement of affirmative action by providing guidance for the agency in all personnel related issues, civil rights issues and mandatory training requirements for supervisors and managers, thus, ensuring their responsibility and accountability for the success of the AA program in their respective areas of oversight.

Affirmative Action Programs Manager

The Affirmative Action Programs Manager (AAPM), David Eagles, Sr., reports to the Director of Human Resources and is responsible for the daily operation and management of the Affirmative Action Plan (AAP), which includes the development, implementation, monitoring and assessment of the internal reporting system. Additionally, the AAPM is tasked with providing updates on developments in Affirmative Action and Equal Employment Opportunity law; and the investigation and resolving of complaints pertaining to allegations of employment discrimination and/or harassment. The AAPM will ensure that department policies governing Affirmative Action and Equal Employment Opportunity are available to all employees and the general public.

The AAPM advises all employees of the value of the Affirmative Action Plan during new employee orientation, annual training and department meetings. Additional responsibilities include, but are not limited to:

- Investigation of employment discrimination and harassment complaints;
- Monitor promotions and terminations;
- Review hiring/selection processes;
- Monitor disciplinary processes for equitable administration;
- Monitor outreach and recruitment efforts to protected class candidates;
- Provide quarterly reports to the Chief of Operations on progress and deficiencies within each division/department;

- Advise management of areas of concern and assist them in arriving at solutions where discriminatory practices may occur;
- Serve as liaison between minority organizations, women's organizations and community action groups concerned with having access to employment opportunities.

Civil Rights Investigations Manager

The Civil Rights Investigations Manager reports directly to the Director of Human Resources and is responsible for facilitating all internal investigations related to EEO in collaboration with the Affirmative Action Programs Manager. Additional responsibilities include, but are not limited to:

- Provide technical support to administration, managers, supervisors and Human Resources personnel in addressing allegations of employment discrimination;
- Conduct training on Federal and State Laws and Department policy pertaining to employment discrimination; and
- Development and implementation of the Department's Equal Employment Opportunity Counselor Program.

Managers and Supervisors

All managers and supervisors are responsible for ensuring the success of the Department's Affirmative Action Plan. Responsibilities of the staff, region and division managers include but are not limited to:

- Ensure that ADOT's Equal Employment Opportunity/Affirmative Action Policy Statement is displayed throughout their facilities and that qualified persons with disabilities are ensured barrier free access to the statement;
- Facilitate discussions on affirmative action policies and procedures among managers and employees to ensure full implementation;
- Review, training, hiring, promotion, and termination patterns to identify achievements or deficiencies against region/division goals and objectives;
- Ensure fair and unbiased interviewing and selection techniques;
- Provide reasonable accommodations to qualified persons with disabilities;
- Attend department Workforce Diversity training;
- Undertake measures designed to prevent harassment of employees;
- Follow established ADOT policy and protocols for addressing and resolving allegations/practices of discrimination;
- Monitor ADOT sponsored activities to ensure equal opportunity participation for all employees;
- Provide career counseling to encourage upward mobility for all employees;
- Conduct outreach recruitment efforts for protected classes; and
- Hold their subordinate managers and supervisors responsible and accountable for implementation of the affirmative action plan.

ADA Coordinator

Eddie Edison, Civil Rights Executive Consultant, is the ADA Coordinator, and as such, reports to the Director of Human Resources. The ADA Coordinator's responsibilities include, but are not limited to:

- Coordinate ADOT's ADA program in accordance with the Americans with Disabilities Act of 1990; Title II ADA of 28 Code of Federal Regulations (CFR) 35.107(a)(b) and Section 504 of 49 CFR 27.13(a)(b);
- Process all requests for reasonable accommodations under the previously mentioned Federal regulations;
- Ensure that ADOT employees and the public have equal access to all ADOT programs and facilities; and
- Ensure reasonable accommodations are provided to qualified individuals when warranted

**Assignment of Responsibilities for
Implementation of the AAP**

A. Nancy Gomez, Director of Human Resources, Arizona Department of Transportation

As the Director's designee, Nancy Gomez is responsible for the direction and implementation of ADOT's Equal Opportunity/Affirmative Action Program.

B. David Eagles, Sr., Affirmative Action Programs Manager.

Under the direction of Nancy Gomez, David Eagles, Sr. is responsible for the following:

- Developing policy statements, affirmative action programs, internal and external communication techniques
- Assisting in the identification of problem areas
- Assisting line management in arriving at solutions to the identified problems
- Designing and implementing audit and reporting systems
- Serve as liaison between the ADOT and minority, female, and community-based organizations concerned with employment opportunities of minorities and females
- Keep management informed of latest developments in the entire equal opportunity area

C. First and second line supervision are assigned responsibilities for program implementation. Line responsibilities include, but are not limited to:

1. Assistance in the identification of problem areas and establishment of local and unit goals and objectives,
2. Active involvement with local minority, females and community service organizations,
3. Periodic audit of training programs, hiring and promotion patterns to remove impediments to the attainment of goals and objectives,

4. Regular discussions with local managers, supervisors and employees to be certain that ADOT's policies are being followed,
5. Review of the qualifications of all employees to insure that Minorities and Females are given full opportunities for transfer and promotions,
6. Career counseling for all employees,
7. Periodic audit to insure that each location is in compliance in areas such as:
 - a. All facilities which ADOT maintains for the use and benefit of its employees are desegregated, both in policy and use.
 - b. Minority and female employees are afforded a full opportunity and are encouraged to participate in all ADOT-sponsored educational, training, recreational, and social activities.
8. Supervisors understand that their work performance is being evaluated and that they are held accountable for the equal opportunity and affirmative action efforts and results, as well as other criteria. Supervisors shall take actions to prevent harassment of employees placed through affirmative action efforts.

AGENCY WORKFORCE OVERVIEW

SURVEY OF THE LABOR MARKET
(In terms of population makeup, skills and availability for employment

23 CFR 230, Subpart C Appendix A Part II, Section II B (3)

AGENCY OVERVIEW
WORKFORCE

Permanent

As of December 31, 2010, the ADOT employed 3,853 persons in permanent workforce.
41.1% (1,586) were female
41.1 % (1,584) were minorities [Black (not of Hispanic origin), Hispanics, Asian or Pacific Islanders, and American Indians or Alaskans Natives]

Seasonal

Presently, the ADOT does not employ a seasonal workforce.

Temporary

As of December 31, 2010, the ADOT employed 0 persons in its temporary workforce.

PLAN METHODOLOGY

DATA SOURCES:

- 2000 Census data was used for the availability analysis for this plan.
- Training data was obtained from the Arizona State Human Resources Information System.
- The database of employees and resultant employee count used in this plan was obtained from the Arizona State Human Resources Information System that included permanent, temporary, exempt, and seasonal employees on the roster at that time.

Anticipated vacancy data was determined. A job group report was provided by the Arizona Department of Administration for the prior year and anticipated vacancies.

LABOR FORCE

The following information was compiled from the on-line 2000 Census EEO Special Tabulation. The data reflects census population and employment by Ethnic Group and Gender for the State of Arizona.

The Equal Employment Opportunity Commission (EEOC) established job categories for the purpose of analyzing an employer's workforce. Based on their determination, the following categories were used by the ADOT in reporting EEO-4 survey data.

1. Officials/Administrators
2. Professionals
3. Technicians
4. Protective Services - Sworn
5. Para-Professionals
6. Administrative Support
7. Skilled Craft
8. Service/Maintenance

Table 1

2009 Census of Population and Employment by Gender and Ethnic Group

State of Arizona	Number	Percent
Total	6,324,865	100%
White	4,906,936	77.6
Black or African American	227,282	3.6
Hispanic	1,881,878	29.8
Asian	164,346	2.6
American Indian and Alaskan Native	284,265	4.5
Some other race*	577,781	9.1
Two or more	164,255	2.6

Total Labor Force by Occupational Categories*

EEO-4 Job Category	White Female	Black Female	Hispanic Female	A/PI Female	AI-AN Female	Total Female	White Male	Black Male	Hispanic Male	A/PI Male	AI-AN Male	Total Male	Total Labor Force
Officials/Administrators	104,250	3,420	16,675	2,700	3,295	121,740	166,285	4,010	21,830	4,135	3,195	187,800	309,540
Professionals	168,885	5,805	21,855	6,730	6,325	187,885	168,295	5,805	17,405	9,180	3,450	194,410	382,295
Technicians	20,540	925	3,815	850	1,150	25,530	18,180	775	3,320	860	790	22,890	48,420
Protective Services	6,845	620	1,955	135	835	9,510	30,780	2,170	7,385	460	2,095	39,115	48,625
Para-Professional													
Administrative Support	297,980	13,790	78,505	6,750	16,710	378,760	153,165	8,140	35,660	3325	5,170	189,065	567,825
Skilled Craft	9,620	349	4,290	960	1,025	14,379	150,715	4,345	72,340	2,660	12,345	210,970	225,349
Service/Maintenance	138,340	6,990	79,175	6,840	12,625	208,760	183,055	11,880	137,975	6,610	15,570	294,160	502,290

*The above labor market data is derived from the 2009, U.S. Census

EEO-4 Job Category	Availability %							
	Total Females	Total Males	Black	Hispanic	Asian/Pacific Islander	American Indian Alaskan Native	A/PI	AI-AN
Officials/Administrators	39.5%	60.5%	2.3%	11.6%	2.1%	2.0%		
Professionals	50.6%	49.4%	2.8%	9.4%	3.8%	2.3%		
Technicians	52.6%	47.4%	3.2%	14.8%	3.3%	3.7%		
Protective Services - Sworn	19.5%	80.5%	5.2%	17.4%	1.1%	5.5%		
Protective Services - non-Sworn	49.8%	49.7%	2.2%	14.7%	0.2%	8.4%		
Administrative Support	66.8%	33.2%	3.5%	18.3%	1.7%	3.5%		
Skilled Craft	6.3%	93.7%	1.8%	29.4%	1.4%	5.2%		
Service/Maintenance	40.7%	59.3%	3.1%	35.9%	2.2%	4.8%		

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

WORKFORCE ANALYSIS

ANALYSIS OF THE PRESENT WORKFORCE TO IDENTIFY JOBS, DEPARTMENTS AND UNITS WHERE MINORITIES AND FEMALES ARE UNDERUTILIZED

WORKFORCE ANALYSIS:

The purpose of conducting a “Workforce Analysis” is to determine the composition of an employer’s current workforce in terms of affected group members as compared to non-affected group members, both in real numbers and in percentages of the workforce.

The Equal Employment Opportunity Commission (EEOC) established job categories for the purpose of analyzing an employer’s workforce. These categories are:

- Official Administrator
- Professional
- Technicians
- Protective Services - Sworn
- Protective Services – Non Sworn
- Administrative Services
- Skilled Craft
- Service & Maintenance

Based on these categories, job groups were established consisting of jobs having similar content, wage rates, and opportunities. ADOT established the following job groups:

- Official Administrators
- Professionals
- Technicians
- Protective Services - Sworn
- Protective Services – Non Sworn (Para-professional)
- Administrative Support
- Skilled Craft
- Service & Maintenance

AVAILABLE ANALYSIS:

FHWA guidelines requires use of an Eight Factor (Multi-Factor) Analysis be conducted for each EEOC job category. The purpose of the analysis is to determine the number of affected group members available for employment in each job group within a specific labor area, recruitment area or internal feeder jobs. Availability is defined as the percentage of affected group members in the recruitment area with the skills necessary for entry into a specific job group.

WORKFORCE AGENCY WIDE ANALYSIS

The Arizona Department of Administration provides annual reports to the Arizona Department of Transportation that reflects the agency's total workforce population.

Table 2 reflects all job titles listed by EEO-4 Category as well as state government classification titles, gender, race.

Table 2

Arizona Department of Transportation

Total Work Force by Occupational Categories¹

EEO-4 Occupational Category	White Female	Black Female	Hispanic Female	American Indian Female	Asian Female	White Male	Black Male	Hispanic Male	American Indian Male	Asian Male	Total
Officials/Administrators	49	2	5	1	2	105	2	11	2	12	191
	25.7%	1.0%	2.6%	0.5%	1.0%	55%	1.0%	5.8%	1.0%	6.3%	100%
Professionals	358	28	147	18	37	442	20	92	13	77	1232
	29.1%	2.3%	11.9%	1.5%	3.0%	35.9%	1.6%	7.5%	1.0%	6.3%	100%
Technicians	52	4	34	3	1	178	7	84	14	11	388
	13.4%	1.0%	8.8%	0.8%	0.3%	45.9%	1.8%	21.6%	3.6%	2.8%	100%
Protective Service - Sworn	0	0	1	0	0	15	2	3	1	0	22
	0	0	4.5%	0	0	68.2%	9.1%	13.6%	4.5%	0	100%
Protective Service - Non Sworn	333	49	293	33	14	137	10	87	7	7	970
	34.3%	5.1%	30.2%	3.4%	1.4%	14.1%	1%	8.9%	0.7%	0.7%	100%
Administrative Support	48	9	38	4	2	14	2	11	2	4	134
	35.8%	6.7%	28.3%	2.9%	1.4%	10.4%	1.4%	8.2%	1.4%	2.9%	100%
Skilled Craft	7	0	1	1	0	152	3	44	6	2	216
	3.2%	0	0.4%	0.4%	0	70.3%	1.3%	20.3%	2.7%	0.9%	100%
Service/Maintenance	8	0	4	0	0	371	9	235	72	1	700
	1.1%	0	0.5%	0	0	53%	1.2%	33.5%	10.2%	0.1%	100%

¹ The above Workforce data is derived from the 2010 EEO-4 report as provided by the Arizona Department of Administration

JOB GROUP NARRATIVE

Job groups will be derived from the workplace analysis (as defined previously) and will consist of one or a group of jobs with similar content, wage rates, and opportunities as provided in EEO-4 Report. Job titles should be assigned to those job groups coinciding with the EEO-4 job category in which the job title is classified.

ADOT EEO-4 Job Groups

Job Group Category Definitions

Officials/Administrators

Occupations requiring administrative personnel who set broad policies, exercise overall responsibility for execution of these policies, and direct individual departments or special phases of an agency's operations or provide specialized consultation on a Regional, District, or area basis.

Professionals

Occupations which require specialized and theoretical knowledge which is usually acquired throughout college training or work experience and other training which provides compatible knowledge.

Technicians

Occupations requiring a combination of basic scientific knowledge and manual skill which can be obtained through about 2 years of post high school education, such as is offered in many technical institutes and junior colleges, or through equivalent on-the-job training.

Protective Services

Occupations entrusted with the safety, security and protection of the public from destructive forces.

Para-Professionals

Occupations which perform some of the duties of a professional or technician in a supportive role, which usually require less formal training and/or experience normally required for professional or technical status.

Administrative Support

Occupations responsible for internal and external communication, recording and retrieval of data and/or information and other required in office paperwork.

Skilled Craft

Occupations that perform jobs requiring a special manual skill along with a thorough and comprehensive knowledge in a specialized vocation that is acquired through on-the-job training and experience or through apprenticeship or other formal training programs.

Service/Maintenance

Occupations whose duties result in or contribute to the environmental health, convenience, and safety of the general public and workforce via the up keep or care of building facilities or public property.

In order to compute the Eight Factor Analysis (Availability Analysis), consider each of the EEO-4 job categories:

1. Population (for females-those actively seeking employment)
2. Unemployed workers
3. Civilian Labor Force
4. Requisite skills – Immediate labor area
5. Requisite skills – Recruitment Area
6. Employees available for promotions
7. Educational institution trainable
8. Training provided within department

Explanation on Factors:

- Factors 1 through 5 and 7 are considered External Factors
- Factors 6 and 8 are considered Internal Factors
- Factors 1, 2, and 3 involve weighting Counties for immediate labor area availability;
- Factor 4 involves weighting Counties, State, and/or the United States, for immediate labor area availability
- Factor 5 involves weighting Counties, State, and/or the United States, by job groups, for recruitment area availability.

Raw availability statistics are collected for each factor in each job group.

All factors must be considered, but only relevant factors are given value weight (see Availability Factor Computation Analysis Tables 8 and 9). The results are weighted statistics that are then summed by affected groups in each job group.

Finally, the Calculated Availability is compared with the availability for factors 4 and 5. If the Calculated Availability is less than these factors, the greater of the two factors will be used in lieu of the Calculated Availability. (For example: If the Calculated Availability for females in the Officials Administrators job group is 23.9% and the Requisite Skills in the recruiting area is 36.4%, the 36.4% is applied in lieu of the calculated 23.9%)

EEO JOB CATEGORY TITLES AND RELATED ADOT POSITIONS

Officials/Administrators (Code 1)

Administrative Services Officer 3, 4, 5
Accountant 5
Airport Development Program Administrator
Alternative Funding Consultant
Arizona Highways Magazine Editor
Arizona Highways Magazine Managing Editor
Arizona Highways Magazine Marketing Director
Arizona Highways Magazine Production Director
Arizona Highways Magazine Publisher
Arizona Highways Magazine Senior Art Director
Arizona Highways Magazine Senior Editor
Assistant Chief Right of Way Agent
Assistant Director of Administrative Services
Assistant Director - Enforcement Compliance
Assistant Director - Highway Division
Assistant Director – Motor Vehicle Division
Assistant Director – Public Transportation
Assistant Director – Transportation Planning
Assistant Division Director
Assistant State Engineer
Audit Administrator
Board or Commission Member
Chief Economist
Chief of Staff
Chief Procurement Officer
Chief Right of Way Agent
Civil Rights Administrator
Civil Rights Executive Consultant
Commission Director
Community Relations Manager
Community Relations Project Manger
Comptroller
Department of Motor Vehicles Services Administrator
Deputy Director
Deputy State Engineering Development
Deputy State Engineer – Valley Transportation
Director
District Engineer
Division Transportation Programming Administrator
Employee Relations Manager
Engineering Administrator
Environmental Program Group Manager
Environmental Program Manager 2

Officials/Administrators (Code 1, cont.)

Executive Assistant for Legislative Services
Executive Assistant for State and Federal Rules
Executive Consultant 3
Executive Partnering Administrator
Executive Project Coordinator
Facilities Administrator
Fiscal Services Manager 1
Hearing Officer 3, 4
Highway District Operations Development Group Engineer
Highway Operations Superintendent
Industrial Hygienist 3
Information Technology Specialist 4, 5
Landscape Architect 3
Maintenance Operations Manager
Media Relations Director
Motor Vehicle Division Chief Hearing Officer
Motor Vehicle Division Deputy Director
Motor Vehicle Division Media Relations Manger
Motor Vehicle Division Programs Director
Motor Vehicle Division Regional Manager
Multi-Modal Planning Division Travel Modeling Specialist
Natural Resources Manager 2
Occupational Safety Administrator
Physical Plant Director
Planning Modeler Manager
Planning Programs Manager 1
Privatization Consultant
Privatization Program Administrator
Procurement Manager
Program Administrator 2, 3
Program Compliance Audit Manager
Property Appraiser 4
Regional Equipment Manager
Regulatory/Compliance Services Area Manager
Right of Way Agent 4
Right of Way Title Manager
Revenue Analyst
Revenue Field Audit Administrator
Revenue Field Audit Supervisor 1
Senior Architect
Senior Procurement Specialist
Senior Division Administrator
Special Assistant for Statewide Highway Development
Special Assistant Regional Freeway System

Officials/Administrators (Code 1, cont.)

Special Construction Canamex
Strategic Planning & Budget Manager
Strategic Planning Consultant
Traffic Signal/Lighting Area Manager
Traffic Signal/Lighting Operations Unit Manager 1
Transportation Engineer 1, 2
Training Engineering Specialist
Transportation Engineering Geologist
Transportation Engineering Manager
Transportation Photogrammetrist Supervisor
Transportation Policy Advisory Board Liaison
Transportation Right of Way Acquisition Manager
Transportation Right of Way Plans Manager
Transportation Right of Way Property Management Manager
Transportation Roadside Development Team Leader
Water Waste-Water Operations Manager

Professionals (Code 2)

Accountant 1, 2, 3, 4
Administrative Assistant 2, 3
Administrative Services Officer 1, 2
Awards & Recognition Program Administrator
Arizona Highways Associate Editor
Arizona Highways Magazine Associate Editor
Arizona Highways Magazine Promotions Art Director
Arizona Highways Magazine Picture Editor
Arizona Highways Magazine Promotions
Arizona Highways Magazine Productions Coordinator
Budget Control Development Specialist 1, 2, 3
Building Construction Specialist
Civil Rights Compliance Officer 3
Civil Rights Program Manager
Community Relations Specialist
Cost Analyst Supervisor
Cost Proposal Analyst
Credentials Program Specialist
Economist 2, 3
E/R Specialist
Electric Security Systems Specialist
Engineering Chief Surveyor
Enhancement Scenic Road Section Supervisor
Environmental Engineering Specialist
Equal Opportunity Specialist 2

Professionals (Code 2, cont.)

Equipment Parts Supervisor
Equipment Shop Supervisor
Executive Consultant 1
Executive Staff Assistant
Executive Staff Assistant to Chief of Staff
Executive Staff Assistant to Deputy Director of Transportation
Facilities Project Coordinator
Financial Investigating Auditor 2
Fiscal Services Specialist 1, 2, 3, 4
Fiscal Services System Analyst
Fleet Services Supervisor
Government Relations Specialist
Hearing Officer 2
Highway Operations Technician 4
Highway Operations Technician Supervisor
Highway Sign Fabrication Shop Supervisor
Human Resources Analyst
Human Resources Analyst 3
Information Technology Specialist 3
Insurance Analyst
Investigator 3
Land Manager 1
Landscape Architect 2
Librarian 3
LTAP Regional Training Specialist
LTAP Director
Management Analyst 2, 3, 4
Occupational Safety Consultant 4
Personnel Analyst 2, 3
Personnel Supervisor
Physical Plant Supervisor 1, 2
Planner 2, 3
Procurement Specialist
Procurement Technician
Program Compliance Auditor 1, 2, 3
Program Compliance Auditor Supervisor
Program Project Specialist 1, 2
Property Appraiser 3
Public Information Officer 1, 2, 3
Research & Statistical Analyst 1, 2, 3
Revenue Auditor 3
Revenue Field Auditor 2, 3
Right of Way Agent 2, 3
Right of Way Liaison

Professionals (Code 2, cont.)

Roadside Development Team Leader
Rules Analyst
Senior Graphic Designer
Senior Planner
Supplies Warehousing Supervisor
Tax Analyst 1
Traffic Operations Center Operator Supervisor
Traffic Operations Center Shift Supervisor
Traffic Signal/Lighting Crew Supervisor
Training Engineering Associate
Training Officer 1, 2, 3
Transportation Engineering Computer Applications Technician 2
Transportation Engineering Permits Technician Supervisor
Transportation Maintenance Management Analyst 1, 2
Transportation Materials Chemical Analyst 2
Transportation Photogrammetrist
Transportation Photogrammetrist Team Leader
Transportation Pilot
Transportation Planner Senior
Transportation Projects Scheduling Specialist
Transportation Roadside Development Analyst
Transportation Traffic Studies Analyst
Waste Water Facilities Operator 3

Technicians (Code 3)

Electronics Technician 3
Engineering Plans Technician 2, 3
Graphic Designer 2
Information Technology Specialist 2
Traffic Operations Center Operator
Transportation Aerial Photographer
Transportation Bridge Technician 2, 3
Transportation Construction Operations Technician 1, 2
Transportation Construction Technician 1, 2, 3, 4
Transportation Engineering Computer Applications Technician 1
Transportation Engineering Permits Technician 1, 2, 3
Transportation Engineering Survey Specialist
Transportation Engineering Survey Technician
Transportation Engineering Survey Technician Senior
Transportation Engineering Technician 1, 3
Transportation Engineering Worker
Transportation Materials Field Crew Technician 2
Transportation Photolog Specialist

Technicians (Code 3, Cont.)

Transportation Right of Way Delineation Technician 2, 3
Transportation Traffic Field Data Collection Technician

Protective Service – Sworn (Code 4)

Enforcement and Compliance Field Officer 2
Enforcement and Compliance Officer in Charge
Special Investigations Supervisor
Special Investigator

Protective Service – Non Sworn (Code 5)

Administrative Assistant 1, 2
Archives Assistant
Collection Supervisor 2
Collector 1, 2, 3
Customer Services Representative 1, 2, 3
Customer Services Section Supervisor
Customer Services Unit Supervisor
Enforcement and Compliance Field Officer
Enforcement and Compliance Field Officer 1
Motor Vehicle Division Customer Service Representative
Motor Vehicle Division Customer Service Supervisor
Natural Resources Manager 1
Procurement Associate
State Government Intern
Title Examiner 1, 3

Administrative Support (Code 6)

Accounting Technician 2, 3
Administrative Secretary 1, 2, 3
Clerk Typist 3
Dispatcher 2
Equipment Parts Expeditor
Examiner Technician 2
Executive Secretary to Motor Vehicle Division Director
Information Processing Specialist 2, 3
Motor Vehicle Division Customer Service Associate
Storekeeper

Skilled Craft Workers (Code 7)

Building Maintenance Specialist
Duplicating Services Supervisor 2
Electrician
Equipment Operator 3
Equipment Repair Lead Technician
Equipment Repair Technician
Equipment Shop Supervisor
Machinist
Refrigeration Mechanic
Traffic Signal/Lighting Technician 1, 2
Welder

Service/Maintenance (Code 8)

Airport Facilities Technician 1, 2
Building Maintenance Technician 1, 2
Custodial Worker 2
Driver
Equipment Services Assistant
Highway Operations Technician 1, 2, 3
Highway Operations Worker
Highway Sign Fabricator 2
Warehouse Worker

WORKFORCE ANALYSIS BY DIVISION

Reflects the Arizona Department of Transportation total workforce population by Office, Division and District.

The information was provided by the Agency's Information Technology Department via the Arizona Department of Administration's Statewide Human Resources Information Solution System.

Table 3-0

WORKFORCE ANALYSIS by DIVISION

Division: Administrative Services

Employment Data - 123109 to 123110

EEO-4 Category	White Female	Black Female	Hispanic Female	Asian Female	Am. Indian Female	White Male	Black Male	Hispanic Male	Asian Male	Am. Indian Male	Total
Officials/Administrators	5	1	0	0	0	18	0	2	1	1	28
%	17.9%	3.6%	0.0%	0.0%	0.0%	64.3%	0.0%	7.1%	3.6%	3.6%	*
Professionals	29	6	12	4	2	28	0	5	3	1	90
%	32.2%	6.7%	13.3%	4.4%	2.2%	31.1%	0.0%	5.6%	3.3%	1.1%	*
Technicians	*	*	*	*	*	*	*	*	*	*	*
%	*	*	*	*	*	*	*	*	*	*	*
Protective Service - Sworn	*	*	*	*	*	*	*	*	*	*	*
%	*	*	*	*	*	*	*	*	*	*	*
Administrative Support	4	0	5	0	2	4	0	5	0	1	21
%	19.0%	0.0%	23.8%	0.0%	9.5%	19.0%	0.0%	23.8%	0.0%	4.8%	*
Skilled Craft	1	0	0	0	0	104	0	21	1	6	133
%	0.75%	0.0%	0.0%	0.0%	0.0%	78.2%	0.0%	15.8%	0.75%	4.5%	*
Service/Maintenance	2	0	0	0	0	22	1	12	0	0	37
%	5.4%	0.0%	0.0%	0.0%	0.0%	59.5%	2.7%	32.4%	0.0%	0.0%	*
Protective Service - Non Sworn	3	3	9	0	0	4	1	3	1	0	24
%	12.5%	12.5%	37.5%	0.0%	0.0%	16.7%	4.2%	12.5%	4.2%	0.0%	*
Total	44	10	26	4	4	180	2	48	6	9	333

Table 3-1

WORKFORCE ANALYSIS by DIVISION

Division: Director's
 Employment Data - 123109 to 123110

EEO-4 Category	White Female	Black Female	Hispanic Female	Asian Female	Am. Indian Female	White Male	Black Male	Hispanic Male	Asian Male	Am.Indian Male	Total
Officials/Administrators	7	0	1	0	0	9	0	0	0	0	17
%	41.2%	0.0%	5.9%	0.0%	0.0%	52.9%	0.0%	0.0%	0.0%	0.0%	*
Professionals	18	0	4	0	0	12	2	2	0	0	38
%	47.4%	0.0%	10.5%	0.0%	0.0%	31.6%	5.3%	5.3%	0.0%	0.0%	*
Technicians	0	0	0	0	0	1	0	0	0	0	1
%	0.0%	0.0%	0.0%	0.0%	0.0%	100%	0.0%	0.0%	0.0%	0.0%	*
Protective Service - Sworn	*	*	*	*	*	*	*	*	*	*	*
%	*	*	*	*	*	*	*	*	*	*	*
Administrative Support	*	*	*	*	*	*	*	*	*	*	*
%	*	*	*	*	*	*	*	*	*	*	*
Skilled Craft	*	*	*	*	*	*	*	*	*	*	*
%	*	*	*	*	*	*	*	*	*	*	*
Service/Maintenance	*	*	*	*	*	*	*	*	*	*	*
%	*	*	*	*	*	*	*	*	*	*	*
Protective Service - Non Sworn	*	*	*	*	*	*	*	*	*	*	*
%	*	*	*	*	*	*	*	*	*	*	*
Total	25	0	5	0	0	22	2	2	0	0	56

Table 3-2

WORKFORCE ANALYSIS by DIVISION

Division: Enforcement Compliance
 Employment Data - 123109 to 123110

EEO-4 Category	White Female	Black Female	Hispanic Female	Asian Female	Am. Indian Female	White Male	Black Male	Hispanic Male	Asian Male	Am.Indian Male	Total
Officials/Administrators	4	0	2	0	0	8	0	3	0	0	17
%	23.5%	0.0%	11.8%	0.0%	0.0%	47.0%	0.0%	17.6%	0.0%	0.0%	*
Professionals	11	1	7	1	1	8	0	0	0	0	29
%	37.9%	3.4%	24.1%	3.4%	3.4%	27.6%	0.0%	0.0%	0.0%	0.0%	*
Technicians	*	*	*	*	*	*	*	*	*	*	*
%	*	*	*	*	*	*	*	*	*	*	*
Protective Service - Sworn	0	0	1	0	0	14	2	3	0	1	21
%	0.0%	0.0%	4.8%	0.0%	0.0%	66.7%	9.5%	14.3%	0.0%	4.8%	*
Administrative Support	1	0	1	0	0	0	0	0	0	0	2
%	50.0%	0.0%	50.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	*
Skilled Craft	*	*	*	*	*	*	*	*	*	*	*
%	*	*	*	*	*	*	*	*	*	*	*
Service/Maintenance	*	*	*	*	*	*	*	*	*	*	*
%	*	*	*	*	*	*	*	*	*	*	*
Protective Service - Non Sworn	29	1	20	1	13	50	2	33	3	3	155
%	18.7%	0.65%	12.9%	0.65%	8.4%	32.3%	1.3%	21.3%	1.9%	1.9%	*
Total	45	2	31	2	14	80	4	39	3	4	224

Table 3-3

WORKFORCE ANALYSIS by DIVISION

Division: Intermodal Transportation

Employment Data - 123109 to 123110

EEO-4 Category	White Female	Black Female	Hispanic Female	Asian Female	Am. Indian Female	White Male	Black Male	Hispanic Male	Asian Male	Am.Indian Male	Total
Officials/Administrators	7	1	0	2	0	46	1	4	9	1	71
%	9.9%	1.4%	0.0%	2.8%	0.0%	64.8%	1.4%	5.6%	12.7%	1.4%	*
Professionals	150	10	59	20	10	252	10	47	66	10	634
%	23.7%	1.6%	9.3%	3.2%	1.6%	39.7%	1.6%	7.4%	10.4%	1.6%	*
Technicians	53	4	29	1	3	166	6	83	11	13	369
%	14.4%	1.1%	7.9%	0.27%	0.8%	45.0%	1.6%	22.5%	3.0%	3.5%	*
Protective Service - Sworn	*	*	*	*	*	*	*	*	*	*	*
%	*	*	*	*	*	*	*	*	*	*	*
Administrative Support	5	3	6	1	0	1	0	0	4	1	21
%	23.8%	14.3%	28.6%	4.8%	0.0%	4.8%	0.0%	0.0%	19.0%	4.8%	*
Skilled Craft	5	0	0	0	0	46	2	18	1	0	72
%	6.9%	0.0%	0.0%	0.0%	0.0%	64.0%	2.8%	25.0%	1.4%	0.0%	*
Service/Maintenance	5	0	3	0	0	334	8	217	1	69	637
%	0.8%	0.0%	0.5%	0.0%	0.0%	52.4%	1.3%	34.1%	0.2%	10.8%	*
Protective Service - Non Sworn	7	1	5	1	0	11	2	1	0	1	29
%	24.1%	3.4%	17.2%	3.4%	0.0%	37.9%	6.9%	3.4%	0.0%	3.4%	*
Total	232	19	102	25	13	856	29	370	92	95	1833

Table 3-4

WORKFORCE ANALYSIS by DIVISION

Division: Multi-Modal Planning

Employment Data - 123109 to 123110

EEO-4 Category	White Female	Black Female	Hispanic Female	Asian Female	Am. Indian Female	White Male	Black Male	Hispanic Male	Asian Male	Am.Indian Male	Total
Officials/Administrators	9	0	0	0	0	6	1	2	0	0	18
%	50.0%	0.0%	0.0%	0.0%	0.0%	33.3%	5.6%	11.1%	0.0%	0.0%	*
Professionals	12	0	4	1	0	17	2	0	2	0	38
%	31.6%	0.0%	10.6%	2.6%	0.0%	44.7%	5.3%	0.0%	5.3%	0.0%	*
Technicians	0	0	0	0	0	7	1	1	0	0	9
%	0.0%	0.0%	0.0%	0.0%	0.0%	77.8%	11.1%	11.1%	0.0%	0.0%	*
Protective Service - Sworn	*	*	*	*	*	*	*	*	*	*	*
%	*	*	*	*	*	*	*	*	*	*	*
Administrative Support	0	0	1	0	0	0	0	0	0	0	1
%	0.0%	0.0%	100%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	*
Skilled Craft	*	*	*	*	*	*	*	*	*	*	*
%	*	*	*	*	*	*	*	*	*	*	*
Service/Maintenance	*	*	*	*	*	*	*	*	*	*	*
%	*	*	*	*	*	*	*	*	*	*	*
Protective Service - Non Sworn	*	*	*	*	*	*	*	*	*	*	*
%	*	*	*	*	*	*	*	*	*	*	*
Total	21	0	5	1	0	30	4	3	2	0	66

Table 3-5

WORKFORCE ANALYSIS by DIVISION

Division: Motor Vehicle

Employment Data - 123109 to 123110

EEO-4 Category	White Female	Black Female	Hispanic Female	Asian Female	Am. Indian Female	White Male	Black Male	Hispanic Male	Asian Male	Am.Indian Male	Total
Officials/Administrators	7	0	1	0	0	6	0	0	1	0	15
%	46.7%	0.0%	6.7%	0.0%	0.0%	40.0%	0.0%	0.0%	6.7%	0.0%	*
Professionals	51	5	25	4	1	19	0	9	0	0	114
%	44.7%	4.4%	22.0%	3.5%	0.9%	16.7%	0.0%	7.9%	0.0%	0.0%	*
Technicians	0	0	2	0	0	0	0	0	0	0	2
%	0.0%	0.0%	100%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	*
Protective Service - Sworn	*	*	*	*	*	*	*	*	*	*	*
%	*	*	*	*	*	*	*	*	*	*	*
Administrative Support	33	6	22	1	2	9	2	6	0	0	81
%	40.7%	7.4%	27.2%	1.2%	2.5%	11.1%	2.5%	7.4%	0.0%	0.0%	*
Skilled Craft	1	0	1	0	1	1	1	4	0	0	9
%	11.1%	0.0%	11.1%	0.0%	11.1%	11.1%	11.1%	44.4%	0.0%	0.0%	*
Service/Maintenance	0	0	0	0	0	1	0	1	0	0	2
%	0.0%	0.0%	0.0%	0.0%	0.0%	50.0%	0.0%	50.0%	0.0%	0.0%	*
Protective Service - Non Sworn	289	44	250	11	20	65	5	44	3	1	732
%	39.5%	6.0%	34.2%	1.5%	2.7%	8.9%	0.7%	6.0%	0.4%	0.14%	*
Total	381	55	301	16	24	101	8	64	4	1	955

Table 3-6

WORKFORCE ANALYSIS by DIVISION

Division: Transportation Services Group
 Employment Data - 123109 to 123110

EEO-4 Category	White Female	Black Female	Hispanic Female	Asian Female	Am. Indian Female	White Male	Black Male	Hispanic Male	Asian Male	Am.Indian Male	Total
Officials/Administrators	12	0	1	0	0	14	1	1	1	0	30
%	40.0%	0.0%	3.3%	0.0%	0.0%	46.7%	3.3%	3.3%	3.3%	0.0%	*
Professionals	78	6	37	7	3	101	5	27	6	2	272
%	28.7%	2.2%	13.6%	2.6%	1.1%	37.1%	1.8%	10.0%	2.2%	0.7%	*
Technicians	0	0	2	0	0	2	0	0	0	0	4
%	0.0%	0.0%	50.0%	0.0%	0.0%	50.0%	0.0%	0.0%	0.0%	0.0%	*
Protective Service - Sworn	*	*	*	*	*	*	*	*	*	*	*
%	*	*	*	*	*	*	*	*	*	*	*
Administrative Support	2	0	3	0	0	1	0	0	0	0	6
%	33.3%	0.0%	50.0%	0.0%	0.0%	16.7%	0.0%	0.0%	0.0%	0.0%	*
Skilled Craft	*	*	*	*	*	*	*	*	*	*	*
%	*	*	*	*	*	*	*	*	*	*	*
Service/Maintenance	0	0	0	0	0	0	0	1	0	0	1
%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	100%	0.0%	0.0%	*
Protective Service - Non Sworn	2	0	6	0	0	3	0	2	0	1	14
%	14.3%	0.0%	42.9%	0.0%	0.0%	21.4%	0.0%	14.3%	0.0%	7.1%	*
Total	94	6	49	7	3	121	6	31	7	3	327

WORKFORCE ANALYSIS BY DISTRICT

Reflects the Arizona Department of Transportation's total workforce population by Office, District, and Unit/Group.

The information provided was obtained by the Department of Transportation's Information Technology Division through the Arizona Department of Administration's Human Resources Information System.

Table 4-0

WORKFORCE ANALYSIS BY DISTRICT

District: **Flagstaff**

Employment Data - 123109 to 123110

EEO-4 Category	White Female	Black Female	Hispanic Female	Asian Female	Am. Indian Female	White Male	Black Male	Hispanic Male	Asian Male	Am.Indian Male	Total
Officials/Administrators	0	0	0	0	0	1	0	0	0	0	1
%	0.0%	0.0%	0.0%	0.0%	0.0%	100%	0.0%	0.0%	0.0%	0.0%	*
Professionals	9	0	0	0	2	8	0	8	0	0	27
%	33.3%	0.0%	0.0%	0.0%	7.4%	29.6%	0.0%	29.6%	0.0%	0.0%	*
Technicians	2	0	2	0	0	14	0	2	0	2	22
%	9.0%	0.0%	9.0%	0.0%	0.0%	63.6%	0.0%	9.0%	0.0%	9.0%	*
Protective Service - Sworn	*	*	*	*	*	*	*	*	*	*	*
%	*	*	*	*	*	*	*	*	*	*	*
Administrative Support	*	*	*	*	*	*	*	*	*	*	*
%	*	*	*	*	*	*	*	*	*	*	*
Skilled Craft	1	0	0	0	0	5	1	1	0	0	8
%	12.5%	0.0%	0.0%	0.0%	0.0%	62.5%	12.5%	12.5%	0.0%	0.0%	*
Service/Maintenance	2	0	0	0	0	52	0	17	0	20	91
%	2.2%	0.0%	0.0%	0.0%	0.0%	57.1%	0.0%	18.7%	0.0%	22.0%	*
Protective Service - Non Sworn	0	0	0	0	0	4	0	0	0	1	5
%	0.0%	0.0%	0.0%	0.0%	0.0%	80.0%	0.0%	0.0%	0.0%	20.0%	*
Total	14	0	2	0	2	84	1	28	0	23	154

Table 4-1

WORKFORCE ANALYSIS by DISTRICT

District: Globe

Employment Data - 123109 to 123110

EEO-4 Category	White Female	Black Female	Hispanic Female	Asian Female	Am. Indian Female	White Male	Black Male	Hispanic Male	Asian Male	Am. Indian Male	Total
Officials/Administrators	0	0	0	0	0	1	0	0	0	0	1
%	0%	0%	0%	0%	0%	100%	0%	0%	0%	0%	*
Professionals	7	0	2	0	0	4	0	1	0	1	15
%	46.7%	0.0%	13.3%	0.0%	0.0%	26.7%	0.0%	6.7%	0.0%	6.7%	*
Technicians	2	0	0	0	0	10	0	1	0	1	14
%	14.3%	0.0%	0.0%	0.0%	0.0%	71.4%	0.0%	7.1%	0.0%	7.1%	*
Protective Service - Sworn	*	*	*	*	*	*	*	*	*	*	*
%	*	*	*	*	*	*	*	*	*	*	*
Administrative Support	0	0	1	0	0	0	0	0	0	0	1
%	0.0%	0.0%	100%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	*
Skilled Craft	*	*	*	*	*	*	*	*	*	*	*
%	*	*	*	*	*	*	*	*	*	*	*
Service/Maintenance	1	0	0	0	0	45	0	13	0	4	63
%	1.6%	0.0%	0.0%	0.0%	0.0%	71.4%	0.0%	20.6%	0.0%	6.3%	*
Protective Service - Non Sworn	*	*	*	*	*	*	*	*	*	*	*
%	*	*	*	*	*	*	*	*	*	*	*
Total	10	0	3	0	0	60	0	15	0	6	94

Table 4-2

WORKFORCE ANALYSIS by DISTRICT

District: Holbrook

Employment Data - 123109 to 123110

EEO-4 Category	White Female	Black Female	Hispanic Female	Asian Female	Am. Indian Female	White Male	Black Male	Hispanic Male	Asian Male	Am.Indian Male	Total
Officials/Administrators	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 100%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 *
Professionals	4 26.7%	0 0.0%	1 6.7%	0 0.0%	1 6.7%	8 53.3%	0 0.0%	0 0.0%	0 0.0%	1 6.7%	15 *
Technicians	2 18.2%	0 0.0%	2 18.2%	0 0.0%	1 9.1%	2 18.2%	0 0.0%	0 0.0%	0 0.0%	4 36.4%	11 *
Protective Service - Sworn	* *	* *	* *	* *	* *	* *	* *	* *	* *	* *	* *
Administrative Support	* *	* *	* *	* *	* *	* *	* *	* *	* *	* *	* *
Skilled Craft	* *	* *	* *	* *	* *	* *	* *	* *	* *	* *	* *
Service/Maintenance	1 1.6%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	11 18.0%	1 1.6%	11 18.0%	0 0.0%	37 60.7%	61 *
Protective Service - Non Sworn	0 0.0%	0 0.0%	1 100%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 *
Total	7	0	4	0	2	22	1	11	0	42	89

Table 4-3

WORKFORCE ANALYSIS by DISTRICT

District: **Kinsman**

Employment Data - 123109 to 123110

EEO-4 Category	White Female	Black Female	Hispanic Female	Asian Female	Am. Indian Female	White Male	Black Male	Hispanic Male	Asian Male	Am. Indian Male	Total
Officials/Administrators	0	0	0	0	0	1	0	0	0	0	1
%	0.0%	0.0%	0.0%	0.0%	0.0%	100%	0.0%	0.0%	0.0%	0.0%	*
Professionals	7	0	0	0	1	7	0	0	0	0	15
%	46.7%	0.0%	0.0%	0.0%	6.7%	46.7%	0.0%	0.0%	0.0%	0.0%	*
Technicians	4	0	0	0	0	14	0	4	0	0	22
%	18.2%	0.0%	0.0%	0.0%	0.0%	63.6%	0.0%	18.2%	0.0%	0.0%	*
Protective Service - Sworn	*	*	*	*	*	*	*	*	*	*	*
%	*	*	*	*	*	*	*	*	*	*	*
Administrative Support	*	*	*	*	*	*	*	*	*	*	*
%	*	*	*	*	*	*	*	*	*	*	*
Skilled Craft	*	*	*	*	*	*	*	*	*	*	*
%	*	*	*	*	*	*	*	*	*	*	*
Service/Maintenance	0	0	0	0	0	38	0	6	0	0	44
%	0.0%	0.0%	0.0%	0.0%	0.0%	86.4%	0.0%	13.6%	0.0%	0.0%	*
Protective Service - Non Sworn	1	0	0	0	0	0	0	0	0	0	1
%	100%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	*
Total	12	0	0	0	1	60	0	10	0	0	83

Table 4-4

WORKFORCE ANALYSIS by DISTRICT

District: Phoenix Construction

Employment Data - 123109 to 123110

EEO-4 Category	White Female	Black Female	Hispanic Female	Asian Female	Am. Indian Female	White Male	Black Male	Hispanic Male	Asian Male	Am.Indian Male	Total
Officials/Administrators	1	0	0	0	0	1	0	0	1	0	3
%	33.3%	0.0%	0.0%	0.0%	0.0%	33.3%	0.0%	0.0%	33.3%	0.0%	*
Professionals	4	0	1	0	1	24	1	3	4	0	38
%	10.5%	0.0%	2.6%	0.0%	2.6%	63.2%	2.6%	7.9%	10.5%	0.0%	*
Technicians	12	1	9	0	1	34	4	24	3	3	91
%	13.2%	1.1%	9.9%	0.0%	1.1%	37.4%	4.4%	26.4%	3.3%	3.3%	*
Protective Service - Sworn	*	*	*	*	*	*	*	*	*	*	*
%	*	*	*	*	*	*	*	*	*	*	*
Administrative Support	*	*	*	*	*	*	*	*	*	*	*
%	*	*	*	*	*	*	*	*	*	*	*
Skilled Craft	0	0	0	0	0	5	0	2	0	0	7
%	0.0%	0.0%	0.0%	0.0%	0.0%	71.4%	0.0%	28.6%	0.0%	0.0%	*
Service/Maintenance	0	0	1	0	0	0	0	0	0	0	1
%	0.0%	0.0%	100%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	*
Protective Service - Non Sworn	*	*	*	*	*	*	*	*	*	*	*
%	*	*	*	*	*	*	*	*	*	*	*
Total	17	1	11	0	2	64	5	29	8	3	140

Table 4-5

WORKFORCE ANALYSIS by DISTRICT

District: Phoenix Maintenance

Employment Data - 123109 to 123110

EEO-4 Category	White Female	Black Female	Hispanic Female	Asian Female	Am. Indian Female	White Male	Black Male	Hispanic Male	Asian Male	Am.Indian Male	Total
Officials/Administrators	1	0	0	0	0	2	0	0	0	0	3
	33.3%	0.0%	0.0%	0.0%	0.0%	66.7%	0.0%	0.0%	0.0%	0.0%	*
Professionals	9	1	7	0	0	6	0	1	3	0	27
	33.3%	3.7%	26.0%	0.0%	0.0%	22.2%	0.0%	3.7%	11.1%	0.0%	*
Technicians	0	0	3	0	0	8	0	5	0	0	16
	0.0%	0.0%	18.8%	0.0%	0.0%	50.0%	0.0%	31.3%	0.0%	0.0%	*
Protective Service - Sworn	*	*	*	*	*	*	*	*	*	*	*
	*	*	*	*	*	*	*	*	*	*	*
Administrative Support	*	*	*	*	*	*	*	*	*	*	*
	*	*	*	*	*	*	*	*	*	*	*
Skilled Craft	2	0	0	0	0	15	1	8	1	0	27
	7.4%	0.0%	0.0%	0.0%	0.0%	55.6%	3.7%	29.6%	3.7%	0.0%	*
Service/Maintenance	0	0	1	0	0	51	2	41	0	1	96
	0.0%	0.0%	1.0%	0.0%	0.0%	53.1%	2.1%	42.7%	0.0%	1.0%	*
Protective Service - Non Sworn	0	1	0	0	0	0	0	0	0	0	1
	0.0%	100%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	*
Total	12	2	11	0	0	82	3	55	4	1	170

Table 4-6

WORKFORCE ANALYSIS by DISTRICT

District: Prescott

Employment Data - 123109 to 123110

EEO-4 Category	White Female	Black Female	Hispanic Female	Asian Female	Am. Indian Female	White Male	Black Male	Hispanic Male	Asian Male	Am.Indian Male	Total
Officials/Administrators	0	0	0	0	0	2	0	0	0	0	2
%	0.0%	0.0%	0.0%	0.0%	0.0%	100%	0.0%	0.0%	0.0%	0.0%	*
Professionals	8	0	0	0	0	14	0	1	0	0	23
%	34.8%	0.0%	0.0%	0.0%	0.0%	60.9%	0.0%	4.3%	0.0%	0.0%	*
Technicians	6	0	0	0	0	14	0	1	0	0	21
%	28.6%	0.0%	0.0%	0.0%	0.0%	66.7%	0.0%	4.8%	0.0%	0.0%	*
Protective Service - Sworn	*	*	*	*	*	*	*	*	*	*	*
%	*	*	*	*	*	*	*	*	*	*	*
Administrative Support	*	*	*	*	*	*	*	*	*	*	*
%	*	*	*	*	*	*	*	*	*	*	*
Skilled Craft	1	0	0	0	0	12	0	0	0	0	13
%	7.7%	0.0%	0.0%	0.0%	0.0%	92.3%	0.0%	0.0%	0.0%	0.0%	*
Service/Maintenance	0	0	0	0	0	54	0	10	0	3	67
%	0.0%	0.0%	0.0%	0.0%	0.0%	80.6%	0.0%	14.9%	0.0%	4.5%	*
Protective Service- Non Sworn	1	0	0	0	0	1	0	0	0	0	2
%	50.0%	0.0%	0.0%	0.0%	0.0%	50.0%	0.0%	0.0%	0.0%	0.0%	*
Total	16	0	0	0	0	97	0	12	0	3	128

Table 4-7

WORKFORCE ANALYSIS by DISTRICT

District: Safford

Employment Data - 123109 to 123110

EEO-4 Category	White Female	Black Female	Hispanic Female	Asian Female	Am. Indian Female	White Male	Black Male	Hispanic Male	Asian Male	Am.Indian Male	Total
Officials/Administrators	0	0	0	0	0	1	0	0	0	0	1
%	0.0%	0.0%	0.0%	0.0%	0.0%	100%	0.0%	0.0%	0.0%	0.0%	*
Professionals	6	0	0	0	0	5	0	2	0	0	13
%	46.2%	0.0%	0.0%	0.0%	0.0%	38.5%	0.0%	15.4%	0.0%	0.0%	*
Technicians	2	0	2	0	0	2	0	6	0	0	12
%	16.7%	0.0%	16.7%	0.0%	0.0%	16.7%	0.0%	50.0%	0.0%	0.0%	*
Protective Service - Sworn	*	*	*	*	*	*	*	*	*	*	*
%	*	*	*	*	*	*	*	*	*	*	*
Administrative Support	0	0	1	0	0	0	0	0	0	0	1
%	0.0%	0.0%	100%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	*
Skilled Craft	*	*	*	*	*	*	*	*	*	*	*
%	*	*	*	*	*	*	*	*	*	*	*
Service/Maintenance	0	0	0	0	0	25	0	22	0	0	47
%	0.0%	0.0%	0.0%	0.0%	0.0%	53.2%	0.0%	46.8%	0.0%	0.0%	*
Protective Service - Non Sworn	*	*	*	*	*	*	*	*	*	*	*
%	*	*	*	*	*	*	*	*	*	*	*
Total	8	0	3	0	0	33	0	30	0	0	74

Table 4-8

WORKFORCE ANALYSIS by DISTRICT

District: Tucson
 Employment Data - 123109 to 123110

EEO-4 Category	White Female	Black Female	Hispanic Female	Asian Female	Am. Indian Female	White Male	Black Male	Hispanic Male	Asian Male	Am.Indian Male	Total
Officials/Administrators	0	0	0	0	0	1	0	0	0	0	1
%	0.0%	0.0%	0.0%	0.0%	0.0%	100%	0.0%	0.0%	0.0%	0.0%	*
Professionals	1	0	0	0	0	0	0	0	0	0	1
%	100%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	*
Technicians	*	*	*	*	*	*	*	*	*	*	*
%	*	*	*	*	*	*	*	*	*	*	*
Protective Service - Sworn	*	*	*	*	*	*	*	*	*	*	*
%	*	*	*	*	*	*	*	*	*	*	*
Administrative Support	3	1	3	0	0	0	0	0	0	0	7
%	42.9%	14.3%	42.9%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	*
Skilled Craft	*	*	*	*	*	*	*	*	*	*	*
%	*	*	*	*	*	*	*	*	*	*	*
Service/Maintenance	*	*	*	*	*	*	*	*	*	*	*
%	*	*	*	*	*	*	*	*	*	*	*
Protective Service - Non Sworn	26	3	35	2	0	13	2	4	2	0	87
%	30.0%	3.4%	40.2%	2.3%	0.0%	14.9%	2.3%	4.6%	2.3%	0.0%	*
Total	30	4	38	2	0	14	2	4	2	0	96

Table 4-9

WORKFORCE ANALYSIS by DISTRICT

District: Yuma

Employment Data - 123109 to 123110

EEO-4 Category	White Female	Black Female	Hispanic Female	Asian Female	Am. Indian Female	White Male	Black Male	Hispanic Male	Asian Male	Am.Indian Male	Total
Officials/Administrators	0	0	0	0	0	0	1	0	0	0	1
%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	100%	0.0%	0.0%	0.0%	*
Professionals	1	1	4	1	0	3	0	2	0	0	12
%	8.3%	8.3%	33.3%	8.3%	0.0%	25.0%	0.0%	16.7%	0.0%	0.0%	*
Technicians	3	0	2	0	0	8	0	6	0	0	19
%	15.8%	0.0%	10.5%	0.0%	0.0%	42.1%	0.0%	31.6%	0.0%	0.0%	*
Protective Service - Sworn	*	*	*	*	*	*	*	*	*	*	*
%	*	*	*	*	*	*	*	*	*	*	*
Administrative Support	*	*	*	*	*	*	*	*	*	*	*
%	*	*	*	*	*	*	*	*	*	*	*
Skilled Craft	*	*	*	*	*	*	*	*	*	*	*
%	*	*	*	*	*	*	*	*	*	*	*
Service/Maintenance	1	0	0	0	0	15	0	18	0	1	35
%	2.9%	0.0%	0.0%	0.0%	0.0%	44.1%	0.0%	52.9%	0.0%	2.9%	*
Protective Service - Non Sworn	0	0	1	0	0	0	0	0	0	0	1
%	0.0%	0.0%	100%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	*
Total	5	1	7	1	0	26	1	26	0	1	68

WORKFORCE ANALYSIS BY SPECIFIED DIVISION

Reflects the Arizona Department of Transportation's total workforce population by Office, Division, and Unit/Group.

The information provided was obtained by the Department of Transportation's Information Technology Division through the Arizona Department of Administration's Human Resources Information System.

Table 5-0

WORKFORCE ANALYSIS by SPECIFIED DIVISION

Division/Group: Director's/Administration
 Employment Data - 123109 to 123110

EEO-4 Category	White Female	Black Female	Hispanic Female	Asian Female	Am. Indian Female	White Male	Black Male	Hispanic Male	Asian Male	Am.Indian Male	Total
Officials/Administrators	4	0	0	0	0	4	0	0	0	0	8
%	50%	0.0%	0.0%	0.0%	0.0%	50%	0.0%	0.0%	0.0%	0.0%	*
Professionals	5	0	1	0	0	1	0	1	0	0	8
%	62.5%	0.0%	12.5%	0.0%	0.0%	12.5%	0.0%	12.5%	0.0%	0.0%	*
Technicians	*	*	*	*	*	*	*	*	*	*	*
%	*	*	*	*	*	*	*	*	*	*	*
Protective Service - Sworn	*	*	*	*	*	*	*	*	*	*	*
%	*	*	*	*	*	*	*	*	*	*	*
Administrative Support	*	*	*	*	*	*	*	*	*	*	*
%	*	*	*	*	*	*	*	*	*	*	*
Skilled Craft	*	*	*	*	*	*	*	*	*	*	*
%	*	*	*	*	*	*	*	*	*	*	*
Service/Maintenance	*	*	*	*	*	*	*	*	*	*	*
%	*	*	*	*	*	*	*	*	*	*	*
Protective Service - Non Sworn	*	*	*	*	*	*	*	*	*	*	*
%	*	*	*	*	*	*	*	*	*	*	*
Total	9	0	1	0	0	5	0	1	0	0	16

Table 5-1

WORKFORCE ANALYSIS by SPECIFIED DIVISION

Division/Group: Director's/Communication & Community Partnership

Employment Data - 123109 to 123110

EEO-4 Category	White Female	Black Female	Hispanic Female	Asian Female	Am. Indian Female	White Male	Black Male	Hispanic Male	Asian Male	Am.Indian Male	Total
Officials/Administrators	3	0	1	0	0	5	0	0	0	0	9
%	33.3%	0.0%	11.1%	0.0%	0.0%	55.6%	0.0%	0.0%	0.0%	0.0%	100%
Professionals	13	0	3	0	0	11	2	1	0	0	30
%	43.3%	0.0%	10.0%	0.0%	0.0%	36.7%	6.7%	3.3%	0.0%	0.0%	*
Technicians	0	0	0	0	0	1	0	0	0	0	1
%	0.0%	0.0%	0.0%	0.0%	0.0%	100%	0.0%	0.0%	0.0%	0.0%	*
Protective Service - Sworn	*	*	*	*	*	*	*	*	*	*	*
%	*	*	*	*	*	*	*	*	*	*	*
Administrative Support	*	*	*	*	*	*	*	*	*	*	*
%	*	*	*	*	*	*	*	*	*	*	*
Skilled Craft	*	*	*	*	*	*	*	*	*	*	*
%	*	*	*	*	*	*	*	*	*	*	*
Service/Maintenance	*	*	*	*	*	*	*	*	*	*	*
%	*	*	*	*	*	*	*	*	*	*	*
Protective Service - Non Sworn	*	*	*	*	*	*	*	*	*	*	*
%	*	*	*	*	*	*	*	*	*	*	*
Total	16	0	4	0	0	17	2	1	0	0	40

Table 5-2

WORKFORCE ANALYSIS BY SPECIFIED DIVISION

Division/Group: **Intermodal Transportation/Development Group**

Employment Data - 123109 to 123110

EEO-4 Category	White Female	Black Female	Hispanic Female	Asian Female	Am. Indian Female	White Male	Black Male	Hispanic Male	Asian Male	Am.Indian Male	Total
Officials/Administrators	4	1	0	2	0	19	0	2	7	0	35
%	11.4%	2.9%	0.0%	5.7%	0.0%	54.3%	0.0%	5.7%	20.0%	0.0%	*
Professionals	54	4	25	15	4	111	5	22	44	4	288
%	18.8%	1.4%	8.7%	5.2%	1.4%	38.5%	1.7%	7.6%	15.3%	1.4%	*
Technicians	5	0	0	0	0	17	1	6	2	1	32
%	15.6%	0.0%	0.0%	0.0%	0.0%	53.1%	3.1%	18.8%	6.3%	3.1%	*
Protective Service - Sworn	*	*	*	*	*	*	*	*	*	*	*
%	*	*	*	*	*	*	*	*	*	*	*
Administrative Support	5	3	3	0	0	1	0	0	4	1	17
%	29.4%	17.6%	17.6%	0.0%	0.0%	5.9%	0.0%	0.0%	23.5%	5.9%	*
Skilled Craft	0	0	0	0	0	4	0	1	0	0	5
%	0.0%	0.0%	0.0%	0.0%	0.0%	80.0%	0.0%	20.0%	0.0%	0.0%	*
Service/Maintenance	0	0	1	0	0	20	2	16	0	0	39
%	0.0%	0.0%	2.6%	0.0%	0.0%	51.3%	5.1%	41.0%	0.0%	0.0%	*
Protective Service - Non Sworn	2	0	1	1	0	3	2	0	0	0	9
%	22.2%	0.0%	11.1%	11.1%	0.0%	33.3%	22.2%	0.0%	0.0%	0.0%	*
Total	70	8	30	18	4	175	10	47	57	6	425

Table 5-3

WORKFORCE ANALYSIS by SPECIFIED DIVISION

Division/Group: Intermodal Transportation/Directors

Employment Data - 123109 to 123110

EEO-4 Category	White Female	Black Female	Hispanic Female	Asian Female	Am. Indian Female	White Male	Black Male	Hispanic Male	Asian Male	Am.Indian Male	Total
Officials/Administrators	0	0	0	0	0	4	0	0	1	0	5
%	0.0%	0.0%	0.0%	0.0%	0.0%	80.0%	0.0%	0.0%	20.0%	0.0%	*
Professionals	3	1	1	0	0	1	1	0	1	1	9
%	33.3%	11.1%	11.1%	0.0%	0.0%	11.1%	11.1%	0.0%	11.1%	11.1%	*
Technicians	*	*	*	*	*	*	*	*	*	*	*
%	*	*	*	*	*	*	*	*	*	*	*
Protective Service - Sworn	*	*	*	*	*	*	*	*	*	*	*
%	*	*	*	*	*	*	*	*	*	*	*
Administrative Support	*	*	*	*	*	*	*	*	*	*	*
%	*	*	*	*	*	*	*	*	*	*	*
Skilled Craft	*	*	*	*	*	*	*	*	*	*	*
%	*	*	*	*	*	*	*	*	*	*	*
Service/Maintenance	*	*	*	*	*	*	*	*	*	*	*
%	*	*	*	*	*	*	*	*	*	*	*
Protective Service - Non Sworn	1	0	0	0	0	0	0	0	0	0	1
%	100%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	*
Total	4	1	1	0	0	5	1	0	2	1	15

Table 5-4

WORKFORCE ANALYSIS BY SPECIFIED DIVISION

Division/Group: Intermodal Transportation/Office of Environmental Services

Employment Data - 123109 to 123110

EEO-4 Category	White Female	Black Female	Hispanic Female	Asian Female	Am. Indian Female	White Male	Black Male	Hispanic Male	Asian Male	Am.Indian Male	Total
Officials/Administrators	0	0	0	0	0	1	0	0	0	0	1
	0.0%	0.0%	0.0%	0.0%	0.0%	100%	0.0%	0.0%	0.0%	0.0%	*
Professionals	6	1	1	0	0	4	0	0	0	0	12
	50.0%	8.3%	8.3%	0.0%	0.0%	33.3%	0.0%	0.0%	0.0%	0.0%	*
Technicians	*	*	*	*	*	*	*	*	*	*	*
	%	%	%	%	%	%	%	%	%	%	%
Protective Service - Sworn	*	*	*	*	*	*	*	*	*	*	*
	%	%	%	%	%	%	%	%	%	%	%
Administrative Support	*	*	*	*	*	*	*	*	*	*	*
	%	%	%	%	%	%	%	%	%	%	%
Skilled Craft	*	*	*	*	*	*	*	*	*	*	*
	%	%	%	%	%	%	%	%	%	%	%
Service/Maintenance	*	*	*	*	*	*	*	*	*	*	*
	%	%	%	%	%	%	%	%	%	%	%
Protective Service - Non Sworn	*	*	*	*	*	*	*	*	*	*	*
	%	%	%	%	%	%	%	%	%	%	%
Total	6	1	1	0	0	5	0	0	0	0	13

Table 5-5

WORKFORCE ANALYSIS BY SPECIFIED DIVISION

Division/Group: Intermodal Transportation/Operations

Employment Data - 123109 to 123110

EEO-4 Category	White Female	Black Female	Hispanic Female	Asian Female	Am. Indian Female	White Male	Black Male	Hispanic Male	Asian Male	Am. Indian Male	Total
Officials/Administrators	1	0	0	0	0	15	1	2	0	1	20
	5.0%	0.0%	0.0%	0.0%	0.0%	75.0%	5.0%	10.0%	0.0%	5.0%	*
Professionals	71	3	22	2	5	103	3	21	12	5	247
	28.7%	1.2%	8.9%	0.8%	2.0%	41.7%	1.2%	8.5%	4.9%	2.0%	*
Technicians	36	3	17	1	2	107	1	48	6	9	230
	*	*	*	*	*	*	*	*	*	*	*
Protective Service - Sworn	*	*	*	*	*	*	*	*	*	*	*
	*	*	*	*	*	*	*	*	*	*	*
Administrative Support	0	0	3	1	0	0	0	0	0	0	4
	0.0%	0.0%	75.0%	25.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	*
Skilled Craft	3	0	0	0	0	22	1	7	0	0	33
	9.1%	0.0%	0.0%	0.0%	0.0%	66.7%	3.0%	21.2%	0.0%	0.0%	*
Service/Maintenance	5	0	0	0	0	263	4	160	1	68	501
	1.0%	0.0%	0.0%	0.0%	0.0%	52.5%	0.8%	32.0%	0.2%	13.6%	*
Protective Service - Non Sworn	4	0	4	0	0	8	0	1	0	1	18
	22.2%	0.0%	22.2%	0.0%	0.0%	44.4%	0.0%	5.6%	0.0%	5.6%	*
Total	120	6	46	4	7	518	10	239	19	84	1053

Table 5-6

WORKFORCE ANALYSIS by SPECIFIED DIVISION

Division/Group: Intermodal Transportation/Valley Transportation

Employment Data - 123109 to 123110

EEO-4 Category	White Female	Black Female	Hispanic Female	Asian Female	Am. Indian Female	White Male	Black Male	Hispanic Male	Asian Male	Am. Indian Male	Total
Officials/Administrators	2	0	0	0	0	7	0	0	1	0	10
%	20.0%	0.0%	0.0%	0.0%	0.0%	70.0%	0.0%	0.0%	10.0%	0.0%	*
Professionals	16	1	10	3	1	33	1	4	9	0	78
%	20.5%	1.3%	12.8%	3.8%	1.3%	42.3%	1.3%	5.1%	11.5%	0.0%	*
Technicians	12	1	12	0	1	42	4	29	3	3	107
%	11.2%	0.9%	11.2%	0.0%	0.9%	39.3%	3.7%	27.1%	2.8%	2.8%	*
Protective Service - Sworn	*	*	*	*	*	*	*	*	*	*	*
%	*	*	*	*	*	*	*	*	*	*	*
Administrative Support	*	*	*	*	*	*	*	*	*	*	*
%	*	*	*	*	*	*	*	*	*	*	*
Skilled Craft	2	0	0	0	0	20	1	10	1	0	34
%	5.9%	0.0%	0.0%	0.0%	0.0%	58.8%	2.9%	29.4%	2.9%	0.0%	*
Service/Maintenance	0	0	2	0	0	51	2	41	0	1	97
%	0.0%	0.0%	2.1%	0.0%	0.0%	52.6%	2.1%	42.3%	0.0%	1.0%	*
Protective Service - Non Sworn	0	1	0	0	0	0	0	0	0	0	1
%	0.0%	100%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	*
Total	32	3	24	3	2	153	8	84	14	4	327

Table 5-7

WORKFORCE ANALYSIS by SPECIFIED DIVISION

Division/Group: Motor Vehicle/Competitive Government Partnerships

Employment Data - 123109 to 123110

EEO-4 Category	White Female	Black Female	Hispanic Female	Asian Female	Am. Indian Female	White Male	Black Male	Hispanic Male	Asian Male	Am. Indian Male	Total
Officials/Administrators	0	0	0	0	0	2	0	0	0	0	2
	0.0%	0.0%	0.0%	0.0%	0.0%	100%	0.0%	0.0%	0.0%	0.0%	*
Professionals	25	2	14	1	0	5	0	3	0	0	50
	50.0%	4.0%	28.0%	2.0%	0.0%	10.0%	0.0%	6.0%	0.0%	0.0%	*
Technicians	*	*	*	*	*	*	*	*	*	*	*
	%	%	%	%	%	%	%	%	%	%	%
Protective Service - Sworn	*	*	*	*	*	*	*	*	*	*	*
	%	%	%	%	%	%	%	%	%	%	%
Administrative Support	2	0	1	0	0	0	0	0	0	0	3
	67.6%	0.0%	33.3%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	*
Skilled Craft	*	*	*	*	*	*	*	*	*	*	*
	%	%	%	%	%	%	%	%	%	%	%
Service/Maintenance	*	*	*	*	*	*	*	*	*	*	*
	%	%	%	%	%	%	%	%	%	%	%
Protective Service - Non Sworn	2	5	12	0	0	1	0	3	0	0	23
	8.7%	21.7%	52.2%	0.0%	0.0%	4.3%	0.0%	13.0%	0.0%	0.0%	*
Total	29	7	27	1	0	8	0	6	0	0	78

Table 5-8

WORKFORCE ANALYSIS by SPECIFIED DIVISION

Division/Group: Mgtor_Vehicle/Customer_Service
 Employment Data - 123109 to 123110

EEO-4 Category	White Female	Black Female	Hispanic Female	Asian Female	Am. Indian Female	White Male	Black Male	Hispanic Male	Asian Male	Am.Indian Male	Total
Officials/Administrators	4	0	1	0	0	2	0	0	0	0	7
%	57.1%	0.0%	14.3%	0.0%	0.0%	28.5%	0.0%	0.0%	0.0%	0.0%	*
Professionals	8	1	2	1	0	0	0	1	0	0	13
%	61.5%	7.7%	15.4%	7.7%	0.0%	0.0%	0.0%	7.7%	0.0%	0.0%	*
Technicians	*	*	*	*	*	*	*	*	*	*	*
%	*	*	*	*	*	*	*	*	*	*	*
Protective Service - Sworn	*	*	*	*	*	*	*	*	*	*	*
%	*	*	*	*	*	*	*	*	*	*	*
Administrative Support	26	3	18	1	2	6	1	6	0	0	63
%	41.3%	4.8%	28.6%	1.6%	3.2%	9.5%	1.6%	9.5%	0.0%	0.0%	*
Skilled Craft	*	*	*	*	*	*	*	*	*	*	*
%	*	*	*	*	*	*	*	*	*	*	*
Service/Maintenance	*	*	*	*	*	*	*	*	*	*	*
%	*	*	*	*	*	*	*	*	*	*	*
Protective Service - Non Sworn	256	27	188	9	15	57	5	30	3	0	590
%	43.4%	4.6%	31.9%	1.5%	2.5%	9.7%	0.8%	5.1%	0.5%	0.0%	*
Total	294	31	209	11	17	65	6	37	3	0	673

Table 5-9

WORKFORCE ANALYSIS BY SPECIFIED DIVISION

Division/Group: Motor Vehicle/Director's

Employment Data - 123109 to 123110

EEO-4 Category	White Female	Black Female	Hispanic Female	Asian Female	Am. Indian Female	White Male	Black Male	Hispanic Male	Asian Male	Am. Indian Male	Total
Officials/Administrators	1	0	0	0	0	0	0	0	1	0	2
%	50.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	50.0%	0.0%	*
Professionals	4	0	2	0	0	1	0	0	0	0	7
%	57.1%	0.0%	28.6%	0.0%	0.0%	14.3%	0.0%	0.0%	0.0%	0.0%	*
Technicians	*	*	*	*	*	*	*	*	*	*	*
%											*
Protective Service - Sworn	*	*	*	*	*	*	*	*	*	*	*
%											*
Administrative Support	6	0	3	0	0	2	0	0	1	1	13
%	46.2%	0.0%	23.1%	0.0%	0.0%	15.4%	0.0%	0.0%	7.7%	7.7%	*
Skilled Craft	*	*	*	*	*	*	*	*	*	*	*
%											*
Service/Maintenance	*	*	*	*	*	*	*	*	*	*	*
%											*
Protective Service - Non Sworn	0	0	0	0	0	1	0	0	0	1	2
%	0.0%	0.0%	0.0%	0.0%	0.0%	50.0%	0.0%	0.0%	0.0%	50.0%	*
Total	11	0	5	0	0	4	0	0	2	2	24

Table 5-10

WORKFORCE ANALYSIS by SPECIFIED DIVISION

Division/Group: Motor Vehicle/Operational Support

Employment Data - 123109 to 123110

EEO-4 Category	White Female	Black Female	Hispanic Female	Asian Female	Am. Indian Female	White Male	Black Male	Hispanic Male	Asian Male	Am.Indian Male	Total
Officials/Administrators	2	0	0	0	0	0	0	0	0	0	2
%	100%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	*
Professionals	8	2	3	1	1	9	0	3	0	0	27
%	29.6%	7.4%	11.1%	3.7%	3.7%	33.3%	0.0%	11.1%	0.0%	0.0%	*
Technicians	*	*	*	*	*	*	*	*	*	*	*
%	*	*	*	*	*	*	*	*	*	*	*
Protective Service - Sworn	*	*	*	*	*	*	*	*	*	*	*
%	*	*	*	*	*	*	*	*	*	*	*
Administrative Support	3	2	1	0	0	2	0	0	0	0	8
%	37.5%	25.0%	12.5%	0.0%	0.0%	25.0%	0.0%	0.0%	0.0%	0.0%	*
Skilled Craft	*	*	*	*	*	*	*	*	*	*	*
%	*	*	*	*	*	*	*	*	*	*	*
Service/Maintenance	*	*	*	*	*	*	*	*	*	*	*
%	*	*	*	*	*	*	*	*	*	*	*
Protective Service - Non Sworn	26	12	41	2	5	6	0	9	0	0	101
%	25.7%	11.9%	40.6%	2.0%	5.0%	5.9%	0.0%	8.9%	0.0%	0.0%	*
Total	39	16	45	3	6	17	0	12	0	0	138

Table 5-11

WORKFORCE ANALYSIS BY SPECIFIED DIVISION

Division/Group: Motor Vehicle/Executive Services Group

Employment Data - 123109 to 123110

EEO-4 Category	White Female	Black Female	Hispanic Female	Asian Female	Am. Indian Female	White Male	Black Male	Hispanic Male	Asian Male	Am.Indian Male	Total
Officials/Administrators	0	0	0	0	0	1	0	0	0	0	1
%	0.0%	0.0%	0.0%	0.0%	0.0%	100%	0.0%	0.0%	0.0%	0.0%	*
Professionals	2	0	1	1	0	1	0	2	0	0	7
%	28.6%	0.0%	14.3%	14.3%	0.0%	14.3%	0.0%	28.6%	0.0%	0.0%	*
Technicians	*	*	*	*	*	*	*	*	*	*	*
%	*	*	*	*	*	*	*	*	*	*	*
Protective Service - Sworn	*	*	*	*	*	*	*	*	*	*	*
%	*	*	*	*	*	*	*	*	*	*	*
Administrative Support	1	0	0	0	0	0	1	0	0	0	2
%	50.0%	0.0%	0.0%	0.0%	0.0%	0.0%	50.0%	0.0%	0.0%	0.0%	*
Skilled Craft	*	*	*	*	*	*	*	*	*	*	*
%	*	*	*	*	*	*	*	*	*	*	*
Service/Maintenance	0	0	0	0	0	1	0	1	0	0	2
%	0.0%	0.0%	0.0%	0.0%	0.0%	50.0%	0.0%	50.0%	0.0%	0.0%	*
Protective Service - Non Sworn	*	*	*	*	*	*	*	*	*	*	*
%	*	*	*	*	*	*	*	*	*	*	*
Total	3	0	1	1	0	3	1	3	0	0	12

Table 5-12

WORKFORCE ANALYSIS BY SPECIFIED DIVISION

Division/Group: Motor Vehicle/Motor Carrier

Employment Data - 123109 to 123110

EEO-4 Category	White Female	Black Female	Hispanic Female	Asian Female	Am. Indian Female	White Male	Black Male	Hispanic Male	Asian Male	Am.Indian Male	Total
Officials/Administrators	0	0	0	0	0	1	0	0	0	0	1
%	0.0%	0.0%	0.0%	0.0%	0.0%	100%	0.0%	0.0%	0.0%	0.0%	*
Professionals	4	0	3	0	0	3	0	0	0	0	10
%	40.0%	0.0%	30.0%	0.0%	0.0%	30.0%	0.0%	0.0%	0.0%	0.0%	*
Technicians	0	0	2	0	0	0	0	0	0	0	2
%	0.0%	0.0%	100%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	*
Protective Service - Sworn	*	*	*	*	*	*	*	*	*	*	*
%	*	*	*	*	*	*	*	*	*	*	*
Administrative Support	0	1	1	0	0	1	0	0	0	0	3
%	0.0%	33.3%	33.3%	0.0%	0.0%	33.3%	0.0%	0.0%	0.0%	0.0%	*
Skilled Craft	1	0	1	0	1	1	1	4	0	0	9
%	11.1%	0.0%	11.1%	0.0%	11.1%	11.1%	11.1%	44.4%	0.0%	0.0%	*
Service/Maintenance	*	*	*	*	*	*	*	*	*	*	*
%	*	*	*	*	*	*	*	*	*	*	*
Protective Service - Non Sworn	5	0	9	0	0	0	0	2	0	0	16
%	31.3%	0.0%	56.3%	0.0%	0.0%	0.0%	0.0%	12.5%	0.0%	0.0%	*
Total	10	1	16	0	1	6	1	6	0	0	41

PERSONNEL ACTIVITIES

Table 6-0

PERSONNEL ACTIVITIES													
NEW HIRES AGENCYWIDE ANALYSIS													
Collected Data as of: 12/31/2009 to 12/31/2010													
EEO-4 Job Category	Female						Male						Grand Total
	White	Black	Hisp	Asian/Pacific	American Indian	Total Females	White	Black	Hisp	Asian/Pacific	American Indian	Total Males	
Officials/Administrators	6	0	2	1	0	9	3	0	0	0	0	3	12
Professionals	54	6	5	5	2	72	33	2	6	2	3	46	118
Technicians	9	0	5	0	0	14	1	0	1	0	0	2	16
Protective Service - Sworn	0	0	1	0	1	2	0	0	0	0	0	0	2
Protective Service - Non Sworn	9	0	3	1	0	13	9	2	4	0	0	15	28
Administrative Support	6	1	4	0	0	11	26	2	18	1	2	49	60
Skilled Craft	3	0	1	0	0	4	0	0	0	0	0	0	4
Service/Maintenance	34	0	8	0	5	47	0	0	0	0	0	0	47
Total	121	7	29	7	8	172	72	6	29	3	5	115	287
PROMOTIONS AGENCYWIDE ANALYSIS													
EEO-4 Job Category	Female						Male						Grand Total
	White	Black	Hisp	Asian/Pacific	American Indian	Total Females	White	Black	Hisp	Asian/Pacific	American Indian	Total Males	
Officials/Administrators	0	0	0	0	0	0	0	0	0	0	0	0	0
Professionals	7	2	1	0	0	10	5	0	1	1	1	8	18
Technicians	2	0	4	0	2	8	30	3	18	0	2	53	61
Protective Service - Sworn	0	0	0	0	0	0	2	0	0	0	0	2	2
Protective Service - Non Sworn	8	0	6	1	1	16	3	0	1	1	0	5	21
Administrative Support	0	0	0	0	0	0	0	0	0	0	0	0	0
Skilled Craft	0	0	0	0	0	0	1	0	0	0	0	1	1
Service/Maintenance	1	0	0	0	0	1	48	0	32	0	10	90	91
Total	18	2	11	1	3	35	89	3	52	2	13	159	194
TRAINING AGENCYWIDE ANALYSIS													
EEO-4 Job Category	Female						Male						Grand Total
	White	Black	Hisp	Asian/Pacific	American Indian	Total Females	White	Black	Hisp	Asian/Pacific	American Indian	Total Males	
Officials/Administrators	44	2	5	3	1	55	103	2	10	11	2	128	183
Professionals	345	25	147	35	17	569	418	20	88	73	12	611	1180
Technicians	50	4	32	1	3	90	175	5	81	11	12	284	374
Protective Service - Sworn	0	0	1	0	0	1	13	2	3	0	1	19	20
Protective Service - Non Sworn	316	46	280	14	33	689	126	10	82	7	7	232	921
Administrative Support	43	8	32	1	4	88	14	1	10	4	2	31	119
Skilled Craft	7	0	1	0	1	9	145	3	41	2	6	197	206
Service/Maintenance	7	0	2	0	0	9	343	8	222	1	68	642	651
Total	812	85	500	54	59	1510	1440	51	537	109	110	2144	3654

Table 6-1

PERSONNEL ACTIVITIES														
TERMINATIONS AGENCYWIDE ANALYSIS														
Employment Data - 12312009 to 12312010	Female							Male						
	White	Black	Hisp	Asian/ Pacific	American Indian	Total Females	White	Black	Hisp	Asian/ Pacific	American Indian	Total Males	Grand Total	
EEO-4 Job Category														
Officials/Administrators	9	0	0	2	0	9	17	0	3	0	1	21	29	
Professionals	35	5	9	2	2	53	36	1	8	2	0	47	99	
Technicians	4	1	3	0	0	8	19	0	3	0	0	22	30	
Protective Service	1	0	0	0	0	1	5	1	0	0	0	5	7	
Paraprofessionals	47	6	39	1	1	93	25	2	18	0	0	45	139	
Administrative Support	4	1	5	0	0	10	1	1	0	0	0	2	12	
Skilled Craft	0	0	0	0	0	0	13	0	3	0	0	0	16	
Service/Maintenance	4	0	2	0	0	6	39	1	15	0	10	65	71	
Total														
DEMOTIONS AGENCYWIDE ANALYSIS														
	Female							Male						
	White	Black	Hisp	Asian/ Pacific	American Indian	Total Females	White	Black	Hisp	Asian/ Pacific	American Indian	Total Males	Grand Total	
EEO-4 Job Category														
Officials/Administrators	0	0	0	0	0	0	0	0	0	0	0	0	0	
Professionals	0	0	0	0	0	0	1	0	0	0	0	1	1	
Technicians	0	0	0	0	0	0	0	0	0	0	0	0	0	
Protective Service	0	0	0	0	0	0	0	0	0	0	0	0	0	
Paraprofessionals	0	0	0	0	0	0	0	0	0	0	0	0	0	
Administrative Support	0	0	0	0	0	0	0	0	0	0	0	0	0	
Skilled Craft	0	0	0	0	0	0	0	0	0	0	0	0	0	
Service/Maintenance	0	0	0	0	0	0	0	0	0	0	0	0	0	
Total	0	0	0	0	0	0	1	0	0	0	0	0	1	
DISCIPLINARY ACTIONS AGENCYWIDE ANALYSIS														
	Female							Male						
	White	Black	Hisp	Asian/ Pacific	American Indian	Total Females	White	Black	Hisp	Asian/ Pacific	American Indian	Total Males	Grand Total	
EEO-4 Job Category														
Officials/Administrators	0	0	0	0	0	0	0	0	0	0	0	0	0	
Professionals	1	0	0	0	0	1	9	0	2	1	0	12	13	
Technicians	6	0	1	0	0	7	18	1	17	0	0	36	43	
Protective Service	1	0	0	0	0	1	7	0	2	0	0	9	10	
Paraprofessionals	0	0	0	0	0	0	0	0	0	0	0	0	0	
Administrative Support	8	4	21	0	2	35	0	1	2	0	0	3	38	
Skilled Craft	0	0	0	0	0	0	2	0	0	0	0	0	2	
Service/Maintenance	0	0	0	0	0	0	2	0	1	0	0	3	3	
Total	16	4	22	0	2	44	38	2	24	1	0	63	107	

Table 6-2

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

UTILIZATION ANALYSIS

The purpose of the Utilization Analysis is to determine whether or not affected group members are equitably represented in the workforce. The extent that affected group members are utilized is a function of comparing ADOT's workforce analysis with the external labor force availability and internal applicant availability. Where ADOT's workforce is below the available applicant pool, then goals are set to reach parity in each job group for each affected group that is underutilized.

Please note that current State budget conditions and hiring protocols may have an impact on ADOT's ability to reach parity.

Table 7

State of Arizona

WORKFORCE AGENCY WIDE UTILIZATION ANALYSIS

Code	EEO Job Categories	Total	Male	Female	White Non-Minority		Black		Hispanic		Asian/Pacific Islander		American Indian Or Alaskan Native	
					M	F	M	F	M	F	M	F	M	F
1	OFFICIALS/ADMINISTRATORS	191	132	59	105	49	2	2	11	5	12	2	2	1
	ADOT Total Workforce %*	100%	69.1%	30.9%	55.0%	25.7%	1.0%	1.0%	5.8%	2.6%	6.3%	1.0%	1.0%	0.5%
	Census Arizona CLF %*			39.5%			1.2%	1.0%	6.6%	5.0%	1.3%		1.0%	1.0%
	Parity**			75			2	2	13	10	2	2	2	2
	Utilization (Parity or Below)*			B**			P	P	B	B	P	P	P	B
	Parity Goal*			16			0	0	2	5	0	0	0	1
2	PROFESSIONALS	1232	644	588	442	358	20	28	92	147	77	37	13	18
	ADOT Total Workforce %	100%	52.3%	47.7%	35.9%	29.1%	1.6%	2.3%	7.5%	11.9%	6.3%	3.0%	1.1%	1.5%
	Census Arizona CLF %			50.6%			1.4%	1.4%	4.2%	5.2%	2.1%		0.9%	1.6%
	Parity			623			17	17	52	64	26	18	11	20
	Utilization (Parity or Below)			B			P	P	P	P	P	P	P	B
	Parity Goal			35			0	0	0	0	0	0	0	2
3	TECHNICIANS	388	294	94	178	52	7	4	84	34	11	1	14	3
	ADOT Total Workforce %	100%	75.8%	24.2%	45.9%	13.4%	1.8%	1.0%	21.6%	8.8%	2.8%	0.3%	3.6%	0.8%
	Census Arizona CLF %			52.6%			1.5%	1.7%	7.5%	7.3%	1.6%		1.5%	2.2%
	Parity			204			6	7	29	28	6	6	6	9
	Utilization (Parity or Below)			B			P	B	P	P	P	P	P	B
	Parity Goal			110			0	3	0	0	0	0	0	6
4	PROTECTIVE SERVICE - Sworn	22	21	1	15	0	2	0	3	1	0	0	1	0
	ADOT Total Workforce %	100%	95.5%	4.5%	68.2%	0.0%	9.1%	0%	13.6%	4.5%	0.0%	0.0%	4.5%	0.0%
	Census Arizona CLF %			19.5%			4.0%	1.2%	13.8%	3.6%	0.9%		4.0%	1.6%
	Parity			4			1	1	3	1	1	1	1	1
	Utilization (Parity or Below)			B			P	B	P	P	B	B	P	B
	Parity Goal			3			0	1	0	0	1	1	0	1
5	PROTECTIVE SERVICE - Non Sworn	970	248	722	137	333	10	49	87	293	7	14	7	33
	ADOT Total Workforce %	100%	25.6%	74.4%	14.1%	34.3%	1.0%	5.1%	9.0%	30.2%	0.7%	1.4%	0.7%	3.4%
	Census Arizona CLF %			49.8%			1.0%	1.2%	6.8%	8.0%	0.2%	0.0%	1.6%	6.8%
	Parity			483			10	12	66	78	2	1	16	66
	Utilization (Parity or Below)			P			P	P	P	P	P	P	B	B
	Parity Goal			0			0	0	0	0	0	0	9	33

Table 7

Code	EEO Job Categories	Total	Male	Female	White		Black		Hispanic		Asian/Pacific Islander		American Indian Or Alaskan Native	
6	ADMINISTRATIVE SUPPORT	134	33	101	14	48	2	9	11	38	4	2	2	4
	ADOT Total Workforce %	100%	24.6%	75.4%	10.4%	35.8%	1.5%	6.7%	8.2%	28.4%	3.0%	1.5%	1.5%	3.0%
	Census Arizona CLF %			66.8%			1.3%	1.2%	5.7%	12.6%	0.6%	1.3%	0.8%	2.7%
7	SKILLED CRAFT	216	207	9	152	7	3	0	44	1	2	0	6	1
	ADOT Total Workforce %	100%	95.8%	4.2%	70.4%	3.2%	1.4%	0%	20.4%	0.5%	0.9%	0.0%	2.8%	0.5%
	Census Arizona CLF %			6.3%			1.7%	0.1%	27.8%	1.6%	1.0%	1.1%	2.6%	2.1%
8	SERVICE/MAINTENANCE	700	688	12	371	8	9	0	235	4	1	0	72	0
	ADOT Total Workforce %	100%	98.3%	1.7%	53.0%	1.1%	1.3%	0.0%	33.6%	0.6%	0.1%	0.0%	10.3%	0.0%
	Census Arizona CLF %			40.7%			2.0%	1.1%	22.8%	13.1%	1.1%	1.1%	2.6%	2.1%
	Utilization (Parity or Below)			285			14	8	160	92	8	8	18	15
	Parity Goal			B			B	B	P	B	B	B	P	B
	Parity Goal			273			5	8	0	88	7	8	0	15

*Percentages may not add to total due to rounding.

**Data in red represents where ADOT is below parity.

UTILIZATION ANALYSIS BY DIVISION

Reflects the Arizona Department of Transportation total workforce population by Office and Division.

The information was provided by the Agency's Information Technology Department via the Arizona Department of Administration's Statewide Human Resources Information Solution System.

Table 8-0

WORKFORCE UTILIZATION ANALYSIS BY DIVISION

Division: Administrative Services

Code	EEO Job Categories	Total	Male	Female	White Non-Minority		Black		Hispanic		Asian/Pacific Islander		American Indian Or Alaskan Native	
					M	F	M	F	M	F	M	F	M	F
1	OFFICIALS/ADMINISTRATORS	28	22	6	18	5	0	1	2	0	1	0	1	0
	ADOT Total Workforce %* Census Arizona CLF %*		78.6%	21.4%	64.3%	17.9%	0%	3.6%	7.1%	0%	3.6%	0%	3.6%	0%
	Parity*			11			1	1	2	1	1	1	1	1
	Utilization (Parity or Below)*			B*			B	P	P	B	P	B	P	B
	Parity Goal*			5			1	0	0	1	0	1	0	1
2	PROFESSIONALS	90	37	53	28	29	0	6	5	12	3	4	1	2
	ADOT Total Workforce % Census Arizona CLF %		41.1%	58.9%	31.1%	32.2%	0%	6.7%	5.6%	13.3%	3.3%	4.4%	1.1%	2.2%
	Parity			46			1	1	4	5	2	1	1	1
	Utilization (Parity or Below)			P			B	P	P	P	P	P	P	P
	Parity Goal			0			1	0	0	0	0	0	0	0
3	TECHNICIANS	N/A	N/A	N/A	NA	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
	ADOT Total Workforce % Census Arizona CLF %													
	Parity													
	Utilization (Parity or Below)													
	Parity Goal													
4	PROTECTIVE SERVICE - Sworn	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
	ADOT Total Workforce % Census Arizona CLF %													
	Parity													
	Utilization (Parity or Below)													
	Parity Goal													
5	PROTECTIVE SERVICE - Non Sworn	24	9	15	4	3	1	3	3	9	1	0	0	0
	ADOT Total Workforce % Census Arizona CLF %		37.5%	62.5%	16.7%	12.5%	4.2%	12.5%	12.5%	37.5%	4.2%	0%	0%	0%
	Parity			12			1	1	2	2	1	1	1	2
	Utilization (Parity or Below)			P			P	B	P	P	P	B	B	B
	Parity Goal			0			0	2	0	0	0	1	1	2

Table 8-0

Code	EEO Job Categories	Total	Male	Female	White	Black	Hispanic	Asian/Pacific Islander	American Indian Or Alaskan Native
6	ADMINISTRATIVE SUPPORT	21	10	11	4	4	5	0	1
	ADOT Total Workforce %		47.6%	52.4%	19.0%	0%	23.8%	0%	4.8%
	Census Arizona CLF %			66.8%		1.3%	5.7%	0.6%	0.8%
	Parity			14		1	3	1	1
	Utilization (Parity or Below)			B		B	P	B	P
	Parity Goal			3		1	0	1	0
7	SKILLED CRAFT	133	132	1	104	1	21	1	6
	ADOT Total Workforce %		99.2%	0.8%	78.2%	0%	15.8%	0%	4.5%
	Census Arizona CLF %			6.3%		1.7%	27.8%	1.0%	4.7%
	Parity			8		2	37	1	7
	Utilization (Parity or Below)			B		B	B	P	B
	Parity Goal			7		2	16	0	1
8	SERVICE/MAINTENANCE	37	35	2	22	2	12	0	0
	ADOT Total Workforce %		94.6%	5.4%	59.5%	2.7%	32.4%	0%	0%
	Census Arizona CLF %			40.7%		2.0%	22.8%	1.1%	2.6%
	Parity			15		1	8	1	1
	Utilization (Parity or Below)			B		P	P	B	B
	Parity Goal			13		0	0	1	1

*Data in red represents where ADOT is below parity.

Table 8-1

WORKFORCE UTILIZATION ANALYSIS BY DIVISION

Division: Director's

Code	EEO Job Categories	Total	Male		Female		White Non-Minority		Black		Hispanic		Asian/Pacific Islander		American Indian Or Alaskan Native	
			M	F	M	F	M	F	M	F	M	F	M	F	M	F
1	OFFICIALS/ADMINISTRATORS	17	9	8	0	0	7	0	0	0	1	0	0	0	0	0
	ADOT Total Workforce %*		52.9%	47.1%	0%	0%	41.2%	0%	0%	0%	5.9%	0%	0%	0%	0%	0%
	Census Arizona CLF %**			39.5%	1.0%	6.6%	5.0%	1.3%	0.8%	1.0%	1.0%	1.3%	0.8%	1.0%	1.0%	
	Parity*			7	1	2	2	1	1	2	2	1	1	1	1	1
	Utilization (Parity or Below)*			P	B	B	B	B	B	B	B	B	B	B	B	B
	Parity Goal*			0	1	2	1	1	1	1	1	1	1	1	1	1
2	PROFESSIONALS	38	16	22	2	2	18	2	0	4	2	0	0	0	0	0
	ADOT Total Workforce %		42.1%	57.9%	5.3%	10.5%	47.4%	5.3%	0%	10.5%	5.3%	0%	0%	0%	0%	0%
	Census Arizona CLF %			50.6%	1.4%	4.2%	5.2%	1.4%	1.4%	5.2%	2.1%	1.5%	1.5%	0.9%	1.6%	
	Parity			19	1	4	4	1	1	4	4	1	1	1	1	1
	Utilization (Parity or Below)			P	B	B	B	B	B	B	B	B	B	B	B	B
	Parity Goal			0	1	2	0	0	1	2	0	1	1	1	1	1
3	TECHNICIANS	1	1	0	0	0	0	0	0	0	0	0	0	0	0	0
	ADOT Total Workforce %		100%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
	Census Arizona CLF %			52.6%	1.5%	1.7%	7.3%	1.5%	1.7%	7.5%	7.3%	1.6%	1.6%	1.5%	2.2%	
	Parity			1	1	1	1	1	1	1	1	1	1	1	1	1
	Utilization (Parity or Below)			B	B	B	B	B	B	B	B	B	B	B	B	B
	Parity Goal			1	1	1	1	1	1	1	1	1	1	1	1	1
4	PROTECTIVE SERVICE - Sworn	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
	ADOT Total Workforce %															
	Census Arizona CLF %															
	Parity															
	Utilization (Parity or Below)															
	Parity Goal															
5	PROTECTIVE SERVICE - Non Sworn	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
	ADOT Total Workforce %															
	Census Arizona CLF %															
	Parity															
	Utilization (Parity or Below)															
	Parity Goal															

Table 8-1

Code	EEO Job Categories	Total	Male	Female	White	Black	Hispanic	Asian/Pacific Islander	American Indian Or Alaskan Native
6	ADMINISTRATIVE SUPPORT	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
	ADOT Total Workforce %								
	Census Arizona CLF %								
	Parity								
	Utilization (Parity or Below)								
	Parity Goal								
7	SKILLED CRAFT	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
	ADOT Total Workforce %								
	Census Arizona CLF %								
	Parity								
	Utilization (Parity or Below)								
	Parity Goal								
8	SERVICE/MAINTENANCE	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
	ADOT Total Workforce %								
	Census Arizona CLF %								
	Parity								
	Utilization (Parity or Below)								
	Parity Goal								

*Data in red represents where ADOT is below parity.

Table 8-2

WORKFORCE UTILIZATION ANALYSIS BY DIVISION

Division: Enforcement Compliance

Code	EEO Job Categories	Total	Male		Female		White Non-Minority		Black		Hispanic		Asian/Pacific Islander		American Indian Or Alaskan Native	
			M	F	M	F	M	F	M	F	M	F	M	F	M	F
1	OFFICIALS/ADMINISTRATORS	17	11	6	8	4	0	0	0	0	2	0	0	0	0	0
	ADOT Total Workforce %*	*	64.7%	35.3%	47.1%	23.5%	0%	17.6%	11.8%	0%	0%	0%	0%	0%	0%	0%
	Census Arizona CLF %*	*	*	39.5%	*	*	1.2%	6.6%	5.0%	1.3%	0.8%	1.0%	0.8%	1.0%	1.0%	
	Parity*	*	*	7	*	*	1	1	1	1	1	1	1	1	1	
	Utilization (Parity or Below)*	*	*	B	*	*	B	P	P	B	B	B	B	B	B	
	Parity Goal*	*	*	1	*	*	1	0	0	1	1	1	1	1	1	
2	PROFESSIONALS	29	8	21	8	11	0	1	0	7	0	1	0	0	1	
	ADOT Total Workforce %	*	27.6%	17.47%	27.6%	37.9%	0%	3.4%	24.1%	0%	3.4%	0%	3.4%	0%	0.0%	
	Census Arizona CLF %	*	*	50.6%	*	*	1.4%	4.2%	5.2%	2.1%	1.5%	0.9%	1.6%	0.9%	1.6%	
	Parity	*	*	15	*	*	1	1	3	3	1	1	1	1	1	
	Utilization (Parity or Below)	*	*	P	*	*	B	P	P	B	P	P	P	B	P	
	Parity Goal	*	*	0	*	*	1	0	3	0	1	0	0	1	0	
3	TECHNICIANS	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	
	ADOT Total Workforce %	*	*	*	*	*	*	*	*	*	*	*	*	*	*	
	Census Arizona CLF %	*	*	*	*	*	*	*	*	*	*	*	*	*	*	
	Parity	*	*	*	*	*	*	*	*	*	*	*	*	*	*	
	Utilization (Parity or Below)	*	*	*	*	*	*	*	*	*	*	*	*	*	*	
	Parity Goal	*	*	*	*	*	*	*	*	*	*	*	*	*	*	
4	PROTECTIVE SERVICE - Sworn	21	20	1	14	0	2	0	3	1	0	0	0	0	1	
	ADOT Total Workforce %	*	95.2%	4.8%	66.7%	0.0%	9.5%	0%	14.3%	4.8%	0%	0%	0%	0%	4.8%	
	Census Arizona CLF %	*	*	19.5%	*	*	4.0%	1.2%	13.8%	3.6%	0.9%	0.3%	4.0%	4.0%		
	Parity	*	*	4	*	*	1	1	3	1	1	1	1	1		
	Utilization (Parity or Below)	*	*	B	*	*	P	B	P	P	B	B	P	P		
	Parity Goal	*	*	3	*	*	0	1	0	0	1	1	0	0		
5	PROTECTIVE SERVICE - Non Sworn	155	91	64	50	29	2	1	33	20	3	1	3	13		
	ADOT Total Workforce %	*	58.7%	41.3%	32.3%	18.7%	1.3%	0.6%	21.3%	12.9%	1.9%	0.6%	1.9%	8.4%		
	Census Arizona CLF %	*	*	49.8%	*	*	1.0%	1.2%	6.8%	8.0%	0.2%	0.0%	1.6%	6.8%		
	Parity	*	*	77	*	*	2	2	11	12	1	1	2	11		
	Utilization (Parity or Below)	*	*	B	*	*	P	B	P	P	P	P	P	P		
	Parity Goal	*	*	13	*	*	0	1	0	0	0	0	0	0		

Table 8-2

Code	EEO Job Categories	Total	Male	Female	White	Black	Hispanic	Asian/Pacific Islander	American Indian Or Alaskan Native
6	ADMINISTRATIVE SUPPORT	2	0	2	0	0	1	0	0
	ADOT Total Workforce %	*	0%	100%	0%	0%	50.0%	0%	0%
	Census Arizona CLF %	*	*	66.8%	*	1.3%	2.2%	0.6%	0.8%
	Parity	*	*	1	*	1	1	2	1
	Utilization (Parity or Below)	*	*	P	*	B	P	B	B
	Parity Goal	*	*	0	*	1	1	2	1
7	SKILLED CRAFT	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
	ADOT Total Workforce %	*	*	*	*	*	*	*	*
	Census Arizona CLF %	*	*	*	*	*	*	*	*
	Parity	*	*	*	*	*	*	*	*
	Utilization (Parity or Below)	*	*	*	*	*	*	*	*
	Parity Goal	*	*	*	*	*	*	*	*
8	SERVICE/MAINTENANCE	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
	ADOT Total Workforce %	*	*	*	*	*	*	*	*
	Census Arizona CLF %	*	*	*	*	*	*	*	*
	Parity	*	*	*	*	*	*	*	*
	Utilization (Parity or Below)	*	*	*	*	*	*	*	*
	Parity Goal	*	*	*	*	*	*	*	*

*Data in red represents where ADOT is below parity.

Table 8-3

WORKFORCE UTILIZATION ANALYSIS BY DIVISION

Division: Intermodal Transportation

Code	EEO Job Categories	Total	Male		Female		White Non-Minority		Black		Hispanic		Asian/Pacific Islander		American Indian Or Alaskan Native	
			M	F	M	F	M	F	M	F	M	F	M	F		
1	OFFICIALS/ADMINISTRATORS	71	61	10	46	7	1	1	1	4	0	9	2	1	0	
	ADOT Total Workforce %* Census Arizona CLF %**	*	85.9% *	14.1% 39.5%	64.8% *	9.9% *	1.4% 1.2%	1.4% 1.0%	5.6% 6.6%	0% 5.0%	12.7% 1.3%	2.8% 0.8%	1.4% 1.0%	1.4% 1.0%	0% 1.0%	
	Utilization (Parity or Below)*	*	*	28	*	*	1	1	5	4	1	4	1	1	1	
	Parity Goal*	*	*	B	*	*	P	P	B	B	P	P	P	P	B	
2	PROFESSIONALS	634	385	249	252	150	10	10	47	59	66	20	10	10		
	ADOT Total Workforce %* Census Arizona CLF %**	*	60.7% *	39.3% 50.6%	39.7% *	23.7% *	1.6% 1.4%	1.6% 1.4%	7.4% 4.2%	9.3% 5.2%	10.4% 2.1%	3.2% 1.5%	1.6% 0.9%	1.6% 1.6%		
	Utilization (Parity or Below)	*	*	321	*	*	5	5	27	33	13	10	6	10		
	Parity Goal	*	*	B	*	*	P	P	P	P	P	B	P	P		
3	TECHNICIANS	369	279	90	166	53	6	4	83	29	11	1	13	3		
	ADOT Total Workforce %* Census Arizona CLF %**	*	75.6% *	24.4% 52.6%	45.0% *	14.4% *	1.6% 1.5%	1.1% 1.7%	22.5% 7.5%	7.5% 7.3%	3.0% 1.6%	0.3% 1.6%	3.5% 1.5%	0.8% 2.2%		
	Utilization (Parity or Below)	*	*	194	*	*	6	6	28	27	6	6	6	8		
	Parity Goal	*	*	B	*	*	P	B	P	P	P	B	P	B		
4	PROTECTIVE SERVICE - Sworn	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	
	ADOT Total Workforce %* Census Arizona CLF %**	*	*	*	*	*	*	*	*	*	*	*	*	*	*	
	Utilization (Parity or Below)	*	*	*	*	*	*	*	*	*	*	*	*	*	*	
	Parity Goal	*	*	*	*	*	*	*	*	*	*	*	*	*	*	
5	PROTECTIVE SERVICE - non Sworn	29	15	14	11	7	2	2	1	5	0	1	1	0		
	ADOT Total Workforce %* Census Arizona CLF %**	*	51.7% *	48.3% 49.8%	37.9% *	24.1% *	6.9% 1.0%	3.4% 1.2%	3.4% 6.8%	17.2% 8.0%	0% 0.2%	3.4% 0.0%	3.4% 1.6%	0% 6.8%		
	Utilization (Parity or Below)	*	*	14	*	*	1	1	2	2	1	1	1	2		
	Parity Goal	*	*	P	*	*	P	B	P	P	B	P	P	B		
	Utilization (Parity or Below)	*	*	0	*	*	0	0	1	0	1	0	0	2		
	Parity Goal	*	*	0	*	*	0	0	1	0	1	0	0	2		

Table 8-3

Code	EEO Job Categories	Total	Male	Female	White	Black	Hispanic	Asian/Pacific Islander	American Indian Or Alaskan Native
6	ADMINISTRATIVE SUPPORT	21	6	15	1	0	3	4	1
	ADOT Total Workforce %	*	28.6%	71.4%	4.8%	0%	14.3%	19.0%	4.8%
	Census Arizona CLF %	*	*	66.8%	*	1.3%	4.2%	0.6%	0.8%
	Parity	*	*	14	*	1	1	1	1
	Utilization (Parity or Below)	*	*	P	*	B	P	P	P
	Parity Goal	*	*	0	*	1	0	0	0
7	SKILLED CRAFT	72	67	5	46	2	0	1	0
	ADOT Total Workforce %	*	93.1%	6.9%	63.9%	2.8%	0%	1.4%	0%
	Census Arizona CLF %	*	*	6.3%	*	1.7%	0.1%	1.0%	4.7%
	Parity	*	*	5	*	1	1	1	1
	Utilization (Parity or Below)	*	*	P	*	B	B	P	B
	Parity Goal	*	*	0	*	0	1	0	1
8	SERVICE/MAINTENANCE	637	629	8	334	8	0	1	0
	ADOT Total Workforce %	*	98.7%	1.3%	52.4%	1.3%	0%	0.2%	10.8%
	Census Arizona CLF %	*	*	40.7%	*	2.0%	1.1%	1.1%	2.6%
	Parity	*	*	259	*	13	145	7	17
	Utilization (Parity or Below)	*	*	B	*	B	P	B	P
	Parity Goal	*	*	251	*	5	0	6	0

*Data in red represents where ADOT is below parity.

Table 8-4

WORKFORCE UTILIZATION ANALYSIS BY DIVISION

Division: Motor Vehicle

Code	EEO Job Categories	Total	Male		Female		White Non-Minority		Black		Hispanic		Asian/Pacific Islander		American Indian Or Alaskan Native	
				%		%	M	F	M	F	M	F	M	F	M	F
1	OFFICIALS/ADMINISTRATORS	15	7	46.7%	8	53.3%	6	7	0	0	0	1	1	0	0	0
	ADOT Total Workforce %* Census Arizona CLF %*	*	*	46.7% 39.5%	*	40.0% 53.3%	*	46.7% 39.5%	0% 1.2%	0% 1.0%	0% 6.6%	6.7% 5.0%	0% 1.3%	0% 0.8%	0% 1.0%	0% 1.0%
	Utilization (Parity or Below)*	*	*		6		*	*	1	1	1	1	1	1	1	1
	Parity Goal*	*	*		P		*	*	B	B	P	P	B	B	B	B
2	PROFESSIONALS	114	28	24.6%	86	75.4%	19	51	0	5	9	25	0	4	0	1
	ADOT Total Workforce %* Census Arizona CLF %	*	*	24.6% 50.6%	*	16.7% 75.4%	*	44.7% 50.6%	0% 1.4%	4.4% 1.4%	7.9% 4.2%	21.9% 5.2%	0% 2.1%	3.5% 1.5%	0% 0.9%	0.9% 1.6%
	Utilization (Parity or Below)	*	*		58		*	*	2	2	5	6	2	2	2	2
	Parity Goal	*	*		P		*	*	B	P	P	P	B	P	B	B
3	TECHNICIANS	2	0	0%	2	100%	0	0	0	0	0	2	0	0	0	0
	ADOT Total Workforce %* Census Arizona CLF %	*	*	0% 52.6%	*	0% 100%	*	0% 52.6%	0% 1.5%	0% 1.7%	0% 7.5%	100% 7.3%	0% 1.6%	0% 1.6%	0% 1.5%	0% 2.2%
	Utilization (Parity or Below)	*	*		1		*	*	1	1	1	1	1	1	1	1
	Parity Goal	*	*		P		*	*	B	B	B	P	B	B	B	B
4	PROTECTIVE SERVICE	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
	ADOT Total Workforce %* Census Arizona CLF %	*	*		*		*	*	*	*	*	*	*	*	*	*
	Utilization (Parity or Below)	*	*		1		*	*	1	1	1	1	1	1	1	1
	Parity Goal	*	*		P		*	*	B	B	B	P	B	B	B	B
5	PROTECTIVE SERVICE - Non Sworn	732	118	16.1%	614	83.9%	65	289	5	44	44	250	3	11	1	20
	ADOT Total Workforce %* Census Arizona CLF %	*	*	16.1% 49.8%	*	8.9% 83.9%	*	39.5% 49.8%	0.7% 1.0%	6.0% 1.2%	6.0% 6.8%	34.2% 8.0%	0.4% 0.2%	1.5% 0.0%	0.1% 1.6%	2.7% 6.8%
	Utilization (Parity or Below)	*	*		365		*	*	7	9	50	59	1	1	12	50
	Parity Goal	*	*		P		*	*	B	P	B	P	P	P	B	B
	Utilization (Parity or Below)	*	*		0		*	*	2	0	6	0	0	0	11	30
	Parity Goal	*	*				*	*								

Table 8-4

Code	EEO Job Categories	Total	Male	Female	White	Black	Hispanic	Asian/Pacific Islander	American Indian Or Alaskan Native
6	ADMINISTRATIVE SUPPORT	81	17	64	33	2	6	0	1
	ADOT Total Workforce %	*	21.0%	79.0%	11.1%	7.4%	7.4%	0%	1.2%
	Census Arizona CLF %	*	*	66.8%	*	1.3%	5.7%	0.6%	1.3%
7	Parity	*	*	54	*	1	5	1	1
	Utilization (Parity or Below)	*	*	P	*	P	P	B	P
	Parity Goal	*	*	0	*	0	0	1	0
8	SKILLED CRAFT	9	6	3	1	1	4	0	0
	ADOT Total Workforce %	*	66.7%	33.3%	11.1%	11.1%	44.4%	0%	0%
	Census Arizona CLF %	*	*	6.3%	*	1.7%	27.8%	1.0%	0.3%
9	Parity	*	*	1	*	1	3	1	1
	Utilization (Parity or Below)	*	*	P	*	P	P	B	B
	Parity Goal	*	*	0	*	0	0	1	1
10	SERVICE/MAINTENANCE	2	2	0	0	0	1	0	0
	ADOT Total Workforce %	*	100%	0%	50.0%	0%	50.0%	0%	0%
	Census Arizona CLF %	*	*	40.7%	*	2.0%	22.8%	1.1%	1.1%
11	Parity	*	*	1	*	1	1	1	1
	Utilization (Parity or Below)	*	*	B	*	B	P	B	B
	Parity Goal	*	*	1	*	1	0	1	1

*Data in red represents where ADOT is below parity.

Table 8-5

WORKFORCE UTILIZATION ANALYSIS BY DIVISION

Division: Multi-Modal Planning

Code	EEO Job Categories	Total	Male		Female		White Non-Minority		Black		Hispanic		Asian/Pacific Islander		American Indian Or Alaskan Native	
			M	F	M	F	M	F	M	F	M	F	M	F	M	F
1	OFFICIALS/ADMINISTRATORS	18	9	9	9	9	6	9	1	0	2	0	0	0	0	0
	ADOT Total Workforce %*	*	50.0%	50.0%	50.0%	33.3%	50.0%	5.6%	0.0%	5.6%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
	Census Arizona CLF %*	*	*	39.5%	*	*	*	1.2%	1.0%	6.6%	5.0%	1.3%	0.8%	1.0%	1.0%	
	Utilization (Parity or Below)*	*	*	7	*	*	*	1	1	1	1	1	1	1	1	
	Parity Goal*	*	*	P	*	*	*	P	B	P	B	B	B	B	B	
2	PROFESSIONALS	38	21	17	17	17	12	2	0	0	4	2	1	0	0	
	ADOT Total Workforce %	*	55.3%	44.7%	31.6%	44.7%	31.6%	5.3%	0.0%	0.0%	10.5%	5.3%	0.1%	0.0%	0.0%	
	Census Arizona CLF %	*	*	50.6%	*	*	*	1.4%	1.4%	4.2%	5.2%	2.1%	1.5%	0.9%	1.6%	
	Utilization (Parity or Below)	*	*	19	*	*	*	1	1	2	2	1	1	1	1	
	Parity Goal	*	*	B	*	*	*	P	B	B	P	P	B	B	B	
3	TECHNICIANS	9	9	0	7	0	0	1	0	1	0	0	0	0	0	
	ADOT Total Workforce %	*	100%	0%	77.8%	0%	11.1%	0%	11.1%	0%	11.1%	0%	0%	0%	0%	
	Census Arizona CLF %	*	*	52.6%	*	*	*	1.5%	1.7%	7.5%	7.3%	1.6%	1.6%	1.5%	2.2%	
	Utilization (Parity or Below)	*	*	5	*	*	*	1	1	1	1	1	1	1	1	
	Parity Goal	*	*	B	*	*	*	P	B	P	B	B	B	B	B	
4	PROTECTIVE SERVICE - Sworn	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	
	ADOT Total Workforce %	*	*	*	*	*	*	*	*	*	*	*	*	*	*	
	Census Arizona CLF %	*	*	*	*	*	*	*	*	*	*	*	*	*	*	
	Utilization (Parity or Below)	*	*	*	*	*	*	*	*	*	*	*	*	*	*	
	Parity Goal	*	*	*	*	*	*	*	*	*	*	*	*	*	*	
5	PROTECTIVE SERVICE - Non Sworn	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	
	ADOT Total Workforce %	*	*	*	*	*	*	*	*	*	*	*	*	*	*	
	Census Arizona CLF %	*	*	*	*	*	*	*	*	*	*	*	*	*	*	
	Utilization (Parity or Below)	*	*	*	*	*	*	*	*	*	*	*	*	*	*	
	Parity Goal	*	*	*	*	*	*	*	*	*	*	*	*	*	*	

Table 8-5

Code	EEO Job Categories	Total		Male		Female		White		Black		Hispanic		Asian/Pacific Islander		American Indian Or Alaskan Native	
6	ADMINISTRATIVE SUPPORT	1	0	0	0	0	1	0	0	0	0	1	0	0	0	0	0
	ADOT Total Workforce %	*	0%	0%	0%	0%	100%	0%	0%	0%	0%	100%	0%	0%	0%	0%	0%
	Census Arizona CLF %	*	*	*	66.8%	*	*	1.3%	2.2%	5.7%	12.6%	0.6%	1.3%	0.8%	2.7%		
	Parity	*	*	*	1	*	1	*	1	1	1	1	1	1	1	1	1
	Utilization (Parity or Below)	*	*	*	P	*	B	*	B	B	B	P	B	B	B	B	B
	Parity Goal	*	*	*	0	*	0	*	1	1	0	1	1	1	1	1	1
7	SKILLED CRAFT	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
	ADOT Total Workforce %	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*
	Census Arizona CLF %	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*
	Parity	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*
	Utilization (Parity or Below)	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*
	Parity Goal	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*
8	SERVICE/MAINTENANCE	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
	ADOT Total Workforce %	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*
	Census Arizona CLF %	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*
	Parity	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*
	Utilization (Parity or Below)	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*
	Parity Goal	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*

*Data in red represents where ADOT is below parity.

Table 8-6

WORKFORCE UTILIZATION ANALYSIS BY DIVISION

Division: Transportation Services Group

Code	EEO Job Categories	Total	Male		Female		White Non-Minority		Black		Hispanic		Asian/Pacific Islander		American Indian Or Alaskan Native	
			M	F	M	F	M	F	M	F	M	F	M	F	M	F
1	OFFICIALS/ADMINISTRATORS	30	17	13	14	12	1	0	1	1	1	1	0	0	0	0
	ADOT Total Workforce %*	*	56.7%	43.3%	46.7%	40.0%	3.3%	0%	3.3%	3.3%	3.3%	3.3%	0%	0%	0%	0%
	Census Arizona CLF %*	*	*	39.5%	*	*	1.2%	1.0%	1.2%	1.0%	5.0%	0.8%	1.3%	1.0%	1.0%	
	Parity*	*	*	12	*	*	*	1	1	2	2	1	1	1	1	
	Utilization (Parity or Below)*	*	*	P	*	*	*	P	B	B	B	B	P	B	B	
	Parity Goal*	*	*	0	*	*	*	0	1	1	1	0	1	1	1	
2	PROFESSIONALS	272	141	131	101	78	5	6	27	37	6	7	2	2	3	
	ADOT Total Workforce %	*	51.8%	48.2%	37.1%	28.7%	1.8%	2.2%	9.9%	13.6%	2.2%	2.6%	0.7%	0.7%	1.1%	
	Census Arizona CLF %	*	*	50.6%	*	*	1.4%	1.4%	4.2%	5.2%	2.1%	1.5%	0.9%	0.9%	1.6%	
	Parity	*	*	138	*	*	*	4	4	11	14	6	2	2	4	
	Utilization (Parity or Below)	*	*	B	*	*	*	P	P	P	P	P	P	P	P	
	Parity Goal	*	*	7	*	*	*	0	0	0	0	0	0	0	1	
3	TECHNICIANS	4	2	2	2	0	0	0	0	0	2	0	0	0	0	
	ADOT Total Workforce %	*	50.0%	50.0%	50.0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	
	Census Arizona CLF %	*	*	52.6%	*	*	1.5%	1.7%	7.5%	7.3%	1.6%	1.6%	1.5%	1.5%	2.2%	
	Parity	*	*	2	*	*	*	1	1	1	1	1	1	1	1	
	Utilization (Parity or Below)	*	*	P	*	*	*	B	B	B	P	B	B	B	B	
	Parity Goal	*	*	0	*	*	*	1	1	1	0	1	1	1	1	
4	PROTECTIVE SERVICE - Sworn	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	
	ADOT Total Workforce %	*	*	*	*	*	*	*	*	*	*	*	*	*	*	
	Census Arizona CLF %	*	*	*	*	*	*	*	*	*	*	*	*	*	*	
	Parity	*	*	*	*	*	*	*	*	*	*	*	*	*	*	
	Utilization (Parity or Below)	*	*	*	*	*	*	*	*	*	*	*	*	*	*	
	Parity Goal	*	*	*	*	*	*	*	*	*	*	*	*	*	*	
5	PROTECTIVE SERVICE - Non Sworn	14	6	8	3	2	0	0	2	6	0	0	1	0	0	
	ADOT Total Workforce %	*	42.9%	57.1%	21.4%	14.3%	0%	0%	14.3%	42.9%	0%	0%	7.1%	0%	0%	
	Census Arizona CLF %	*	*	49.8%	*	*	1.0%	1.2%	6.8%	8.0%	0.2%	0.0%	1.6%	1.6%	6.8%	
	Parity	*	*	7	*	*	*	1	1	1	1	1	1	1	1	
	Utilization (Parity or Below)	*	*	P	*	*	*	B	B	P	P	B	B	P	B	
	Parity Goal	*	*	0	*	*	*	1	1	0	0	1	1	0	1	

Table 8-6

Code	EEO Job Categories	Total	Male	Female	White	Black	Hispanic	Asian/Pacific Islander	American Indian Or Alaskan Native
6	ADMINISTRATIVE SUPPORT	6	1	5	1	2	0	0	0
	ADOT Total Workforce %	*	16.7%	83.3%	16.7%	0%	0%	0%	0%
	Census Arizona CLF %	*	*	66.8%	*	1.3%	2.2%	0.6%	0.8%
	Parity	*	*	4	*	*	1	1	1
	Utilization (Parity or Below)	*	*	P	*	B	P	B	B
	Parity Goal	*	*	0	*	1	0	1	1
7	SKILLED CRAFT	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
	ADOT Total Workforce %	*	*	*	*	*	*	*	*
	Census Arizona CLF %	*	*	*	*	*	*	*	*
	Parity	*	*	*	*	*	*	*	*
	Utilization (Parity or Below)	*	*	*	*	*	*	*	*
	Parity Goal	*	*	*	*	*	*	*	*
8	SERVICE/MAINTENANCE	1	1	0	0	0	0	0	0
	ADOT Total Workforce %	*	100%	0.0%	0.0%	0.0%	13.1%	0.0%	0.0%
	Census Arizona CLF %	*	*	40.7%	*	2.0%	1.1%	1.1%	2.6%
	Parity	*	*	1	*	1	1	1	1
	Utilization (Parity or Below)	*	*	B	*	B	P	B	B
	Parity Goal	*	*	1	*	1	0	1	1

*Data in red represents where ADOT is below parity.

Workforce Utilization Goal Setting Analysis

SETTING GOALS

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

A goal is defined as, “the result or achievement toward which effort is directed.”¹ For the purpose of addressing a utilization deficiency, goals are established as flexible targets for hiring and promoting the identified affected group members in job groups where underutilization exists in an attempt to reach parity. Therefore, ADOT’s affirmative action goals are set by:

1. Determining the anticipated vacancies by job group for each year of the plan period at the local level. The attrition rate by job groups was not available. However, the expectation is that the anticipated vacancies method allows for consideration of statewide and local constraints and therefore provides more accurate goal projections.
2. Calculate the actual hiring opportunities (factoring current vacancies and projected vacancies by job group, calculated over the 5 year plan period).
3. Assigning goals to those affected groups that are underutilized in the various job groups. ADOT does not attempt to attain parity during this plan period for those job groups where the lack of anticipated vacancies does not allow for a reasonable percentage of attempted affirmative action hires to non-affirmative action hires. For example, if underutilization results in a need for 110 affirmative action hires and the anticipated vacancies available for that particular job group are only 110, ADOT will consider a more reasonable goal percentage. In this example, ADOT will set what it considers to be a good faith effort affirmative action goal.

(See Established Goals to Address Utilization)

¹ www.Dictionary.com

WORKFORCE UTILIZATION GOALS SETTING ANALYSIS

Division: Administrative Services

Code	EEO Job Categories	Total Employees	Females		Black		Hispanic		Asian/Pacific Islander		American Indian/Alaskan Native	
			M	F	M	F	M	F	M	F	M	F
1	OFFICIALS/ADMINISTRATORS											
	Total Employees	28	0	1	2	0	1	0	0	1	1	0
	Census Arizona CLF %		1.2%	1.0%	6.6%	5.0%	1.3%	0.8%	1.0%	1.0%	1.0%	
	Utilization		-5.06	1	0.15	-1.4	0.62	-0.22	0.72	-0.28	0.28	
	Ultimate Goal		11.06	1	1.85	1.4	0.36	0.22	0.28	0.28	0.28	
2	Annual Placement Rate (APR) %		17%	1.1%	*	4.5%	0.7%	*	0.9%	*	0.9%	
	Annual Placement Goal		1.02	0.07	*	0.277	*	0.04	*	0.06	0.06	
	Annual Placement Goal (Numeric)		1	1	*	1	*	1	*	1	1	
	PROFESSIONALS											
	Total Employees	90	M	F	M	F	M	F	M	F	M	F
5	Census Arizona CLF %		1.4%	1.4%	4.2%	5.2%	2.1%	1.5%	0.9%	0.9%	1.6%	
	Utilization		7.46	-1.26	4.74	1.22	7.32	1.11	2.65	0.19	0.56	
	Ultimate Goal		*	1.26	1.26	3.78	4.68	1.89	1.35	0.81	1.44	
	Annual Placement Rate (APR) %		*	1.2%	*	*	*	*	*	*	*	
	Annual Placement Goal		*	0.25	*	*	*	*	*	*	*	
PROTECTIVE SERVICES - Non Sworn	Annual Placement Goal (Numeric)		1	1	*	*	*	*	*	*	*	
	Total Employees	24	M	F	M	F	M	F	M	F	M	F
	Census Arizona CLF %		1.0%	1.2%	6.8%	8.0%	0.2%	0.0%	1.6%	1.6%	6.8%	
	Utilization		3	0.76	2.71	1.37	7.08	0.95	0	-0.38	-1.63	
	Ultimate Goal		12	0.24	0.29	1.63	1.92	0.05	0	0.38	1.63	
PROTECTIVE SERVICES - Non Sworn	Annual Placement Rate (APR) %		*	*	*	*	*	*	0.0%	1.4%	6.2%	
	Annual Placement Goal		*	*	*	*	*	*	0	0.07	0.33	
	Annual Placement Goal (Numeric)		*	*	*	*	*	*	0	1	1	

Note: Highlighted areas represent underutilization and goal(s) for satisfying parity compliance.

Code	EEO Job Categories	Total Employees	Females		Black		Hispanic		Asian/Pacific Islander		American Indian/Alaskan Native	
			M	F	M	F	M	F	M	F	M	F
6	ADMINISTRATIVE SUPPORT											
	Total Employees	21	0	0	5	5	0	0	0	0	1	2
	Census Arizona CLF %	66.8%	1.3%	2.2%	5.7%	12.6%	0.6%	1.3%	0.6%	1.3%	0.8%	2.7%
	Utilization	-3.03	-0.27	-0.46	3.81	2.35	-0.12	-0.27	-0.12	-0.27	0.83	1.43
	Ultimate Goal	14.03	0.27	0.46	1.19	2.65	0.12	0.27	0.12	0.27	0.17	0.57
	Annual Placement Rate (APR) %	16%	1.4%	2.4%	*	*	0.6%	1.4%	0.6%	1.4%	*	*
Annual Placement Goal	0.605	0.05	0.091	*	*	2.27	0.06	2.27	0.06	*	*	
Annual Placement Goal (Numeric)	1	1	1	*	*	2	1	2	1	*	*	
7	SKILLED CRAFT											
	Total Employees	133	0	0	21	0	1	0	1	0	6	0
	Census Arizona CLF %	6.3%	1.7%	0.1%	27.8%	1.6%	1.0%	0.3%	1.0%	0.3%	4.7%	0.4%
	Utilization	-0.74	-2.26	-2.93	-15.97	-2.13	-0.33	-0.40	-0.33	-0.40	-0.25	-0.53
	Ultimate Goal	0.74	+2.26	+2.93	36.97	2.13	1.33	.40	1.33	.40	6.25	0.53
	Annual Placement Rate (APR) %	4.0%	2.3%	2.9%	16%	2.1%	*	0.4%	*	0.4%	*	0.5%
Annual Placement Goal	0.15	0.46	0.58	3.19	0.42	*	0.08	*	0.08	*	0.11	
Annual Placement Goal (Numeric)	1	1	1	3	1	*	1	*	1	*	1	
8	SERVICE/MAINTENANCE											
	Total Employees	37	1	0	12	0	0	0	0	0	0	0
	Census Arizona CLF %	40.7%	2.0%	1.1%	22.8%	13.1%	1.1%	1.1%	1.1%	1.1%	2.6%	2.1%
	Utilization	-13.06	0.26	-0.41	3.56	-4.85	-0.41	-0.41	-0.41	-0.41	-0.96	-0.77
	Ultimate Goal	15.06	0.74	0.41	8.44	4.85	0.41	0.41	0.41	0.41	0.96	0.77
	Annual Placement Rate (APR) %	54.3%	*	1.7%	*	20%	1.7%	1.7%	1.7%	1.7%	4.0%	3.2%
Annual Placement Goal	2.61	*	0.08	*	0.97	0.08	0.08	0.08	0.08	0.19	0.15	
Annual Placement Goal (Numeric)	3	*	1	*	1	1	1	1	1	1	1	

Note: Highlighted areas represent underutilization and goal(s) for satisfying parity compliance.

WORKFORCE UTILIZATION GOALS SETTING ANALYSIS

Division: Director

Code	EEO Job Categories	Total Employees	Females		Black		Hispanic		Asian/Pacific Islander		American Indian/Alaskan Native	
			M	F	M	F	M	F	M	F	M	F
1	OFFICIALS/ADMINISTRATORS	17										
	Total Employees		8	0	0	1	0	0	0	0	0	0
	Census Arizona CLF %		39.5%	1.2%	1.0%	5.0%	6.6%	1.3%	0.8%	1.0%	1.0%	1.0%
	Utilization		1.285	-0.204	-0.17	0.15	-1.12	-0.221	-0.056	-0.17	-0.17	-0.17
	Ultimate Goal		6.715	0.204	0.17	0.85	1.12	0.221	0.056	0.17	0.17	0.17
2	Annual Placement Rate (APR) %	*	1.1%	0.9%	*	6%	*	2.9%	0.9%	0.9%	0.9%	
	Annual Placement Goal	*	0.041	0.034	0.224	*	0.045	0.108	0.034	0.034	0.034	
	Annual Placement Goal (Numeric)	*	1	1	*	1	1	1	1	1	1	
	PROFESSIONALS											
	Total Employees	22	2	0	4	2	0	0	0	0	0	
3	Census Arizona CLF %	50.6%	1.4%	1.4%	5.2%	4.2%	2.1%	1.5%	0.9%	0.9%	1.6%	
	Utilization	2.77	1.47	-0.53	2.02	0.40	-0.798	-0.57	-0.342	-0.139		
	Ultimate Goal	19.23	0.532	0.53	1.98	1.59	0.798	0.57	0.342	0.139		
	Annual Placement Rate (APR) %	*	*	1.2%	*	*	1.8%	1.3%	0.8%	0.003		
	Annual Placement Goal	*	*	0.105	*	*	0.160	0.114	0.068	0.028		
3	Annual Placement Goal (Numeric)	*	*	1	*	*	1	1	1	1	1	
	TECHNICIANS											
	Total Employees	1	0	0	0	0	0	0	0	0	0	
	Census Arizona CLF %	52.6%	1.5%	1.7%	7.3%	7.5%	1.6%	1.6%	1.5%	2.2%		
	Utilization	-0.53	-0.015	-0.017	-0.073	-0.075	-0.016	-0.016	-0.015	-0.022		
3	Ultimate Goal	0.53	0.015	0.017	0.073	0.075	0.016	0.016	0.015	0.022		
	Annual Placement Rate (APR) %	38%	1.1%	1.2%	5.2%	5.3%	1.1%	1.1%	1.1%	1.6%		
	Annual Placement Goal	0.11	0.003	0.003	0.015	0.015	0.003	0.003	0.003	0.004		
	Annual Placement Goal (Numeric)	1	1	1	1	1	1	1	1	1		

Note: Highlighted areas represent underutilization and goal(s) for satisfying parity compliance.

WORKFORCE UTILIZATION GOALS SETTING ANALYSIS

Division: Enforcement Compliance

Code	EEO Job Categories	Total Employees	Females		Black		Hispanic		Asian/Pacific Islander		American Indian/Alaskan Native	
			M	F	M	F	M	F	M	F	M	F
1	OFFICIALS/ADMINISTRATORS											
	Total Employees	17	0	0	3	2	0	0	0	0	0	0
	Census Arizona CLF %		1.2%	1.0%	6.6%	5.0%	1.3%	0.8%	1.0%	1.0%	1.0%	1.0%
	Utilization		-0.715	-0.17	1.878	1.15	-0.221	-0.136	-0.017	-0.017	-0.017	-0.017
	Ultimate Goal		6.715	0.204	1.122	0.85	0.221	0.136	0.017	0.017	0.017	0.017
	Annual Placement Rate (APR) %		3.8%	1.1%	0.91%	*	1.2%	0.73%	0.09%	0.09%	0.09%	0.09%
2	Annual Placement Goal		0.142	0.041	0.034	*	0.045	0.027	0.003	0.003	0.003	0.003
	Annual Placement Goal (Numeric)		1	1	1	*	1	1	1	1	1	1
	PROFESSIONALS											
	Total Employees	29	0	0	0	7	0	1	0	0	0	1
	Census Arizona CLF %		50.6%	1.4%	4.2%	5.2%	2.1%	1.5%	0.9%	0.9%	1.6%	1.6%
	Utilization		6.33	-0.406	0.594	-1.218	5.492	-0.609	0.565	-0.261	0.536	0.464
Ultimate Goal		14.67	0.406	0.406	1.218	1.508	0.609	0.435	0.261	0.261	0.464	
Annual Placement Rate (APR) %		*	0.012	*	3.7%	*	1.8%	*	0.78%	*	*	
Annual Placement Goal		*	0.080	*	0.247	*	0.122	*	0.052	*	*	
Annual Placement Goal (Numeric)		*	1	1	1	*	1	*	1	*	*	
4	PROTECTIVE SERVICE - Sworn											
	Total Employees	21	0	0	3	1	0	0	0	0	0	0
	Census Arizona CLF %		19.5%	4.0%	13.8%	3.6%	0.9%	0.3%	4.0%	4.0%	1.6%	1.6%
	Utilization		-3.095	1.16	0.102	0.244	-0.197	-0.063	0.16	-0.336	0.16	-0.336
	Ultimate Goal		4.095	0.84	2.90	0.756	0.197	0.063	0.84	0.84	0.336	0.336
	Annual Placement Rate (APR) %		7.7%	*	0.63%	*	.49%	.16%	*	*	0.8%	0.8%
Annual Placement Goal		0.614	*	0.050	*	0.039	0.0127	*	*	0.067	0.067	
Annual Placement Goal (Numeric)		1	1	1	*	1	1	1	1	1	1	

Note: Highlighted areas represent underutilization and goal(s) for satisfying parity compliance.

Division: Enforcement Compliance (cont.)

Code	EEO Job Categories	Total Employees	Females	Black		Hispanic		Asian/Pacific Islander		American Indian/Alaskan Native	
				M	F	M	F	M	F	M	F
5	PROTECTIVE SERVICE – Non Sworn										
	Total Employees	155	64	2	1	33	20	3	1	3	13
	Census Arizona CLF %		49.8%	1.0%	1.2%	6.8%	8.0%	0.2%	0.0%	1.6%	6.8%
	Utilization		-13.19	0.45	-0.86	22.46	7.6	2.69	1	0.52	2.46
	Ultimate Goal		77.19	1.55	1.86	10.54	12.4	0.31	0.0	2.48	10.54
	Annual Placement Rate (APR) %		7.7%	*	0.5%	*	*	*	*	*	*
6	Annual Placement Goal		2.63	*	0.171	*	*	*	*	*	*
	Annual Placement Goal (Numeric)		3	*	1	*	*	*	*	*	*
	ADMINISTRATIVE SUPPORT			M	F	M	F	M	F	M	F
	Total Employees	2	2	0	0	0	1	0	0	0	0
	Census Arizona CLF %		66.8%	1.3%	2.2%	5.7%	12.6%	0.6%	1.3%	0.8%	2.7%
	Utilization		0.664	-0.026	-0.044	-0.114	0.748	-0.012	-0.026	-0.016	-0.054
Annual Placement Goal		1.34	0.026	0.044	0.114	0.252	0.012	0.026	0.016	0.054	
Annual Placement Rate (APR) %		*	2.8%	4.9%	12.7%	*	1.3%	2.9%	1.8%	6.0%	
Annual Placement Goal		*	0.010	0.018	0.046	*	0.005	0.010	0.0063	0.0216	
Annual Placement Goal (Numeric)		*	1	1	1	*	1	1	1	1	

Note: Highlighted areas represent underutilization and goal(s) for satisfying parity compliance.

WORKFORCE UTILIZATION GOALS SETTING ANALYSIS

Division: Intermodal Transportation

Code	EEO Job Categories	Total Employees	Females		Black		Hispanic		Asian/Pacific Islander		American Indian/Alaskan Native	
			M	F	M	F	M	F	M	F	M	F
1	OFFICIALS/ADMINISTRATORS											
	Total Employees	71	1	1	4	0	9	2	1	0	1	0
	Census Arizona CLF %	39.5%	1.2%	1.0%	6.6%	5.0%	1.3%	0.8%	1.0%	1.0%	1.0%	1.0%
	Utilization	-18.045	0.148	0.29	-0.686	-3.55	8.077	1.432	0.29	-0.71	0.29	-0.71
	Ultimate Goal	28.045	0.852	0.71	0.686	3.55	0.923	0.568	0.71	0.71	0.71	0.71
	Annual Placement Rate (APR) %	23.1%	*	*	0.9%	4.5%	*	*	*	*	*	0.9%
	Annual Placement Goal	3.608	*	*	0.136	0.703	*	*	*	*	*	0.1405
	Annual Placement Goal (Numeric)	4	*	*	1	1	*	*	*	*	*	1
2	PROFESSIONALS											
	Total Employees	634	M	F	M	F	M	F	M	F	M	F
	Census Arizona CLF %	50.6%	1.4%	1.4%	4.2%	5.2%	2.1%	1.5%	0.9%	1.6%	0.9%	1.6%
	Utilization	-71.804	1.124	1.124	20.37	26.03	52.69	10.49	4.29	-0.144	4.29	-0.144
	Ultimate Goal	320.80	8.876	8.876	26.63	32.97	13.31	9.51	5.71	10.144	5.71	10.144
	Annual Placement Rate (APR) %	9.8%	*	*	*	*	*	*	*	*	*	0.01%
	Annual Placement Goal	14.29	*	*	*	*	*	*	*	*	*	0.0145
	Annual Placement Goal (Numeric)	14	*	*	*	*	*	*	*	*	*	1
3	TECHNICIANS											
	Total Employees	369	M	F	M	F	M	F	M	F	M	F
	Census Arizona CLF %	52.6%	1.5%	1.7%	7.5%	7.3%	1.6%	1.6%	1.5%	2.2%	1.5%	2.2%
	Utilization	-104.09	0.465	-2.273	35.45	-17.28	5.096	-4.904	7.465	-5.118	7.465	-5.118
	Ultimate Goal	194.09	5.535	6.273	47.55	46.28	5.904	5.904	5.535	8.118	5.535	8.118
	Annual Placement Rate (APR) %	20.1%	*	0.4%	*	3.3%	*	0.95%	*	0.99%	*	0.99%
	Annual Placement Goal	20.77	*	0.413	*	3.41	*	0.9815	*	1.023	*	1.023
	Annual Placement Goal (Numeric)	21	*	1	*	3	*	1	*	1	*	1

Note: Highlighted areas represent underutilization and goal(s) for satisfying parity compliance.

Division: Intermodal Transportation (cont.)

Code	EEO Job Categories	Total Employees	Females		Black		Hispanic		Asian/Pacific Islander		American Indian/Alaskan Native	
			M	F	M	F	M	F	M	F	M	F
5	PROTECTIVE SERVICE – Non Sworn											
	Total Employees	29	2	1	1	5	0	1	0	1	1	0
	Census Arizona CLF %		49.8%	1.0%	1.2%	6.8%	8.0%	0.2%	0.0%	1.6%	6.8%	
	Utilization		-0.442	1.71	0.652	-0.972	2.68	-0.058	1	0.536	-1.972	
	Ultimate Goal		14.442	0.29	0.348	1.972	2.32	0.058	0	0.464	1.972	
	Annual Placement Rate (APR) %		1.4%	*	*	3.0%	*	0.07%	*	*	6.2%	
	Annual Placement Goal		0.089	*	*	0.211	*	0.011	*	*	0.394	
	Annual Placement Goal (Numeric)		1	*	*	1	*	1	*	*	1	
6	ADMINISTRATIVE SUPPORT											
	Total Employees	21	15	0	3	0	6	4	1	1	0	
	Census Arizona CLF %		66.8%	1.3%	4.2%	5.7%	12.6%	0.6%	1.3%	0.8%	2.7%	
	Utilization		0.972	-0.273	2.118	-1.197	3.354	2.74	0.727	0.832	-0.567	
	Ultimate Goal		14.028	0.273	0.882	1.197	2.646	1.26	0.273	0.168	0.567	
	Annual Placement Rate (APR) %		*	1.4%	*	6.3%	*	*	*	*	3.0%	
	Annual Placement Goal		*	0.053	*	0.238	*	*	*	*	0.113	
	Annual Placement Goal (Numeric)		*	1	*	1	*	*	*	*	1	
7	SKILLED CRAFT											
	Total Employees	72	5	2	0	18	0	1	0	0	0	
	Census Arizona CLF %		6.3%	1.7%	0.1%	27.8%	1.6%	1.0%	0.3%	4.7%	0.4%	
	Utilization		0.464	0.776	-0.72	-2.016	-1.152	0.28	-0.216	-3.384	-2.548	
	Ultimate Goal		4.536	1.224	0.72	20.016	1.152	0.72	0.216	3.384	2.548	
	Annual Placement Rate (APR) %		*	*	1.3%	3.7%	2.1%	*	0.4%	6.3%	0.6%	
	Annual Placement Goal		*	0.1404	0.139	0.230	*	0.043	0.676	0.513		
	Annual Placement Goal (Numeric)		*	1	1	1	1	1	1	1	1	

Note: Highlighted areas represent underutilization and goal(s) for satisfying parity compliance.

Division: Intermodal Transportation (cont.)

Code	EEO Job Categories	Total Employees	Females		Black		Hispanic		Asian/Pacific Islander		American Indian/Alaskan Native	
			M	F	M	F	M	F	M	F	M	F
8	SERVICE/MAINTENANCE											
	Total Employees	637	8	8	217	3	1	0	0	0	69	0
	Census Arizona CLF %		40.7%	2.0%	22.8%	13.1%	1.1%	1.1%	1.1%	2.6%	2.1%	
	Utilization		-251.26	-4.74	71.764	-80.45	-6.007	-7.007	7.007	52.438	-13.377	
	Ultimate Goal		259.26	12.74	145.24	83.45	7.007	7.007	7.007	16.562	13.377	
	Annual Placement Rate (APR) %		60.7%	1.1%	*	3.1%	1.5%	1.7%	1.7%	*	3.2%	
	Annual Placement Goal		50.25	0.911	0.166	2.65	1.20	1.39	1.39	*	2.67	
	Annual Placement Goal (Numeric)		50	1	1	3	1	1	1	*	3	

Note: Highlighted areas represent underutilization and goal(s) for satisfying parity compliance.

WORKFORCE UTILIZATION GOALS SETTING ANALYSIS

Division: Motor Vehicle

Code	EEO Job Categories	Total Employees	Females		Black		Hispanic		Asian/Pacific Islander		American Indian/Alaskan Native	
			M	F	M	F	M	F	M	F	M	F
1	OFFICIALS/ADMINISTRATORS	15										
	Total Employees	8	0	0	0	1	1	0	0	0	0	0
	Census Arizona CLF %	39.5%	1.2%	1.0%	6.6%	5.0%	1.3%	0.8%	1.0%	1.0%	1.0%	1.0%
	Utilization	2.075	-0.18	-0.15	-0.99	0.25	0.805	-0.12	-0.15	-0.15	-0.15	-0.15
	Ultimate Goal	5.925	0.18	0.15	0.99	0.75	0.195	0.12	0.15	0.15	0.15	0.15
	Annual Placement Rate (APR) %	*	1.1%	0.91%	6%	*	*	0.73%	0.91%	0.91%	0.91%	0.91%
	Annual Placement Goal	*	0.036	0.300	0.198	*	*	0.024	0.300	0.300	0.300	0.300
	Annual Placement Goal (Numeric)	*	1	1	1	*	*	1	1	1	1	1
2	PROFESSIONALS	114										
	Total Employees	86	0	5	9	25	0	4	0	0	0	1
	Census Arizona CLF %	50.6%	1.4%	1.4%	4.2%	5.2%	2.1%	1.5%	0.9%	0.9%	1.6%	1.6%
	Utilization	28.32	-1.596	3.404	4.212	19.072	-2.394	2.29	-1.026	-1.026	-0.824	-0.824
	Ultimate Goal	57.68	1.596	1.596	4.788	5.928	2.394	1.71	1.026	1.026	1.824	1.824
	Annual Placement Rate (APR) %	*	0.22%	*	*	*	0.18%	*	0.78%	0.78%	0.63%	0.63%
	Annual Placement Goal	*	0.319	*	*	*	0.477	*	0.205	0.205	0.165	0.165
	Annual Placement Goal (Numeric)	*	1	*	*	*	1	*	1	1	1	1
3	TECHNICIANS	2										
	Total Employees	2	0	0	0	2	0	0	0	0	0	0
	Census Arizona CLF %	52.6%	1.5%	1.7%	7.5%	7.3%	1.6%	1.6%	1.5%	1.5%	2.2%	2.2%
	Utilization	0.948	-0.03	-0.034	-0.15	1.854	-0.032	-0.032	-0.03	-0.03	-0.044	-0.044
	Ultimate Goal	1.052	0.03	0.034	0.15	0.146	0.032	0.032	0.03	0.03	0.044	0.044
	Annual Placement Rate (APR) %	*	0.63%	1.2%	0.054%	0.52%	1.1%	1.1%	0.63%	0.63%	1.6%	1.6%
	Annual Placement Goal	*	0.165	0.0067	0.030	0.0029	0.0064	0.0064	0.165	0.165	0.009	0.009
	Annual Placement Goal (Numeric)	*	1	1	1	*	1	1	1	1	1	1

Division: Motor Vehicle (cont.)

Code	EEO Job Categories	Total Employees	Females		Black		Hispanic		Asian/Pacific Islander		American Indian/Alaskan Native	
			M	F	M	F	M	F	M	F	M	F
5	PROTECTIVE SERVICE – Non Sworn	732										
	Total Employees		614	44	44	250	3	11	1	20		
	Census Arizona CLF %		49.8%	1.0%	1.2%	8.0%	0.2%	0.0%	1.6%	6.8%		
	Utilization		249.46	-2.32	35.22	-5.776	1.536	11	-10.712	-29.776		
	Ultimate Goal		364.54	7.32	8.78	49.776	1.464	*	11.712	49.776		
	Annual Placement Rate (APR) %		*	0.29%	*	0.73%	*	*	1.3%	3.7%		
6	Annual Placement Goal	*	0.467	*	1.17	*	*	2.094	5.94			
	Annual Placement Goal (Numeric)	*	1	*	1	*	*	2	6			
	ADMINISTRATIVE SUPPORT											
	Total Employees	81	64	6	22	0	1	0	2			
	Census Arizona CLF %	66.8%	1.3%	2.2%	12.6%	0.6%	1.3%	0.8%	2.7%			
	Utilization	9.89	0.947	4.218	11.794	-0.486	-0.053	-0.648	-0.187			
7	Ultimate Goal	54.11	1.053	1.782	10.206	0.486	1.053	0.648	2.187			
	Annual Placement Rate (APR) %	*	*	*	*	*	0.67%	0.07%	0.26%			
	Annual Placement Goal	*	*	*	*	*	0.096	0.012	0.130			
	Annual Placement Goal (Numeric)	*	*	*	*	*	1	1	1			
	SKILLED CRAFT											
	Total Employees	9	3	1	4	1	0	0	1			
8	Census Arizona CLF %	6.3%	1.7%	0.1%	27.8%	1.6%	1.0%	0.3%	4.7%			
	Utilization	2.43	0.847	-0.009	1.498	0.856	-0.09	-0.027	-0.423			
	Ultimate Goal	0.57	0.153	0.009	2.502	0.144	0.09	0.027	0.814			
	Annual Placement Rate (APR) %	*	*	0.13%	*	*	1.3%	0.4%	6.3%			
	Annual Placement Goal	*	*	0.002	*	*	0.0175	0.0054	0.085			
	Annual Placement Goal (Numeric)	*	*	1	*	*	1	1	1			

Division: Motor Vehicle (cont.)

Code	EEO Job Categories	Total Employees	Females		Black		Hispanic		Asian/Pacific Islander		American Indian/Alaskan Native	
			M	F	M	F	M	F	M	F	M	F
8	SERVICE/MAINTENANCE											
	Total Employees	2	0	0	1	0	0	0	0	0	0	0
	Census Arizona CLF %		40.7%	1.1%	22.8%	13.1%	1.1%	1.1%	1.1%	2.6%	2.1%	
	Utilization		-0.814	-0.022	0.544	-0.262	-0.022	-0.022	-0.022	-0.052	-0.042	
	Ultimate Goal		0.814	0.04	0.456	0.262	0.022	0.022	0.022	0.052	0.042	
	Annual Placement Rate (APR) %		0.2%	3.1%	*	20.2%	1.7%	1.7%	1.7%	4%	3.2%	
	Annual Placement Goal		0.162	0.0081	0.0044	0.0523	0.0044	0.0044	0.0044	0.0104	0.0083	
	Annual Placement Goal (Numeric)		1	1	1	1	1	1	1	1	1	

Note: Highlighted areas represent underutilization and goal(s) for satisfying parity compliance.

WORKFORCE UTILIZATION GOALS SETTING ANALYSIS

Division: Multi-Modal Planning

Code	EEO Job Categories	Total Employees	Females		Black		Hispanic		Asian/Pacific Islander		American Indian/Alaskan Native	
			M	F	M	F	M	F	M	F	M	F
1	OFFICIALS/ADMINISTRATORS	18										
	Total Employees		9	9	1	1	2	0	0	0	0	0
	Census Arizona CLF %		39.5%	1.2%	1.0%	6.6%	5.0%	1.3%	0.8%	1.0%	1.0%	1.0%
	Utilization		1.89	0.784	-0.18	0.812	-0.9	-0.234	-0.144	-0.18	-0.18	-0.18
	Ultimate Goal		7.11	0.216	0.18	1.188	0.9	0.234	0.144	0.18	0.18	0.18
2	PROFESSIONALS	38										
	Total Employees		*	*	*	*	4.5%	1.2%	0.0475	0.029	0.036	0.036
	Census Arizona CLF %		*	0.036	0.036	*	0.178	0.0475	0.029	0.036	0.036	0.036
	Utilization		*	1	1	*	1	1	1	1	1	1
	Ultimate Goal		17	M	F	M	F	M	F	M	F	M
3	TECHNICIANS	9										
	Total Employees		17	2	0	0	4	2	2	1	0	0
	Census Arizona CLF %		50.6%	1.4%	1.4%	4.2%	5.2%	2.1%	1.5%	0.9%	1.6%	1.6%
	Utilization		-2.228	1.468	-0.532	-1.596	2.024	1.202	0.43	-0.342	-0.608	-0.608
	Ultimate Goal		2.228	0.532	0.532	1.596	1.976	0.798	0.57	0.342	0.608	0.608
3	TECHNICIANS	9										
	Total Employees		11.25%	*	1.2%	3.7%	*	*	*	*	0.78%	1.4%
	Census Arizona CLF %		0.4455	*	0.107	0.319	*	*	*	*	0.068	0.122
	Utilization		1	*	1	1	*	*	*	*	1	1
	Ultimate Goal		M	F	M	F	M	F	M	F	M	F
3	TECHNICIANS	9										
	Total Employees		0	1	0	1	0	0	0	0	0	0
	Census Arizona CLF %		52.6%	1.5%	1.7%	7.5%	7.3%	1.6%	1.6%	1.5%	2.2%	2.2%
	Utilization		-4.734	0.865	-0.153	0.325	-0.657	-0.144	-0.144	-0.135	-0.198	-0.198
	Ultimate Goal		4.734	0.135	0.153	0.675	0.657	0.144	0.144	0.135	0.198	0.198
3	TECHNICIANS	9										
	Total Employees		37.6%	*	1.2%	*	5.2%	1.1%	1.1%	1.1%	1.6%	1.6%
	Census Arizona CLF %		0.948	*	0.030	*	0.131	0.028	0.028	0.028	0.040	0.040
	Utilization		1	*	1	*	1	1	1	1	1	1
	Ultimate Goal		M	F	M	F	M	F	M	F	M	F

Note: Highlighted areas represent underutilization and goal(s) for satisfying parity compliance.

Division: Multi-Modal Planning

Code	EEO Job Categories	Total Employees	Females		Black		Hispanic		Asian/Pacific Islander		American Indian/Alaskan Native	
			M	F	M	F	M	F	M	F	M	F
6	ADMINISTRATIVE SUPPORT											
	Total Employees	1	0	0	0	0	1	0	0	0	0	0
	Census Arizona CLF %		1.3%	2.2%	5.7%	12.6%		0.6%	1.3%	0.8%	2.7%	
	Utilization		0.332	-0.013	-0.057	0.874		-0.006	-0.013	-0.008	-0.027	
	Ultimate Goal		0.668	0.013	0.057	0.126		0.006	0.013	0.008	0.027	
	Annual Placement Rate (APR) %		*	1.4%	6.3%	*		0.7%	1.4%	0.9%	3%	
	Annual Placement Goal		*	0.003	0.011	*		0.0013	0.0025	0.0016	0.0054	
	Annual Placement Goal (Numeric)		*	1	1	*		1	1	1	1	

Note: Highlighted areas represent underutilization and goal(s) for satisfying parity compliance.

WORKFORCE UTILIZATION GOALS SETTING ANALYSIS

Division: Transportation Services Group

Code	EEO Job Categories	Total Employees	Females		Black		Hispanic		Asian/Pacific Islander		American Indian/Alaskan Native	
			M	F	M	F	M	F	M	F	M	F
1	OFFICIALS/ADMINISTRATORS											
	Total Employees	30	1	0	1	1	1	1	1	0	0	0
	Census Arizona CLF %		1.2%	1.0%	6.6%	5.0%	1.3%	0.8%	1.0%	1.0%	1.0%	
	Utilization											
	Ultimate Goal		1.15	-0.3	-0.98	-0.5	0.61	-0.24	-0.3	0.3	-0.3	
	Annual Placement Rate (APR) %		11.85	0.36	1.98	1.5	0.39	0.24	0.3	0.3	0.3	
	Annual Placement Goal		*	0.9%	3%	1.5%	*	0.7%	0.9%	0.9%	0.9%	
	Annual Placement Goal (Numeric)		*	5.9%	19.8%	9.9%	*	4.6%	5.9%	5.9%	5.9%	
2	PROFESSIONALS											
	Total Employees	272	M	F	M	F	M	F	M	F	M	F
	Census Arizona CLF %		1.4%	1.4%	4.2%	5.2%	2.1%	1.5%	0.9%	1.6%	0.9%	1.6%
	Utilization											
	Ultimate Goal		-6.632	1.192	15.576	22.856	0.288	2.92	-0.448	-1.352	2.448	4.352
	Annual Placement Rate (APR) %		137.632	3.808	11.424	14.144	5.712	4.08	2.448	4.352	2.448	4.352
	Annual Placement Goal		2.1%	*	*	*	*	*	0.1%	0.4%	0.1%	0.4%
	Annual Placement Goal (Numeric)		1.31	*	*	*	*	*	8.7%	0.4%	8.7%	0.4%
3	TECHNICIANS											
	Total Employees	4	M	F	M	F	M	F	M	F	M	F
	Census Arizona CLF %		1.5%	1.7%	7.5%	7.3%	1.6%	1.6%	1.5%	2.2%	1.5%	2.2%
	Utilization											
	Ultimate Goal		-0.104	-0.068	-0.3	1.708	-0.064	-0.064	-0.06	-0.088	0.06	0.088
	Annual Placement Rate (APR) %		2.104	0.06	0.3	0.292	0.064	0.064	0.06	0.06	0.06	0.088
	Annual Placement Goal		1.9%	1.1%	5.4%	*	1.1%	1.1%	1.1%	1.1%	1.1%	1.6%
	Annual Placement Goal (Numeric)		2.1%	1.2%	6.0%	*	1.2%	1.2%	1.2%	1.2%	1.2%	1.8%
	Annual Placement Goal (Numeric)		1	1	1	*	1	1	1	1	1	1

Note: Highlighted areas represent underutilization and goal(s) for satisfying parity compliance.

Division: Transportation Services Group

Code	EEO Job Categories	Total Employees	Females		Black		Hispanic		Asian/Pacific Islander		American Indian/Alaskan Native	
			M	F	M	F	M	F	M	F	M	F
5	PROTECTIVE SERVICE – Non Sworn	14										
	Total Employees		8	0	2	6	0	0	0	0	1	0
	Census Arizona CLF %		49.8%	1.0%	6.8%	8.0%	0.2%	0.0%	0.0%	0.0%	1.6%	6.8%
	Utilization		1.028	-0.14	1.048	4.88	-0.28	0.0	0.0	0.776	-0.952	
	Ultimate Goal		6.972	0.14	0.952	1.12	0.28	0.0	0.0	0.224	0.952	
	Annual Placement Rate (APR) %	*	0.9%	*	*	1.8%	0.0%	*	6.2%			
	Annual Placement Goal	*	2.8%	*	*	5.5%	0.0%	*	19.1%			
	Annual Placement Goal (Numeric)	*	1	*	*	1	0.0	*	1			
	ADMINISTRATIVE SUPPORT											
	Total Employees	6	5	0	0	3	0	0	0	0	0	
	Census Arizona CLF %		66.8%	1.3%	2.2%	5.7%	12.6%	0.6%	1.3%	0.8%	2.7%	
	Utilization		0.992	-0.078	-0.132	2.244	-0.36	-0.078	-0.48	-0.162		
	Ultimate Goal		4.008	0.078	0.132	0.756	0.36	0.078	0.48	0.162		
	Annual Placement Rate (APR) %		*	1.4%	2.4%	6.3%	8	6.7%	1.4%	8.9%	3%	
	Annual Placement Goal		*	1.5%	2.6%	6.8%	*	7.2%	1.5%	9.6%	3.2%	
8	SERVICE/MAINTENANCE	1										
	Total Employees		0	0	1	0	0	0	0	0	0	
	Census Arizona CLF %		40.7%	2.0%	22.8%	13.1%	1.1%	1.1%	1.1%	2.6%	2.1%	
	Utilization		-0.407	-0.02	0.772	-0.131	-0.011	-0.011	-0.011	-0.026	-0.021	
	Ultimate Goal		0.407	0.02	0.228	0.131	0.011	0.011	0.011	0.026	0.021	
	Annual Placement Rate (APR) %	63%	3%	*	20.2%	1.7%	1.7%	4%	3.2%			
	Annual Placement Goal	8.2%	0.4%	*	2.7%	0.2%	0.2%	0.5%	0.4%			
	Annual Placement Goal (Numeric)	1	1	*	1	1	1	1	1			

Note: Highlighted areas represent underutilization and goal(s) for satisfying parity compliance.

Established Goals to Address Utilization

GOALS & TIME TABLES

ESTABLISHED GOALS TO ADDRESS UNDERUTILIZATION

DIVISION: ADMINISTRATIVE SERVICES

<u>Job Group</u>	<u>Job Group Description</u>	<u>Goal (annually over 5 years)</u>	<u>Barrier(s)</u>
01	OFFICIALS/ADMINISTRATORS	5 Females, 1 Black 1 Hispanic - Female 1 Asian/Pacific Islander - Female 1 American Indian -Female	
02	PROFESSIONAL	1 Black	
05	PROTECTIVE SERVICES – Non Sworn	2 Native American - 1 Female	
06	ADMINISTRATIVE SUPPORT	1 Female, 2 Black - 1 Female 3 Asian/Pacific Islander - 1 Female	
07	SKILLED CRAFT	1 Female, 2 Black, 4 Hispanic 1 Asian/Pacific Islander - Female 1 American Indian – Female	
08	SERVICE/MAINTENANCE	3 Female, 1 Black, 1 Hispanic 2 Asian/Pacific Islander 2 American Indian	

GOALS & TIME TABLES

DIVISION: DIRECTOR

<u>Job Group</u>	<u>Job Group Description</u>	<u>Goal (annually over 5 years)</u>	<u>Barrier(s)</u>
01	OFFICIALS/ADMINISTRATORS	2 Black – 1 Female 1 Hispanic – Male 2 Asian/Pacific Islander – 1 Female 2 American Indian	
02	PROFESSIONALS	1 Black – Female 2 Asian/Pacific Islander – 1 Female 2 American Indian – 1 Female	
03	TECHNICIANS	1 Female 2 Black 2 Asian/Pacific Islander 2 American Indian	

GOALS & TIME TABLES

DIVISION: ENFORCEMENT COMPLIANCE

<u>Job Group</u>	<u>Job Group Description</u>	<u>Goal (annually over 5 years)</u>	<u>Barrier(s)</u>
01	OFFICIALS/ADMINISTRATORS	1 Female, 2 Black 2 Asian/Pacific Islander 2 American Indian	
02	PROFESSIONALS	1 Black, 1 Hispanic 1 Asian/Pacific Islander 1 American Indian	
04	PROTECTIVE SERVICE – Sworn	1 Female, 1 Black 2 Asian/Pacific Islander 1 American Indian	
05	PROTECTIVE SERVICE – Non Sworn	3 Female – 1 Black	
06	ADMINISTRATIVE SUPPORT	2 Black – 1Female 1 Hispanic 2 Asian/Pacific Islander 2 American Indian	

GOALS & TIME TABLES

DIVISION: INTERMODAL TRANSPORTATION

<u>Job Group</u>	<u>Job Group Description</u>	<u>Goal (annually over 5 years)</u>	<u>Barrier(s)</u>
01	OFFICIALS/ADMINISTRATORS	4 Female 2 Hispanic – 1 Female 1 American Indian – Female	
02	PROFESSIONALS	14 Female 1 American Indian – Female	
03	TECHNICIANS	21 Female 1 Black – Female 3 Hispanic – Female 1 Asian/Pacific Islander – Female 1 American Indian – Female	
05	PROTECTIVE SERVICE – Non Sworn	1 Female, 1 Hispanic 1 Asian/Pacific Islander 1 American Indian – Female	
06	ADMINISTRATIVE SUPPORT	1 Black, 1 Hispanic 1 American Indian – Female	
07	SKILLED CRAFT	1 Black – Female 2 Hispanic – 1 Female 1 Asian/Pacific Islander – Female 2 American Indian – 1 Female	
08	SERVICE/MAINTENANCE	50 Female 2 Black – 1 Female 16 Hispanic – Female 2 Asian/Pacific Islander – 1 Female 3 American Indian – Female	

GOALS & TIME TABLES

DIVISION: MOTOR VEHICLE

<u>Job Group</u>	<u>Job Group Description</u>	<u>Goal (annually over 5 years)</u>	<u>Barrier (s)</u>
01	OFFICIALS/ADMINISTRATORS	2 Black – 1 Female 1 Hispanic Asian/Pacific Islander – Female 2 American Indian – 1 Female	
02	PROFESSIONALS	1 Black 1 Asian/Pacific Islander 2 American Indian – 1 Female	
03	TECHNICIANS	2 Black – 1 Female 1 Hispanic 2 Asian/Pacific Islander – 1 Female 2 American Indian – 1 Female	
05	PROTECTIVE SERVICE – Non Sworn	1 Black, 1 Hispanic 8 American Indian – 6 Female	
06	ADMINISTRATIVE SUPPORT	2 Asian/Pacific Islander – 1 Female 2 American Indian – 1 Female	
07	SKILLED CRAFT	1 Black – Female 2 Asian/Pacific Islander – 1 Female 1 American Indian	
08	SERVICE/MAINTENANCE	1 Female, 1 Black, 1 Hispanic – Female, 2 Asian/Pacific Islander – 1 Female, 2 American Indian – 1 Female	

GOALS & TIME TABLES

DIVISION: MULTI-MODAL PLANNING

<u>Job Group</u>	<u>Job Group Description</u>	<u>Goal (annually over 5 years)</u>	<u>Barrier(s)</u>
01	OFFICIALS/ADMINISTRATORS	1 Black – Female 1 Hispanic – Female 2 Asian/Pacific Islander – 1 Female 2 American Indian – 1 Female	
02	PROFESSIONALS	1 Female, 1 Black – Female, 1 Hispanic, 2 American Indian – Female	
03	TECHNICIANS	1 Female, 1 Black – Female, 1 Hispanic – Female 2 Asian/Pacific Islander – 1 Female, 2 American Indian – Female	
06	ADMINISTRATIVE SUPPORT	2 Black – 1 Female, 1 Hispanic, 2 Asian/Pacific Islander – 1 Female, 2 American Indian – 1 Female	Currently only 1 position allocated

GOALS & TIME TABLES

DIVISION: TRANSPORTATION SERVICES GROUP

<u>Job Group</u>	<u>Job Group Description</u>	<u>Goal (annually over 5 years)</u>	<u>Barrier(s)</u>
01	OFFICIALS/ADMINISTRATORS	1 Black – Female, 2 Hispanic 1 Asian/Pacific Islander – Female 2 American Indian – 1 Female	
02	PROFESSIONALS	2 Female 2 American Indian – 1 Female	
03	TECHNICIANS	1 Female, 2 Black - Female 1 Hispanic, 2 Asian/Pacific Islander 2 American Indian – 1 Female	
05	PROTECTIVE SERVICE – Non Sworn	2 Black – 1 Female 1 Asian/Pacific Islander 1 American Indian – Female	
06	ADMINISTRATIVE SUPPORT	2 Black – 1 Female, 1 Hispanic 2 Asian/Pacific Islander 2 American Indian	
08	SERVICE/MAINTENANCE	1 Female, 2 Black - Female 1 Hispanic – Female 2 Asian/Pacific Islander - Female 2 American Indian – 1 Female	

EEO DISCRIMINATION COMPLAINT PROCESS

EEO DISCRIMINATION COMPLAINTS

ADOT has established policies and procedures to address allegations of discrimination by employees and applicants. Any person who believes that they have been subjected to workplace discrimination on the basis of race, color, religion, sex, national origin, age, or disability may file a complaint with ADOT's Civil Rights office without fear of reprisal. The Civil Rights Office will review the complaint and provide a determination to the complaining party. Should the complaining party disagree with ADOT's findings, they may file a complaint with the Governor's Office of Equal Opportunity (GOEO), the Office of the Attorney General's Civil Rights Division, or the Equal Employment Opportunity Commission.

Additionally, ADOT has an established grievance process. It is the policy of ADOT that all employees are afforded the opportunity, through established procedures, to resolve matters that they believe adversely impact their employment or working conditions. Under the grievance procedure, every effort shall be made to resolve complaints or grievances at the lowest level.

INTERNAL EEO COMPLAINT PROCEDURES

AUTHORITY

Authority for this procedure is provided by the Equal Pay Act of 1963, Title VII of the Civil Rights Act of 1964, as amended, the Age Discrimination of Employment Act of 1967 (ADEA), Americans with Disabilities Act of 1990, the Civil Rights Act of 1991, by A.R.S. § 41-1461, § 41-1463, and § 41-1464, and Executive Order 2003-22.

PROHIBITION OF WORKPLACE DISCRIMINATION - ADOT is committed to providing a workplace free from discrimination. Any employee or individual who believes that they have been discriminated against on the basis of race, color, national origin, religion, disability, pregnancy, age, sex, or sexual orientation or retaliation may file a complaint with ADOT's Civil Rights Office (CRO). The complaining party must believe that discrimination or retaliation had occurred and that it was because of the individual's race, color, sex (including equal pay), religion, national origin, age (40 and over), disability, sexual orientation or in retaliation for having participated in activity protected by the various civil rights statutes; or for opposing violations of those statutes. The complaint may include more than one basis.

Any supervisor or manager made aware of allegations of discrimination should promptly report it to the ADOT Civil Rights Office using the EMPLOYEE DISCRIMINATION INCIDENT REPORT (EDIR) FORM (Exhibit 1).

If the complainant is comfortable doing so, he or she is encouraged to inform the person(s) who engaged in allegedly discriminatory conduct, either directly or through their supervisor, that the conduct is unwelcomed. He or she is also encouraged to bring the problem to the attention of his or her immediate supervisor. Complainants are not, however, required to bring a complaint to the manager or supervisor who is the subject of the complaint. An EDIR form must be completed by the employee or supervisor/manager and sent to the ADOT Civil Rights Office.

FILING COMPLAINTS - Complaints may be filed in any one or all three of the following ways:

1. Employees or individuals may report complaints of discrimination by contacting the ADOT Civil Rights Office. The contact can be by telephone call, personal visit, e-mail, or in writing. Complaints must be initiated within 180 days from the date of the most recent discriminatory act or act of harassment or retaliation. The ADOT Civil Rights will ask the individual filing the complaint to complete an EDIR Form (Exhibit 1).
2. Employees who work for ADOT may file a grievance through the Employee Problem Solving Process (PER 9.01) by indicating discrimination, retaliation, or harassment as a basis for the grievance. In such cases, the ADOT Civil Rights Office will report its findings, resolution, or dismissal to the responding authority

at the appropriate step. A grievance must be filed within 10 working days of the action being grieved. Employees are strongly encouraged to refer to ADOT's Employee Problem Solving Process procedures, PER 9.01. Filing a complaint with the ADOT Civil Rights Office will toll or suspend the time limit for filing a grievance if the complaint is dismissed by the ADOT Civil Rights Office for being outside the scope of this policy, as long as the complaint was made within 10 working days of the incident.

3. Employees or individuals may also file a complaint with the U.S. Equal Employment Opportunity Commission (EEOC) or with the Arizona Office of the Attorney General, Civil Rights Division. The EEOC is part of the Federal government and is separate from the Arizona Department of Transportation (ADOT). A complaint to the EEOC must be filed within 300 days of the most recent incident. A complaint with the Arizona Office of the Attorney General, Civil Rights Division, must be filed within 180 days of the most recent incident. Filing a complaint with the ADOT Civil Rights Office or filing a grievance under the ADOT grievance procedure does not extend these time limits. Complaints alleging discrimination on the basis of sexual orientation must be filed with the Arizona Office of the Attorney General, Civil Rights Division.

CONFLICT

If an employee, individual or the ADOT Civil Rights Office believes that the Civil Rights Office has a conflict of interest, the Director or designee, will review the situation to determine whether a conflict exists. Where the Director or designee determines that a conflict exists, another qualified investigator from within or outside the Department will be assigned to conduct the discrimination investigation.

COMPLAINT PROCESS

The ADOT Civil Rights Office will attempt to maintain the confidentiality of the complainant and witnesses to the maximum extent possible. However, during an investigation this may not be possible, and the investigator will advise the complainant and witnesses if confidentiality cannot be maintained.

Once an EDIR Form is completed, an investigator will review it and provide a copy to the complainant. Investigations must be finished within **60 days** from the date the EDIR Form is received by the ADOT Civil Rights Office, unless the ADOT Civil Rights Office and the complainant agree to extend the deadline an additional 45 days, for a total of 105 days. Any of the deadlines in this section may be extended by mutual agreement of ADOT and the complainant. Should the Complainant not be agreeable to an extension, the investigator will complete the investigation and a determination will be made based on the information obtained at that time.

The Director will be immediately advised of any facts or circumstances that, in the good faith belief of the investigator, may warrant immediate remedial action in order to safeguard the complainant, respondent, employees, or other person.

The investigator shall inform all parties involved that retaliation against the complaining employee or individual, and/or retaliation against witnesses is strictly prohibited and that any violations should be reported immediately.

Complaints will be addressed by the ADOT Civil Rights Office in one of three ways:

- (1) **Dismissal.** The ADOT Civil Rights Office may dismiss a complaint; however, complaints may be dismissed only for the following reasons:
 - (a) The report was not made within 180 days of the most recent discriminatory act.
 - (b) Accepting all the factual allegations as true, the complaint does not include information from which a determination can be made that the incident was because of someone's race, color, sex, religion, national origin, age, disability, sexual orientation or retaliation.
 - (c) Very rarely, a complaint may be dismissed because the process is being abused. Examples include multiple complaints on the same issues or lack of specificity in the allegations which after limited inquiry and review have not been made more specific.
 - (d) Lack of cooperation from the complainant.

The ADOT Civil Rights Office will provide the complainant with the reason for the dismissal in writing. A complainant may appeal the dismissal to the Director. The appeal process is described in the "Appeal to the Director" section of this procedure. If the time frame for filing a grievance has not expired before submission of the EDIR Form to the ADOT Civil Rights Office, the ADOT employee (complainant) shall be advised of his or her right to pursue a grievance under ADOT Policies and Procedures PER 9.01, Employee Problem Solving Procedure if the dismissal is for reasons outside of this policy. The complainant has 10 working days from receipt of the dismissal to initiate a grievance.

- (2) **Informal Resolution.** ADOT strives to resolve problems at the lowest possible level. The ADOT Civil Rights Office staff may attempt to informally resolve complaints filed using the EDIR Form or grievance filed using the Employee Problem Solving process.

The CRO will review the complaint and may make a limited inquiry into the incident. The purpose of this is to obtain information regarding the complaint and to determine if it will be possible to resolve it informally. In cases where it is possible to resolve the complaint without a formal investigation, the resolution will be documented and the complainant and alleged victim of the policy violation (if reported by someone else) will be advised of the resolution in writing. If the alleged victim of the policy violation agrees with the resolution, the alleged victim will sign a statement provided by the ADOT Civil Rights Office. The resolution will be attached to the EDIR Form and retained.

If resolving the complaint informally is not possible, a formal investigation will take place.

If after the limited inquiry, the investigator determines there is no cause to believe a policy violation has occurred, the complainant and respondent will be notified in writing. For complaints filed with the ADOT Civil Rights Office, complainants may file an appeal with the Director in accordance with paragraph D below.

In all situations, the complainant may also file a charge with the US Equal Employment Opportunity Commission (EEOC) or the Arizona Office of the Attorney General, Civil Rights Division.

- (3) **Formal Investigations.** The ADOT Civil Rights Office is responsible for conducting formal investigations of complaints. Due to conflicts of interest or staffing issues, it may be necessary for the ADOT Civil Rights Office to use investigators outside the ADOT Civil Rights Office or outside the Department. In all cases, the ADOT Civil Rights Office remains responsible for the content and timeliness of the investigation.

The investigative process is non-adversarial. That means that the investigator must collect evidence regardless of the parties' positions with respect to the evidence. The purpose of the investigation is to collect facts to determine if discrimination has occurred. If the complainant would like to add to or eliminate claims during the process, including retaliation, a simple written statement by the complainant, either on the EDIR Form or as a separate memo or e-mail, will be sufficient.

When a formal investigation is conducted, the investigator will review the EDIR Form and interview the complainant. Subsequent investigation may include additional interviews or fact-finding conferences, requests for information, and a review of the relevant documents. The investigation should be designed to thoroughly explore all sides of the issue or complaint. All persons interviewed shall be advised of their right to remain free of retaliation for participating in the process and shall be reminded that ADOT does not tolerate retaliation or harassment against other individuals involved in the investigation.

The investigator shall take notes of all interviews containing the date, time, location, and persons present. Notes should address each witness' knowledge regarding the allegations, the sources of that knowledge, and other who, what, when, where, and why information. If the investigator is unable to interview a witness, the notes shall reflect the attempt to contact the witness and reason why the witness could not be interviewed. The investigator shall copy and review all relevant documents.

At the conclusion of the formal investigation, the ADOT Civil Rights Office shall report its findings to the Director.

REPORTS AND DIRECTOR ACTION

The ADOT Civil Rights Office will report its findings in all formal investigations to the Director; within 60 days of the complaint being filed (The investigation period can be extended to 105 days with the consent of the complainant.)

Upon completion of a formal investigation, the investigator will forward a report to the Director. The Director will assign it to the appropriate assistant director for any action to be taken. Within 20 working days, the assistant director will review the report, and if warranted, take timely corrective action. Corrective action may include disciplinary action against individuals found to have violated ADOT's Nondiscrimination policy, and action in favor of individuals found to be victims of discrimination. The Director's office will be notified, in writing, whether any action was taken. A letter will be sent to the complainant summarizing the investigation in general terms and advising the complainant if any remedial action was taken.

In no-cause findings, a similar letter will be prepared by the assistant director for the respondent(s). After reviewing and within 15 working days of receipt of the investigative report, the Director's office will mail the appropriate letter to the complainant's and respondent(s) home address. The letter shall provide reasons for the decision without compromising confidentiality. A copy of whether final action was or was not taken will be forwarded to the Director and the ADOT Civil Rights Office for record keeping.

APPEALS TO THE DIRECTOR

In all cases, if a complainant is not satisfied with the results of the dismissal findings of the Civil Rights Office, an appeal can be filed in writing with the Director. Appeals must be filed within 10 working days of receipt of the dismissal notification. The Director has 15 working days to respond, in writing, to the appeal.

If the complainant disagrees with the assistant director's summary of the investigation and/or response, the complainant may submit a written appeal to the Director. The request must be submitted within 10 working days of receipt of the letter containing the resolution or findings and the Director shall respond, in writing, within 10 working days.

The party against whom a disciplinary remedy has been taken has the right to appeal the disciplinary action through the Employee Problem Solving Procedure (ADOT Employees only)—PER-9.01

The final formal investigative file, maintained by the ADOT Civil Rights Office, should contain the following:

- EDIR Form or Grievance
- The intake form, as completed by the investigator
- Any amendments, if applicable.
- Interview notes
- Copies of the documents reviewed
- A copy of the report to the Director

- In the case of cause findings, a copy of the action taken to resolve the complaint
- Copy of the summary to the complainant
- Appeals to the Director, if applicable

Employees and individuals who are not satisfied with ADOT's action may file a complaint with the US Equal Employment Opportunity Commission and the Arizona Office of the Attorney General, Civil Rights Division. A complaint to the EEOC must be filed within 300 days of the most recent incident. A complaint to the Arizona Office of the Attorney General, Civil Rights Division must be filed within 180 days of the most recent incident.

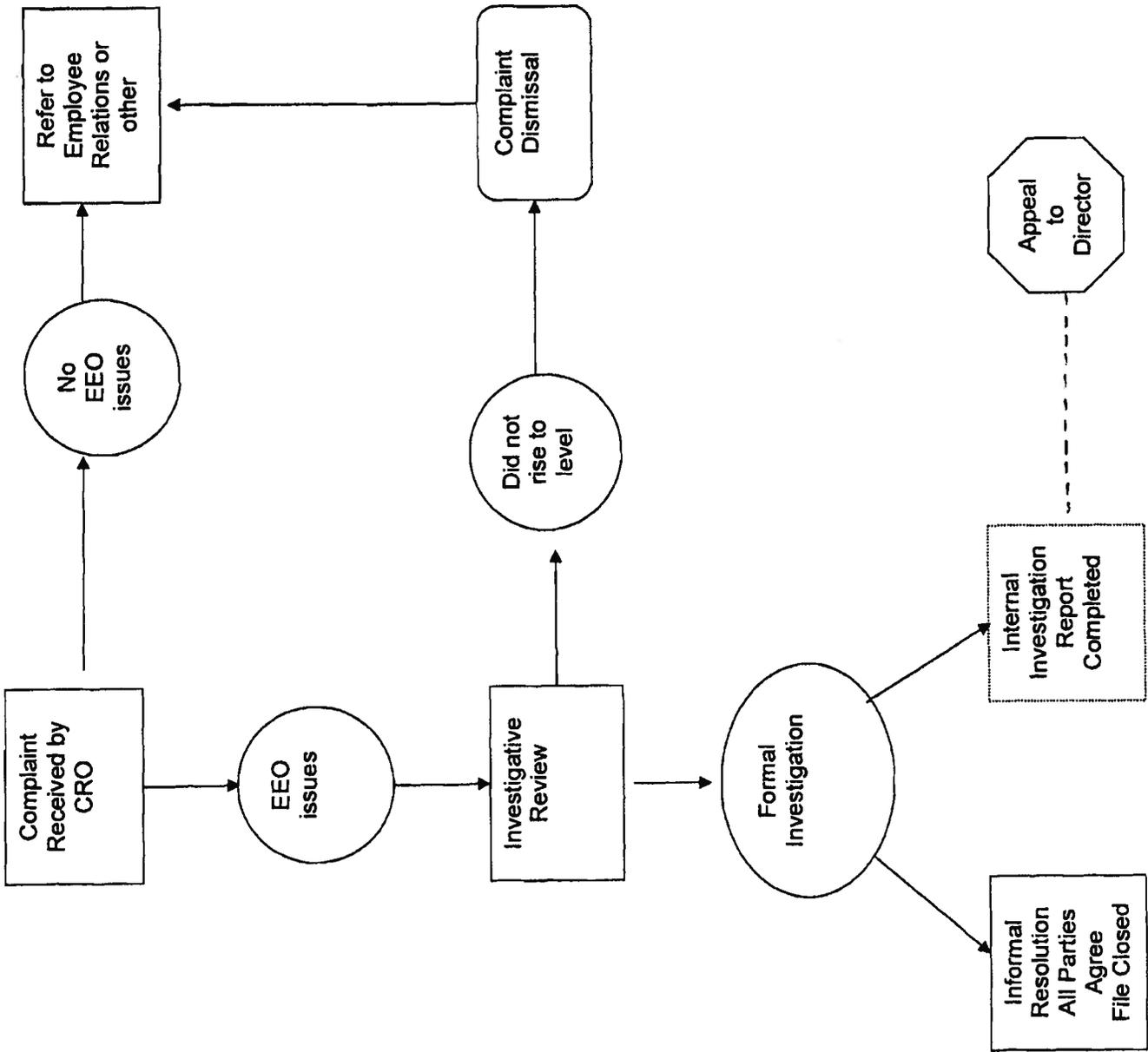
DEFINITIONS

ADOT Civil Rights Office	The office within the Arizona Department of Transportation (ADOT) charged with investigating and resolving complaints of discrimination, harassment, and retaliation
Complainant	Any person filing a complaint alleging a violation of this policy
Days	Calendar days unless otherwise specified
Director	Director of the Arizona Department of Transportation
Discrimination	Treating an employee differently because of their gender, race, national origin, religion, disability, pregnancy, age, and/or color, and/or sexual orientation in a manner that negatively affects their terms and conditions of employment.
EEOC	The Equal Employment Opportunity Commission, a part of the United States Department of Justice charged with investigation allegations of discrimination, harassment or retaliation related to employment
Employee	All covered, uncovered, contract, part time and clerical pools workers.
Attorney General, Civil Rights Division	The office within the Arizona Department of Law charged with investigating and resolving complaints of discrimination, harassment, and retaliation
Respondent	The individual accused of the discriminatory action, harassment or retaliation

Retaliation

Taking an adverse employment action against an employee because that employee has made a complaint or participated in an investigation regarding an allegation of a violation of this policy or because the employee has opposed practices prohibited by this policy.

Civil Rights Complaint Flowchart





Arizona Department of Transportation

Civil Rights Office

MEMORANDUM

To: Civil Rights Office Investigative File
 CR#: _____

Date: _____

From: _____
 (Printed Name of Employee)

Subject: Investigation Confidentiality

The Civil Rights Office is conducting an investigation into allegations of discrimination and/or retaliation. You are being interviewed as part of this investigation. You are instructed to cooperate fully and completely with this office and its investigators. This office is gathering information regarding the allegations to complete the investigation and make an informed decision. You are expected to not withhold any information that is relevant to this investigation.

You are directed to not share any information about this investigation with anyone. You are directed to not ask anyone questions about the investigation or to tell anyone what questions you were asked or answers you gave to this office. This directive does not prohibit you from discussing these matters with an attorney.

Retaliation against anyone for participating in this investigation is a violation of ADOT's Nondiscrimination Policy (PER-9.02). If anyone threatens or intimidates you in any manner, report this immediately to the Civil Rights Office at (602) 712-7761.

These directives will remain in effect until you are otherwise notified. Any violation of these directives, any attempt to interfere with the investigation will result in disciplinary action up to and including termination.

 Employee Signature

 Date

ARIZONA DEPARTMENT OF TRANSPORTATION
2011 EEO Plan

EEO Complaints Report

See the template below as a suggested format to respond to the following questions (data is based on the 2010 calendar year):

1. What type(s) of employment discrimination complaints were processed by the agency?
2. How many of each type?

COMPLAINT TYPE	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC
Age						1		2				
Color		1						2				
Disability		1		2	1	2	1	1	1	1	1	1
Equal Pay					1				1			
Harassment	2	2	1	1	1	3		1		1	1	2
Hostile Work Env.				1	2	3				1		
National Origin					1					1	1	1
Other		3		1	1	1			1			1
Pregnancy	1											
Race			2		1	1		3		2	1	1
Religion		2	1			1						1
Retaliation			1				2				1	
Sex	1		2		3	1	1	2	1	2	1	1
Sexual Orientation		1			1							
Unfair Hiring												
Unlawful Term	1		1									1
Internal Complaint *	4	9	7	6	11	9	6	6	4	9	6	8
EEOC Charge Notice	2	2	1	1	0	1	1	0	0	0	0	0

* Includes investigative inquiries received by the Civil Rights Office. *

ARIZONA DEPARTMENT OF TRANSPORTATION

Agency Strategic Action Plan

08/1/2011 – 07/31/2016

Goal(s)

To ensure fair and equal treatment for persons in all employment practices regardless of race, color, national origin, religion, sex (gender), age, or disability; to ensure that 'good faith efforts' are made to develop a diverse workforce reflective of the community in which ADOT serves; and to create a workplace environment that enables individuals to perform to their fullest potential free from discrimination.

Outcomes

1. A diverse and culturally competent¹ workforce (reflective of labor market parity standards and protected groups' demographics.)
2. Recruitment practices free of discrimination
3. Other administered employment actions are free of discrimination.

Strategies

1. Implement Affirmative Action Plan

- 1.1 Publicize the Affirmative Action Plan (AAP)

Activity: Make the AAP accessible both internally and externally on ADOT's websites.

Activity: Communicate the AAP to female, minority, and community-based organizations interested in seeking employment or conducting business with ADOT.

Activity: Create and facilitate an Affirmative Action Advisory Committee comprised of ADOT administration/management.

Activity: Provide training on AAP to Executive, management, and supervisory staff.

2. Enhance diversity through recruitment and selection

¹ Cultural competence can be defined simply as the level of knowledge-based skills required to effectively interact with people of diverse cultures. Adapted from www.wikipedia.org/wiki/cultural_competence. Wikipedia Foundation, Inc., June 3, 2011

2.1 Provide recruitment, interviewing, and hiring tools/resources/guidelines for managers.

Activity: Coordinate with Human Resources to ensure that hiring authorities comply with hiring protocols and hiring processes are conducted equitably.

Activity: Ensure that hiring authorities are provided effective training for conducting recruitment processes.

Activity: Ensure that job announcements accurately reflect the essential functions and requirements for the vacancy to be filled, and that Position Description Questionnaires (PDQs) are up to date.

Activity: Ensure that all employment selections comply with ADOT's Non-discrimination policy prior to candidate approval.

Activity: Provide quarterly Population and Workforce Analysis reports to managers/administrators.

Activity: Conduct quarterly assessments with Recruitment and Staffing unit to review progress.

2.2 Conduct recruitment outreach via Human Resources and local offices or units to meet workforce diversity needs.

Activity: Participate in college and high school Career Days, job fairs and community-based events in areas that have a large percentage of the under-utilized target groups identified in ADOT's Workforce Analysis report.

Activity: Utilize employees in the recruitment program that mirror under-utilized target groups.

Activity: Continue to invest in relationship development with community-based organizations and under-utilized target groups.

Activity: Utilize network-based employment venues that target under-utilized groups to broaden recruitment resources.

Activity: Review applicant flow to assess applicant pool demographics.

3 Retain workforce diversity by valuing and investing in ADOT employees.

3.1 Enhance New Employee Orientation practices.

Activity: Review/enhance ADOT New Employee Packet with informational welcoming packets.

3.2 Encourage upward mobility in the workforce.

Activity: Provide opportunities for on-the-job development/enhancement of work skills.

Activity: Promote and encourage internal posting of job announcements prior to external recruitment, whenever possible.

Activity: Continue to promote and encourage staff's participation in supervisory or management development training or seminars.

3.3 Perform exit interviews to departing staff that capture perceptions of inclusion, respect and welcoming environment practices.

Activity: Review/enhance the exit interview process for effective capturing of separation information to identify potential problem areas in the workplace environment.

Activity: Develop an accountability system for monitoring use of exit interview process.

4. Promote, encourage and ensure ADOT management/supervisors are actively engaged in the implementation of the AAP.

4.1 Review management/supervisors AAP implementation activity.

Activity: Incorporate Affirmative Action expectations as an element of supervisory and management employment performance evaluations.

Activity: Incorporate Affirmative Action expectations and duties in management position descriptions.

Activity: Conduct periodic audits of Division, District, and Group employee selection activity.

Activity: Assist managers/supervisors in identifying barriers precluding them from addressing parity goals.

5. Review, identify, and assess potential employment barriers for people with disabilities.

5.1 Update reasonable accommodation policy for agency employees.

Activity: Verify and ensure that posters referencing ADOT's policy regarding the Americans' With Disabilities Act (ADA), including contact information for the ADA Coordinator, are conspicuously placed.

Activity: Review and ensure that ADOT's electronic processes are ADA accessible.

Activity: Verify and ensure that informational pamphlets regarding ADA and ADOT's ADA policy are available to all staff.

Activity: Verify and ensure that all job announcements and recruitment venues contain information referencing ADOT's ADA policy to include provisions for requesting reasonable accommodation.

Activity: Ensure managers/supervisors are educated on handling requests for reasonable accommodations by employees.

6. Provide a climate conducive to a diverse workforce.

6.1 Ensure continuing efforts towards the development of a diverse workforce.

Activity: Ensure current EEO training incorporates cultural diversity awareness and verify that ADOT employees satisfy EEO training requirements.

6.2 Facilitate management awareness on cultivating a diverse and healthy workplace environment.

Activity: Verify and ensure management/supervisor compliance with required annual diversity training.

Activity: Continue to provide curriculum in ADOT's management development courses that address working with a diverse workforce.

POLICIES AND PROCEDURES



ARIZONA DEPARTMENT OF TRANSPORTATION POLICIES AND PROCEDURES

PER-9.02 NONDISCRIMINATION

Effective: January 11, 2007

Supersedes: PER 9.02 (6-27-03)

Responsible Office: ADOT Civil Rights, (602) 712-7761

Review: January 11, 2009

Transmittal: 2007-January

Page 1 of 9

2.01 PURPOSE

To define the Arizona Department of Transportation policy regarding discrimination, retaliation and harassment, to present examples of policy violations, and to explain the procedures for resolving complaints of discrimination, retaliation, or harassment.

2.02 SCOPE

The following policy is applicable to all employees of the Arizona Department of Transportation.

2.03 AUTHORITY

Authority for this policy is provided by the Equal Pay Act of 1963, Title VII of the Civil Rights Act of 1964, as amended, the Age Discrimination of Employment Act of 1967 (ADEA), Americans with Disabilities Act of 1990, the Civil Rights Act of 1991, by A.R.S. § 41-1461, § 41-1463, and § 41-1464, and Executive Order 2003-22.

2.04 BACKGROUND

Arizona Department of Transportation formed the ADOT Civil Rights Office to develop guidelines for compliance with the policy and to investigate complaints regarding violations.

2.05 NONDISCRIMINATION POLICY

The Arizona Department of Transportation is committed to a policy of nondiscrimination.

- a. We do not discriminate against any individual on the basis of race, color, sex, religion, national origin, age, pregnancy, disability, and/or sexual orientation.
- b. We make personnel decisions on the basis of merit. Personnel decisions include hiring, promotions, discipline, transfer, recruitment, advertising, reduction in force, rates of pay or other forms of compensation, selection for training, job assignments, accessibility, working conditions, special duty details, and employee evaluations and appraisals.
- c. We actively support recruitment and career development programs to ensure a diverse workforce in all job categories and pay grades.
- d. We have incorporated reasonable accommodation practices to enable us to hire, promote, and retain individuals with disabilities. Reasonable accommodations are provided to qualified applicants or employees with disabilities, unless the accommodation imposes an undue hardship on the operation of the Department or imposes a direct threat to the health or safety of the individual or others in the workplace (See ADOT Policy and Procedures PER 2.01, Americans with Disabilities Policy.)

- e. We do not tolerate sexual, racial or religious harassment in the agency. Each employee has an affirmative duty to maintain a workplace free of harassment, retaliation and discrimination.
- f. We do not tolerate retaliation against those who make complaints of discrimination, retaliation, or harassment, who cooperate in the complaint and investigation process, or who oppose practices that violate this policy.
- g. Persons in violation of this policy will be subject to disciplinary action, up to and including dismissal from state service.
- h. Our policy is posted throughout ADOT.
- i. All written bid announcements, requests for proposals, employment announcements, requests for applications, program brochures, literature and general solicitations include the phrase:

"AN EQUAL EMPLOYMENT OPPORTUNITY AGENCY"

The Arizona Department of Transportation is committed to the principles of Equal Employment Opportunity. To ensure dissemination and implementation of the Equal Opportunity program throughout all levels of the department, the ADOT Civil Rights Deputy Administrator serves as the Equal Opportunity Administrator for the Arizona Department of Transportation.

2.06 POLICY VIOLATIONS

Prohibited conduct includes, but is not limited to:

- a. Discriminating against any individual with respect to his compensation, terms, conditions, or privileges of employment because of the individual's race, color, national origin, religion, sex, age, pregnancy, disability, or sexual orientation.
- b. Limiting, segregating, or classifying employees or applicants for employment in any way which would deprive or tend to deprive any individual of employment opportunities or otherwise adversely affect the individual's status as an employee, because of the individual's race, color, national origin, religion, sex, age, pregnancy, disability, or sexual orientation.
- c. Any conduct, communication, or visual display oriented toward race, color, national origin, religion, disability, pregnancy, age, sex, or sexual orientation that creates an intimidating, hostile, or offensive working environment, or that otherwise interferes with an individual's work performance. Examples include racial or sexual epithets, offensive jokes, and graffiti disparaging persons based on race, color, national origin, religion, disability, pregnancy, age, sex, or sexual orientation.
- d. Making sexual advances or requesting sexual favors, either implicitly or explicitly, a term or condition of employment.
- e. Retaliating against an individual who has opposed, reported or filed a complaint of discrimination based on race, color, national origin, religion, disability, pregnancy, age, sex, or sexual orientation.
- f. Failure of a supervisor to investigate or report violations of this nondiscrimination policy.
- g. Knowingly filing a complaint without a good faith basis, or knowingly making false statements in connection with an investigation.

2.07 DISSEMINATION OF POLICY

A copy of this policy shall be given to each new and current employee.

2.08 COMPLAINT PROCEDURES

An employee alleging discrimination, retaliation, or harassment based upon race, color, national origin, religion, disability, pregnancy, age, sex, or sexual orientation shall report the discrimination/ harassment/retaliation to the ADOT Civil Rights Office. The complainant must believe discrimination, harassment, or retaliation has occurred and that it is because of an individual's race, color, sex (including equal pay), religion, national origin, age (40 and over), disability, sexual orientation or in retaliation for having participated in activity protected by the various civil rights statutes or opposing violations of those statutes. The complaint may include more than one basis.

Any supervisor made aware of allegations of discrimination should promptly report it to the ADOT Civil Rights Office using the EMPLOYEE DISCRIMINATION INCIDENT REPORT FORM (Exhibit 1). The ADOT Civil Rights Office's telephone number is 602.712.7761 and fax number is 602.712.8429. The ADOT Civil Rights Office is part of the Arizona Department of Transportation. It is not the same as the U.S. Equal Employment Opportunity Commission (EEOC) or the Arizona Office of the Attorney General, Civil Rights Division.

Employees are encouraged to discuss and attempt to resolve their complaints informally; however, an EMPLOYEE DISCRIMINATION INCIDENT REPORT FORM must be completed and sent to the ADOT Civil Rights Office. An EEO Counselor can assist in completing the report. Assistance will be provided in Spanish, if requested.

- a. **FILING COMPLAINTS.** In order to encourage employees to report policy violations, complaints may be filed in any one or all three of the following ways.
 - (1) Employees may report violations of this policy by contacting the ADOT Civil Rights Office. This contact can be by telephone call, personal visit, e-mail, or in writing. Complaints must be initiated within 180 days from the date of the most recent discriminatory act or act of harassment or retaliation. The ADOT Civil Rights Office will ask the individual to complete a Nondiscrimination Complaint Incident Report Form (Exhibit 1).
 - (2) Employees may file a grievance through the Employee Problem Solving Process (PER 9.01) indicating discrimination, retaliation, or harassment as a basis for the grievance. In such cases, the ADOT Civil Rights Office will report its findings, resolution, or dismissal to the responding authority at the appropriate step. A grievance must be filed within 10 working days of the action being grieved. Employees are strongly encouraged to read this policy because there are many steps and time frames involved. If help is needed to understand it, Human Resources staff can help. Filing a complaint with the ADOT Civil Rights Office will toll or suspend the time limit for filing a grievance if the complaint is dismissed by the ADOT Civil Rights Office for being outside the scope of this policy, as long as the complaint was made within 10 working days of the incident.
 - (3) Employees may file a complaint with the U.S. Equal Employment Opportunity Commission (EEOC) or with the Arizona Office of the Attorney General, Civil Rights Division. The EEOC is part of the Federal government and is separate from the Arizona Department of Transportation (ADOT). A complaint to the EEOC must be filed within 300 days of the most recent incident. A complaint with the Arizona Office of the Attorney General, Civil Rights Division, must be filed within 180 days of the most recent incident. Filing a complaint with the ADOT Civil Rights Office or filing a grievance under the ADOT

grievance procedure does not extend these time limits. Complaints alleging discrimination on the basis of sexual orientation must be filed with the Arizona Office of the Attorney General, Civil Rights Division.

b. CONFLICT

If either the employee or the ADOT Civil Rights Office believes that the Civil Rights Office has a conflict of interest, the Director will review the situation to determine whether a conflict exists. If the Director finds a conflict, the Director shall appoint another qualified investigator from within or outside the Department.

c. COMPLAINT PROCESS

The ADOT Civil Rights Office will attempt to maintain the confidentiality of the complainant and witnesses to the maximum extent possible. However, during an investigation this may not be possible, and the investigator will advise the complainant and witnesses if confidentiality cannot be maintained.

Once an Incident Report Form is completed, an investigator will review it and provide a copy to the complainant. Investigations must be finished within **60 days** from the date the Incident Report Form is received by the ADOT Civil Rights Office, unless the ADOT Civil Rights Office and the complainant agree to extend the deadline an additional 45 days, for a total of 105 days. Any of the deadlines in this section may be extended by mutual agreement of ADOT and the complainant.

The Director will be immediately advised of any facts or circumstances that, in the good faith belief of the investigator, may warrant immediate remedial action in order to safeguard the complainant, respondent, employees, or other person.

When contacting supervisors or witnesses as part of an investigation or informal resolution (described below), the investigator shall inform each person that retaliation against the complaining employee, and/or retaliation against witnesses is strictly prohibited and that any violations should be reported immediately.

Complaints are addressed by the ADOT Civil Rights Office in one of three ways.

- (1) Dismissal. The ADOT Civil Rights Office may dismiss a complaint; however, complaints may be dismissed only for the following reasons:
 - (a) The report was not made within 180 days of the most recent discriminatory act.
 - (b) Accepting all the factual allegations as true, the complaint does not include information from which a determination can be made that the incident was because of someone's race, color, sex, religion, national origin, age, disability, sexual orientation or retaliation.
 - (c) Very rarely, a complaint may be dismissed because the process is being abused. Examples include multiple complaints on the same issues or lack of specificity in the allegations which after limited inquiry and review have not been made more specific.
 - (d) Lack of cooperation from the complainant.

The ADOT Civil Rights Office will provide the complainant with the reason for the dismissal in writing. A complainant may appeal the dismissal to the Director. The appeal process is described in paragraph D of this section. If the time frame for filing a grievance had not expired before the Incident Report Form was submitted to the ADOT Civil Rights Office, the complainant shall be advised of his or her right to pursue a grievance under ADOT Policies and Procedures PER 9.01, Employee Problem Solving Procedure if the dismissal is for reasons outside this policy. The complainant has 10 working days from receipt of the dismissal to initiate a grievance.

- (2) Informal Resolution. ADOT strives to resolve problems at the lowest possible level. The ADOT Civil Rights Office staff may attempt to informally resolve complaints filed using the Incident Report Form or grievance filed using the Employee Problem Solving process.

Staff will review the complaint and may make a limited inquiry into the incident. The purpose of this is to obtain information regarding the complaint and to determine if it will be possible to resolve it informally. In cases where it is possible to resolve the complaint without a formal investigation, the resolution will be documented and the complainant and alleged victim of the policy violation (if reported by someone else) will be advised of the resolution in writing. If the alleged victim of the policy violation agrees with the resolution, the alleged victim will sign a form provided by the ADOT Civil Rights Office. The resolution will be attached to the Incident Report Form and retained.

If resolving the complaint informally is not possible, a formal investigation will take place. A description of the steps of a formal investigation follows this section.

If after the limited inquiry, the investigator determines there is no cause to believe a policy violation has occurred, the complainant will be notified in writing. For complaints filed with the ADOT Civil Rights Office, complainants may file an appeal with the Director in accordance with paragraph D below.

In all situations, the complainant may also file a charge with the US Equal Employment Opportunity Commission (EEOC) or the Arizona Office of the Attorney General, Civil Rights Division.

- (3) Formal Investigations. The ADOT Civil Rights Office is responsible for conducting formal investigations of complaints. Due to conflicts of interest or staffing issues, it may be necessary for the ADOT Civil Rights Office to use investigators outside the ADOT Civil Rights Office or outside the Department. In all cases, the ADOT Civil Rights Office remains responsible for the content and timeliness of the investigation.

The investigative process is non-adversarial. That means that the investigator must collect evidence regardless of the parties' positions with respect to the evidence. The purpose of the investigation is to collect facts to determine if there has been a policy violation. If the complainant would like to add to or eliminate claims during the process, including retaliation, a simple written statement by the complainant,

either on the Incident Report Form or as a separate memo or e-mail, will be sufficient.

When a formal investigation is conducted, the investigator will review the Incident Report Form and interview the complainant.

Subsequent investigation may include additional interviews or fact-finding conferences, requests for information, and a review of the relevant documents. The investigation should be designed to thoroughly explore all sides of the issue or complaint.

All persons interviewed shall be advised of their right to remain free of retaliation for participating in the process and shall be reminded that ADOT does not tolerate retaliation or harassment against other individuals involved in the investigation.

The investigator shall take notes of all interviews containing the date, time, location, and persons present. Notes should address each witness' knowledge regarding the allegations, the sources of that knowledge, and other who, what, when, where, and why information. If the investigator is unable to interview a witness, the notes shall reflect the attempt to contact the witness and reason why the witness could not be interviewed. The investigator shall copy and review all relevant documents.

At the conclusion of the formal investigation, the ADOT Civil Rights Office shall report its findings to the Director, as detailed in section 2.09.

d. APPEALS TO THE DIRECTOR

In all cases, If a complainant is not satisfied with the results of the dismissal findings of the Civil Rights Office, an appeal can be filed in writing with the Director. Appeals must be filed within 10 working days of receipt of the dismissal notification. The Director has 15 working days to respond, in writing, to the appeal.

2.09 REPORTS AND DIRECTOR ACTION

- a. The ADOT Civil Rights Office will report its findings in all formal investigations to the Director, within 60 days of the complaint being filed (The investigation period can be extended to 105 days with the consent of the complainant.)
- b. Upon completion of a formal investigation, the investigator will forward a report to the Director. The Director will assign it to the appropriate assistant director for any action to be taken. Within 20 working days, the assistant director will review the report, and if warranted, take timely corrective action. Corrective action may include disciplinary action against individuals found to have violated the policy, and action in favor of individuals found to be victims of policy violations. The Director's office will be notified, in writing, whether any action was taken. A letter will be sent to the complainant summarizing the investigation in general terms and advising the complainant if any remedial action was taken.
- c. In no-cause findings, a similar letter will be prepared by the assistant director for the accused(s). After reviewing and within 15 working days of receipt of the investigative report, the Director's office will mail the appropriate letter to the complainant's and accused(s) home address. The letter shall provide reasons for the decision without compromising

confidentiality. A copy of whether final action was or was not taken will be forwarded to the Director and the ADOT Civil Rights Office to be included in the file.

- d. If the complainant disagrees with the assistant director's summary of the investigation and/or response, the complainant may submit a written appeal to the Director. The request must be submitted within 10 working days of receipt of the letter containing the resolution or findings and the Director shall respond, in writing, within 10 working days.
- e. The party against whom a disciplinary remedy has been taken has the right to appeal the disciplinary action through the Employee Problem Solving Procedure—PER-9.01
- f. The final formal investigative file, maintained by the ADOT Civil Rights Office, should contain the following:
 - Incident Report Form or Grievance
 - The intake form, as completed by the investigator
 - Any amendments, if applicable.
 - Interview notes
 - Copies of the documents reviewed
 - A copy of the report to the Director
 - In the case of cause findings, a copy of the action taken to resolve the complaint
 - Copy of the summary to the complainant
 - Appeals to the Director, if applicable
- g. Employees who are not satisfied with ADOT's action may file a complaint with the US Equal Employment Opportunity Commission and the Arizona Office of the Attorney General, Civil Rights Division. A complaint to the EEOC must be filed within 300 days of the most recent incident. A complaint to the Arizona Office of the Attorney General, Civil Rights Division must be filed within 180 days of the most recent incident.

2.10 RECORDKEEPING

- a. The ADOT Civil Rights Office will retain all records of complaints and investigation reports (including dismissals and informal resolutions) for at least three years after the investigation and recommendation are final. The written materials shall be sufficient to permit an effective after-the-fact review, including the names of the parties and witnesses, the investigator's notes of all interviews, and reasons for the decision and recommended actions, if any.
- b. This policy and related procedures will be reviewed annually by the ADOT Civil Rights Office to determine their effectiveness in maintaining a discrimination-free work place. The policy and procedures will be revised and updated as necessary when changes in circumstance or law occur.
- c. Complete statistics shall be kept by the ADOT Civil Rights Office regarding complaints and investigations, including the type and number of complaints and resolutions each month and the location and unit involved.

2.11 DEFINITIONS

ADOT Civil Rights Office	Means the office within the Arizona Department of Transportation (ADOT) charged with investigating and resolving complaints of discrimination, harassment, and retaliation
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Complainant	Means any person filing a complaint alleging a violation of this policy
Days	Means calendar days unless otherwise specified
Director	Means the Director of the Arizona Department of Transportation
Discrimination	Means treating an employee differently because of their gender, race, national origin, religion, disability, pregnancy, age, and/or color, and/or sexual orientation in a manner that negatively affects their terms and conditions of employment.
EEOC	Means the Equal Employment Opportunity Commission, a part of the United States Department of Justice charged with investigation allegations of discrimination, harassment or retaliation related to employment
Employee	Means all covered, uncovered, contract, part time and clerical pools workers.
Office of the Attorney General, Civil Rights Division	Means the office within the Arizona Department of Law charged with investigating and resolving complaints of discrimination, harassment, and retaliation
Respondent	Means the individual accused of the discriminatory action, harassment or retaliation
Retaliation	Means taking an adverse employment action against an employee because that employee has made a complaint or participated in an investigation regarding an allegation of a violation of this policy or because the employee has opposed practices prohibited by this policy.

2.12 CORRESPONDING POLICIES

ADOT Policy and Procedures PER-1.02, Recruitment and Selection Policy
 ADOT Policy and Procedures PER-6.05, Employee Performance and Evaluation Process
 ADOT Policy and Procedures PER-9.01, Employee Problem Solving Procedure
 ADOT Policy and Procedures PER-2.01, Americans with Disabilities Policy
 ADOT Policy and Procedures PER-11.02, EEO Counselor Program
 ADOT Policy and Procedures PER-5.05, Guidelines for Progressive Discipline Policy

Arizona Department of Transportation Confidential Employee Discrimination Incident Report Form		
Name	Job Title	Work Telephone
Org Code	Position Number	Supervisor's Name/Telephone Number
If Applicable, Name of Representative	Title	Organization
Complaint of alleged discrimination based on: Check appropriate box(es)		
<input type="checkbox"/> Race	<input type="checkbox"/> Color	<input type="checkbox"/> Religion
<input type="checkbox"/> National Origin	<input type="checkbox"/> Age	<input type="checkbox"/> Sex
<input type="checkbox"/> Disability	<input type="checkbox"/> Retaliation	<input type="checkbox"/> Equal Pay
<input type="checkbox"/> Other (Specify) _____	<input type="checkbox"/> Pregnancy	<input type="checkbox"/> Sexual Orientation
<p><i>Explain the problem in detail. Include all important information documentation, such as dates, places, etc. Use attachments to explain the problem, if necessary. DO NOT use the reverse side of this form.</i></p>		
<p><i>What do you suggest be done to correct this problem?</i></p>		
<p>Employee's Signature: _____ Date: _____</p>		



ARIZONA DEPARTMENT OF TRANSPORTATION POLICIES AND PROCEDURES

PER 11.02 Equal Employment Opportunity Counselor Program

Effective: July 9, 2003

Supersedes: PER 11.02 (2/8/02)

Responsible Office: Civil Rights Office, (602) 712-7761

Review: July 9, 2005

Transmittal: 2003-July

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2.01 PURPOSE

To define the Equal Employment Opportunity (EEO) Counselor Program and present guidelines for use by ADOT employees.

2.02 SCOPE

This policy is applicable to all employees of the Arizona Department of Transportation (ADOT).

2.03 AUTHORITY

Authority for this policy is provided by Title 23, Code of Federal Regulations (CFR), Part 230, subpart C, Appendix A, Part II, A @ 3, ADOT Non-Discrimination Policy and ADOT Affirmative Action Plan. The ADOT EEO Counselor Program operates under the sponsorship and guidance of the ADOT Civil Rights Office.

2.04 BACKGROUND

This procedure was first published in December 1981 as MGT-23.01 Procedures for Resolving Discrimination Complaints. The policy was removed from the Manual in 1987. The EEO Counselor Program, PER11.02, was first printed in May 1990. Subsequent revisions were made May 28, 1991, and December 30, 1991. An additional revision was made March 1, 1995, which included a mission statement and updated Articles of Operation for the EEO Counselor Team.

2.05 POLICY

The Arizona Department of Transportation is fully committed to nondiscrimination in employment. One of the means to accomplish this is the Equal Employment Opportunity Counselor Program

- a. The purpose of the ADOT EEO Counselor Program is to provide a means for resolving discrimination related problems quickly, informally, confidentially at the lowest possible level or point of origin. The EEO Counselors are available to all employees who work at ADOT who may have concerns of possible EEO discrimination.
- b. When concerns do not fall within the parameters of EEO discrimination but are still employment related, counselors may also assist or refer employees to facilitate the resolution of non-discrimination concerns.
- c. Counselors are a direct source of communication for ADOT employees through the chain of communication to the ADOT Director. This chain being Supervisor, EEO Counselors, ADOT

PER 11.02 Equal Employment Opportunity Counselor

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Supersedes: PER-11.02 (2/8/02)

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Civil Rights Office, appropriate division director and ADOT Director. They report exceptions to established policies and procedures in order for management to make corrections in accordance with the ADOT Nondiscrimination Policy.

2.06 EEO COUNSELOR PROGRAM GUIDELINES AND SELECTION CRITERIA

- a. ADOT employees who are not in a supervisory or management position may volunteer to serve as counselors. This will prevent conflicts in scheduling and staffing and will promote a general atmosphere of participation. Note: Any supervisor or manager who is currently a counselor will be allowed to finish out their current term.
- b. The EEO Counselor must:
 1. Display ADOT values.
 2. Be courteous and cordial.
 3. Be empathic and caring.
 4. Be credible and trustworthy.
 5. Be able to maintain confidentiality.
 6. Be objective and neutral.
 7. Be able to communicate effectively.
 8. Be able to handle the requirements of their job and the EEO Counselor Program effectively.
 9. Be willing to devote the time required or needed.
 10. Be a team player.

2.07 EEO COUNSELOR PROGRAM REQUIREMENTS

- a. EEO Counselors are required to:
 1. Serve a minimum of 3 years. A term of 5 years is highly recommended for continuity.
 2. Have direct supervisor's support to carry out responsibilities of an EEO Counselor.
 3. Miss no more than one training session per calendar year without prior approval. The EEO Counselor Program Manager or Team Leader will grant approval.
 4. Ensure all ADOT employees are made aware of the ADOT Nondiscrimination Policy and the Civil Rights Office responsibility in carrying out compliance requirements of the policy.
 5. Ensure ALL ADOT employees know who their EEO Counselor is.
- b. EEO Counselor Leadership is required to:
 1. Serve at least one year in the program to be considered for a nomination and be able to serve a minimum term of 2 calendar years. These positions are:
 - a. Team Leader
 - b. Assistant Team Leader
 - c. Group Secretary
 2. Ensure that the EEO Counselor Program is operated professionally, responsibly, and carry out their duties in the best interests of all employees of ADOT.
- c. The ADOT Civil Rights Office is required to:
 1. Manage and operate the EEO Counselor Program under the guidance of the EEO Counselor Program Manager assigned by the ADOT Civil Rights Office.
 2. Recognize and assess the need for and recruit EEO Counselors using a ratio of 1 (one) EEO Counselor per approximately 120 employees. This standard may be dependent on size

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- of outlying area agencies and offices. The EEO Counselor Program Manager will be responsible for recognizing and remedying shortfalls.
3. Ensure that EEO Counselor orientation is given by the EEO Counselor Program Manager, or a designee of the ADOT Civil Rights Office.
 4. Ensure all ADOT employees are aware of the EEO Counselor Program and the ADOT Non-Discrimination Policy.
- d. Division Directors, Managers and Direct Supervisors are required to:
1. Assist in the recruitment of EEO Counselors by recommending competent, willing candidates to the EEO Counselor Program.
 2. Maintain communications with ADOT Civil Rights Office regarding the activities of EEO Counselors.
 3. Commit their support for the program, including allowing the individual the time needed to function as an EEO Counselor. Allow funds for travel to and from training and other EEO business.

2.08 EEO COUNSELOR PROGRAM RESPONSIBILITIES

- a. The EEO Counselors' responsibilities are:
1. Maintain open communication amongst all levels of ADOT employees.
 2. Be available to all employees of ADOT.
 3. Ensure ADOT employees are aware who their EEO Counselor(s) are.
 4. Maintain an EEO Bulletin/Information Board in the workplace that is easily accessed by all ADOT employees.
 5. Ensure they have access to a place to counsel employees.
 6. Ensure employees know they have responsibility to report allegations of violations of the ADOT Nondiscrimination Policy PER 9.02 without fear of retaliation.
 7. Report allegations of violations of the ADOT Nondiscrimination Policy PER 9.02 Immediately to the ADOT Civil Rights Office.
 8. Keep supervisors informed of training, unless concern requires guidance from the ADOT Civil Rights Office prior to notifying supervisors.
 9. Attend training sessions and inform employees of changes in policies, procedures and other information.
 10. Assist the ADOT Civil Rights Office by conducting field interviews when required.
 11. Assist employees in filling out the Employee Discrimination Incident Report and facilitating low-level mediation meetings.
 12. Write reports as required to be compiled by the EEO Counselor Team Leader and submit to the ADOT Civil Rights Office for program measurement purposes.
 13. Keep abreast of civil rights-related topics at local, state and federal levels.
- b. The following responsibilities pertain to the EEO Counselors Leadership:
- Team leader:**
1. Facilitate meetings.
 2. Assist EEO Counselor Program Manager to assess training needs of counselors.
 3. Assist in the coordination of training; location of facilities, training aids, etc.
 4. Disseminate all information; agenda, minutes, changes, etc., to counselors and program manager.
 5. Assist in the selection process when requested by*Program Manager.

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6. Compile and maintain reports and records for the EEO Counselor program; training records, attendance records, membership records, etc.
7. Make personnel recommendations to Program Manager on as needed basis.

Assistant Team Leader:

1. Assist the Team Leader and EEO Counselor Program Manager on as needed basis.
2. Act as Team Leader when required.

Group Secretary:

1. Take, edit and send all event minutes to the Team Leader no later than 5 working days after the event.
2. Act as Team Leader or Assistant Team Leader as required.
3. In the event of the Secretary's absence, the Team Leader or Assistant Team leader will take and edit minutes.

- c. ADOT Civil Rights Office Responsibilities: The ADOT Civil Rights Office has direct responsibility for the EEO Counselor Program and will assign an EEO Counselor Program Manager to:

1. Be available to EEO Counselors for guidance in civil rights matters.
2. Ensure there is direct communication with EEO Counselors.
3. Evaluate and determine training needs, coordinate, schedule and monitor training (Schedule trainers, guest speakers, etc.).
4. Monitor attendance of EEO Counselors.
5. Ensure that supervisors and managers are supportive of EEO Counselor program and maintain open communication with supervisors and managers.
6. Notify managers/supervisors of the need for an EEO Counselor in their area(s) and to begin recruitment or recommendation of EEO Counselor applicants.
7. Assemble a panel consisting of 1 representative of the ADOT Civil Rights Office, 1 EEO counselor and 1 interested area manager or supervisor to interview and screen prospective EEO counselor candidates.
8. Remove EEO Counselors as necessary.

- d. Supervisor and Manager Responsibilities

1. Ensure EEO Counselor has access to an office or area that is private and confidential for interviews.
2. Ensure EEO Counselors have ample time to counsel employees, follow up reporting, and contact others to resolve concerns.
3. Ensure EEO Counselors' attendance at the EEO Counselor training sessions, including possibly rearranging staff to cover for the absence of the EEO Counselor.
4. Attempt to send an alternate to attend a training session when an EEO Counselor is not available.
5. Commit to having their employee participate for a minimum of 3 years.
6. Cover travel expenses for EEO Counselor Program business; training, assignments given by the ADOT Civil Rights Office, visiting covered areas, etc.
7. Maintain contact with the ADOT Civil Rights Office and EEO Counselor Program Manager.

2.09 DEFINITIONS

EEO Counselor – A volunteer ADOT employee charged with assisting all ADOT employees to resolve civil rights problems and other personnel issues at the lowest possible level.

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Affirmative Action Programs – A wide range of programs designated to overcome the effects of past discrimination and to provide an equal opportunity for historically discriminated-against groups.

ADOT Civil Rights Office – The office within the Arizona Department of Transportation (ADOT) charged with investigating and resolving complaints of discrimination, harassment, and retaliation.

Discrimination – Means treating an employee differently because of their gender, race, national origin, religion, disability, pregnancy, age, color, and/or sexual orientation in a manner that negatively affects their terms and conditions of employment.

EEOC – Means the Equal Employment Opportunity Commission, a part of the United States Department of Justice, charged with investigation of allegations of discrimination, harassment or retaliation related to employment.

Employee – All covered employees, uncovered employees, contracted employees, part-time and clerical pool employees that work for ADOT.

2.10 CORRESPONDING POLICIES

ADOT Policies and Procedures:

PER-2.01	Americans With Disabilities Policy
PER-5.05	Guideline for Progressive Discipline
PER-6.05	Employee Performance Evaluation Process
PER-9.01	Employee Problem-Solving Procedure
PER-9.02	ADOT Nondiscrimination Policy



ARIZONA DEPARTMENT OF TRANSPORTATION POLICIES AND PROCEDURES

PER-2.01 AMERICANS WITH DISABILITIES POLICY

Effective: February 16, 2001
Supersedes: PER-2.01 (1/1/1995)
Responsible Office: Civil Rights Office (602) 712-7761

Review: February 16, 2003
Transmittal: 2001 – February
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1.01 PURPOSE

The purpose of this document is:

- a. To state ADOT's policy regarding the Americans with Disability Act (ADA) of 1990, and;
- b. To give guidance for the implementation of the policy.

1.02 SCOPE

This policy applies to all ADOT employees, programs, services, and activities.

1.03 AUTHORITY

The Americans with Disabilities Act (ADA) of 1990 and 42 United States Code sections 12101 through 12213 provides the authority for this policy.

1.04 BACKGROUND

The Americans with Disabilities Policy was first published in the ADOT Administrative Policies and Procedures Manual on October 1, 1992, as PER-2.01. The previous revision was completed to PER-2.01 on January 1, 1995, and expanded the list of requirements for employers and program/service providers. A complaint resolution procedure has been added as well as definitions. This policy is being reformatted and retyped to conform to the new policy requirements.

1.05 POLICY

ADOT supports the objectives of the ADA to ensure equal opportunity for individuals with disabilities in employment, public accommodations, programs, activities, and services.

1.06 WHAT IS THE ADA, WHAT DOES IT DO?

- a. Outlaws discrimination on the basis of disability in employment and in the provision of programs, activities and services;
- b. Requires employers to reasonably accommodate known physical or mental limitations of a qualified applicant, employee, or program/service participant, unless such accommodation would impose an undue hardship or result in a fundamental alteration in the program;
- c. Prohibits the use of employment tests and other selection criteria that screen out, or tend to screen out, individuals with disabilities, unless such test or criteria are shown to be job-related and are consistent with job requirements;

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Supersedes: PER-2.01 (1-1-95)

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- d. Bans the use of pre-employment medical/physical exams, but permits the use of post-offer medical/physical exams after a job offer is made, if the results are kept confidential, all persons offered employment are required to take the exam, and the results are not used to discriminate. Testing for illegal drugs is not considered a medical exam;
- e. Prohibits inquiries as to whether an applicant or employee is an individual with a disability or as to the nature or severity of the disability, but permits pre-employment inquiries into the abilities of an applicant to perform job-related functions;
- f. Permits employers to reject applicants or terminate employees who pose a direct threat to the health and safety of themselves or other individuals in the workplace;
- g. Requires that, when alterations are made to existing facilities, the altered portions be made accessible to the maximum extent feasible;
- h. Mandates that all new construction and alternations in public accommodations be accessible to the maximum extent feasible;
- i. Does not require the removal of physical barriers, such as stairs, in all existing buildings, as long as the programs are accessible to individuals who are unable to use an inaccessible facility.
- j. Permits the provision of services, programs, and activities offered in the facility to individuals with disabilities through alternative methods, if physical barriers are not removed, such as:
 - (1) Relocating a service to an accessible facility, e.g., moving an office from the third floor to the first floor of a building,
 - (2) Providing an aide or personal assistant to enable an individual with a disability to obtain the service;
 - (3) Providing benefits or services at an individual's home, or at an alternative accessible site.
- k. Prohibits carrying an individual with a disability as a method of providing program access, except in "manifestly exceptional circumstances;"
- l. Prohibits retaliation against an individual for asserting rights under ADA or participating in its enforcement;
- m. Requires employers to post notices stating the provisions of the ADA, and;
- n. Requires state and local governments to name an ADA coordinator to be responsible for ADA compliance and for establishing a grievance procedure to resolve complaints of disability discrimination.

1.07 ADA REQUIREMENTS

- a. Employers ARE REQUIRED to:
 - (1) Comply with the provisions of the ADA to prohibit discrimination against an individual with a disability in hiring or promotion if the person is otherwise qualified for the job;

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- (2) Make reasonable accommodations for the known disability of a qualified applicant or employee if it would not impose undue hardship on the agency. The hiring supervisor is in the best position to decide when and how reasonable accommodation can be made;
 - (3) Refrain from asking a job applicant about the existence, nature or severity of a disability; however, a hiring supervisor may ask an applicant about his/her ability to perform specific job functions. A hiring supervisor may offer a job contingent on the applicant passing the medical exam, but only if the exam is required for all employees entering similar jobs. Medical exams must be job related;
 - (4) Post notices stating the provisions of ADA (See Exhibit 1);
 - (5) Appoint an ADA Coordinator to identify and correct practices not in compliance with the ADA. The Coordinator works closely with the Human Resources Office and the General Operations Group of the Transportation Services Group. The Administrator of the Civil Rights Office serves as the ADA Coordinator;
- b. Employers ARE NOT REQUIRED to:
- (1) Lower quality or production standards to make accommodations.
 - (2) Provide personal use items such as glasses or hearing aids.
- c. Program/Service providers ARE REQUIRED to:
- (1) Ensure the individuals with disabilities are not excluded from services, programs and activities because buildings are inaccessible;
 - (2) Provide programs and services in an integrated setting, unless separate or different measures are necessary to ensure equal opportunity;
 - (3) Eliminate unnecessary eligibility standards or rules that deny individuals with disabilities an equal opportunity to enjoy their services, programs, or activities unless "necessary" for the provisions of the service, program or activity;
 - (4) Eliminate requirements that tend to screen out individuals with disabilities, such as requiring a driver's license as the only acceptable means of identification;
 - (5) Make reasonable modifications in policies, practices, and procedures that deny equal access to individuals with disabilities, unless a fundamental alteration in the program would result;
 - (6) Furnish auxiliary aids and services when necessary to ensure effective communication, unless an undue burden or fundamental alteration would result, and;
 - (7) Operate their programs so that, when viewed in the entirety, they are readily accessible to and usable by individuals with disabilities.
- d. Program/Service providers ARE NOT REQUIRED to:
- (1) Eliminate safety requirements necessary for the safe operation of the program if they are based on actual risks and not on mere speculation, stereotypes or generalizations about individuals with disabilities.

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Supersedes: PER-2.01 (1-1-95)

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1.08 COMPLAINT RESOLUTION PROCEDURE

- a. Title I – Employment – The ADOT Employee Problem Solving Procedure, PER-9.01, will be used to resolve disability discrimination complaints within the agency. The Arizona State Personnel Complaint Procedure will be used to resolve disability complaints by applicants outside of ADOT.
- b. Title II – Programs, Services, and Activities – The Complaint Procedure is designed to provide prompt and equitable resolutions of complaints alleging non-compliance with Title II of ADA or discrimination on the basis of disability in the provision of services, activities or programs by ADOT.

Responsibility

Action

Participant

1. Writes the complaints describing ADOT's alleged discriminatory action in detail, include the nature and date of the alleged violation. The written complaint must also include the name, address and phone number of the participant filing the complaint.

Note: Complaints filed on behalf of classes or third parties must describe or identify the alleged victims of discrimination.

ADA Coordinator/CR Office

2. Provides sign language interpreters and print data access (such as large print, Braille or audiotape) during the complaint process.

Participant

3. Signs the complaint or authorizes someone to sign on his or her behalf.
4. Sends/takes/faxes the complaint to:

Arizona Department of Transportation
Civil Rights Office, ADA Coordinator
206 S. 17th Ave., 154A
Phoenix, AZ 85007
(602) 712-7761 or fax (602) 712-8429

Note: Additional documentation submitted by the participant after step 4 may cause the written response to be delayed by up to ten workdays.

ADA Coordinator/CR Office

5. Begins investigation by acknowledging receipt of written complaint.
6. Reviews participant's issues, facts, and pertinent policies and procedures prior to making a written response.
7. Interviews pertinent ADOT program administrators, reviews all policies and procedures.

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- 8. Meets with the participant within ten workdays from the receipt of the complaint to discuss the complaint and possible solutions.
- 9. Contact the Arizona Office for Americans with Disabilities for counsel and technical assistance if needed.
- 10. Responds in writing to the participant within ten workdays after meeting with the participant. The response must explain ADOT's position and offer options for substantive resolution of the complaint.
- Participants 11. Accepts the written resolution or appeals to the ADOT Director, or his designee, within ten workdays after receipt of the response.
- ADOT Director 12. Meets with the participant and/or the ADA Coordinator within ten workdays from receipt of the appeal to discuss the complaint and possible solutions.

OR

Proceeds to next step without the meeting(s).

- 13. Contacts the Arizona Office for Americans with Disabilities if needed.
- 14. Responds in writing to the participant:
 - (a) within ten workdays after meeting with the participant or ADA Coordinator, or
 - (b) within ten workdays after the receipt of the appeal if no meetings were held
- Note: Response from the Director or his designee becomes the final resolution of the complaint.
- ADA Coordinator/CR Office 15. Maintains the complaint files and records for a period of three years.

Exhaustion of the Complaint Resolution Procedure is not a prerequisite to filing a complaint with either a Federal agency or a court.

Any discussion regarding the Complaint Procedure should be restricted to those individuals responsible for responding to the complaint and those having knowledge pertinent to the investigation, resolution and/or response.

No person shall directly or indirectly use any official authority or influence in any manner to discourage the use of this procedure nor shall any employee suffer reprisal or retaliation in any form as a result of using this procedure.

PER-2.01 Americans with Disabilities Policy

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1.09 DEFINITIONS

ADA of 1990, Title I

The Americans with Disabilities Act of 1990 prohibits discrimination against qualified individuals with disabilities in job application procedures, hiring, firing, advancement, compensation, job training, and other terms, conditions and privileges of employment.

ADA of 1990, Title II

Prohibits discrimination against qualified individuals with disabilities in the provision of services, activities, and programs offered by public entities.

Auxiliary Aids

Includes such services or devices as qualified interpreters, assistive listening headsets, television captioning and decoders, telecommunication devices for deaf persons (TDD's), videotext displays, readers, taped texts, Brailled materials and large print materials.

Disability

With respect to an individual, means:

- (1) A physical or mental impairment that substantially limits one or more of the major life activities of such individual; or
- (2) A record of such an impairment; or,
- (3) Being regarded as having such an impairment.

Qualified Individual with a Disability

Employment – An individual with a disability who satisfies the required skill, experience, and education requirements of the position he/she holds or would like to hold, and who, with or without reasonable accommodation can perform the essential functions of the position.

Programs – An individual with a disability who meets the essential eligibility requirements of the program or activity offered by the public entity.

PER-2.01 Americans with Disabilities Policy

Effective: February 16, 2001

Transmittal: 2001-February

Supersedes: PER-2.01 (1-1-95)

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Reasonable Accommodation

Includes any number of actions that remove surmountable barriers to employment of, or participation by, an individual with disabilities. Reasonable accommodation includes, but is not limited to, restructuring a job, modifying a job/service site, modifying a work schedule, providing auxiliary aids and services, and other actions taken to enable qualified individuals with disabilities to perform the essential functions of the position they hold or desire or to participate in services, programs, or activities offered by the agency. Reasonable accommodation may also include providing qualified readers or interpreters or even reassigning to a vacant position, in employment situations. Reasonable accommodation is very individual and cannot substantially change the nature of the job or program, service or activity and cannot put an employee in a position to harm himself or others.

Undue Hardship

An action requiring significant difficulty or expense when considered in light of factors such as an employer's size, financial resources, and the nature and structure of its operation.

1.10 IMPLEMENTATION OF POLICY

The Human Resources Office, the Civil Rights Office and Organizational Unit Supervisors are ultimately responsible for the implementation of the program at the organizational level.

1.11 CORRESPONDING POLICIES

- a. The Americans with Disabilities Act of 1990, 42 United States Code
- b. PER-9.01 ADOT Employee Problem Solving Procedure
- c. MGT-1.04 Public Meeting Policy

The Americans with Disabilities Act of 1990, as amended, prohibits discrimination on the basis of disability, and protects qualified applicants, employees, and program participants with disabilities from discrimination in hiring, promotion, discharge, pay, job training, fringe benefits, all other aspects of employment, and from participation in programs, services and activities offered by the agency. The law also requires that the Arizona Department of Transportation provide qualified applicants, employees, and participants with disabilities, with reasonable accommodations that do not impose hardship. For further information, please call the Civil Rights Office of ADOT at (602) 712-7761.



ARIZONA DEPARTMENT OF TRANSPORTATION POLICIES AND PROCEDURES

PER-9.01 EMPLOYEE PROBLEM SOLVING PROCEDURE

Effective: November 25, 2008

Supersedes: PER-9.01 (12/13/2007)

Responsible Office: Human Resources, (602) 712-8188

Review: November 25, 2010

Transmittal: 2008 - November

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1.01 PURPOSE

The purpose of this policy is to afford employees a written and systematic means of obtaining further consideration of concerns and problems they are experiencing after every reasonable effort through informal discussions initiated with their immediate supervisor have proven unsuccessful. The primary objective of this policy is to enable employees the opportunity to resolve problems fairly, quickly and at the lowest possible organizational level.

1.02 SCOPE

This policy is applicable to employees covered by the Personnel Rules as outlined in the Arizona Administrative Code (A.A.C), Title 2, Chapter 5.

1.03 AUTHORITY

Authority for this policy is provided by A.A.C. R2-5-701 and R2-5-702.

1.04 DEFINITIONS

ADOA Director	The Director of the Arizona Department of Administration (ADOA), or his/her designated representative.
Agency Head	The Director, Arizona Department of Transportation (ADOT) or his/her designated representative.
Applicant Complaint	Complaints regarding an employment examination, certification, or appointment. Examples of these actions include: scores received on an application for employment, compositions of hiring lists, methods of recruitment, or testing requirements.
Appropriate Division Director	For example, Motor Vehicle Division Director, State Engineer, ADOT Chief of Staff, etc.
Budget Unit Manager	Means a manager who should have budget control for a significant area of responsibility (usually consisting of multiple Orgs). As used in this policy, this person can be identified using the following:

For Regular Grievances at Step II: The most senior manager in the grievant's management chain above the Step I authority and who reports directly to the Division Director (e.g. the District Engineer or an MVD Program Administrator). If no such intermediate manager is assigned, then Step II may be skipped.

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	For Employee Evaluation Grievances at Step I: The most senior manager in the grievant's management chain above the grievant's reviewer and who reports directly to the Division Director (e.g. the District Engineer or an MVD Program Administrator), <i>or</i> , if no such manager is assigned, then the Division Director.
Discrimination	Means treating an employee differently because of their gender, race, national origin, religion, disability, pregnancy, age, color, and/or sexual orientation in a manner that negatively affects the terms and conditions of employment.
Division Director	Means the director of the division of ADOT that the grievant is assigned to. In the Intermodal Transportation Division, this person is the State Engineer. In the Transportation Services Group, this person is the ADOT Chief of Staff.
Employee/Grievant	An employee or group of employees.
Grievance Coordinator	Employee Relations Specialist within the Human Resources Office.
Retaliation	Means taking an adverse employment action against an employee because that employee has made a complaint or participated in an investigation regarding an allegation of a violation of this policy or because the employee has opposed practices prohibited by this policy.
Review Authority	The member of the management team who responds to the employee issue at the respective step. For example, the immediate supervisor at Step I, the budget unit manager at Step II, etc.
Supervisor	First line supervisor of the grievant.
Working Day	Monday through Friday from 8:00 a.m. until 5:00 p.m., except recognized holidays (<u>A.R.S. § 38-401</u> office hours for state offices.)

1.05 MATTERS SUBJECT TO THE GENERAL GRIEVANCE PROCEDURE

A. APPLICABILITY

The general grievance procedure may be used by an employee or group of employees to obtain consideration of grievances regarding discrimination or non-compliance with the Personnel Rules, or other work-related matters over which the agency has complete or partial control. Employees may utilize this procedure to contest disciplinary actions ranging from a memorandum of concern to a suspension of 40 hours. Employees must follow Section 1.10 General Grievance Procedure of this policy for filing a grievance involving the above matters. If an employee is alleging discrimination, retaliation or harassment based upon race, color, national origin, religion, disability, pregnancy, age, sex, or sexual orientation, then employees are encouraged to file a complaint through ADOT's PER-9.02 Non-Discrimination Policy. An employee may also submit a grievance concerning an Employee Performance Evaluation (See Section 1.13, Employee Performance Evaluation Grievance Procedure).

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B. NON-APPLICABLE MATTERS

This grievance procedure shall not apply to any matter for which another method of review is provided, including but not limited to:

1. Retirement, Life Insurance, or Health Insurance.
2. Suspension for more than 40 working hours, demotion, or dismissal resulting from disciplinary action.
3. Any employment examination, certification, or appointment (i.e. any hiring action). (See Section 1.05(d) of this policy and ADOT Policy and Procedure PER-1.02, Recruitment and Selection of Covered Employees, Section 2.10).
4. Any classification action.
5. Any reduction in force action.

C. RESTRICTED MATTERS

An employee may not submit a grievance challenging the following management rights:

1. ADOT's right to direct its employees.
2. ADOT's right to hire, promote, transfer, assign, and retain employees.
3. ADOT's right to establish efficiency standards for operations, and to determine the methods, means, and personnel by which these operations are to be conducted.

However, an employee may submit a grievance concerning the manner of their administration, insofar as these personally affect the employee.

D. APPLICANT COMPLAINTS

Applicant complaints are reviewed using the process described in ADOT Policy and Procedure PER-1.02, Recruitment and Selection of Covered Employees, Section 2.10.

E. PAY INCREASE/DECREASE

An employee may not submit a grievance concerning the receipt of a performance pay decrease, the non-receipt of a performance pay increase or special performance award, the amount or receipt/non-receipt of any pay increase or decrease, or the use of any job-related supplemental rating factors to determine the receipt or amount of an increase, decrease, or special performance award. (See ADOT Policy and Procedure PER-8.01, Salary Administration, for procedures to address pay concerns.)

F. AGENCY CONTROL

An employee may not submit a grievance concerning any matter not subject to the control of ADOT, except for complaints alleging a violation of the A.A.C. Personnel Rules.

1.06 GENERAL GUIDELINES

A. PROCEDURAL TIME LIMITS

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The Agency Head will respond to the grievant no later than 40 working days after receipt of the grievance at the first step. Within the 40 working day period, the time for any step may be extended by the respective review authority with the concurrence of the grievant.

Extension of the time limits expressed in this procedure may be made by mutual agreement, in writing, of the parties involved. When such agreement cannot be reached, either party may request an extension from the subsequent review authority. All other responses by the respective Review Authority must be within the prescribed time limits for each step. If the respective Review Authority does not respond within the prescribed time and no extension has been agreed upon, the employee may submit to the next step. An extension of the time limits at any step does not apply to other steps in this procedure. Accordingly, if an employee fails to submit a written grievance to each step within specified time limits, it shall constitute a voluntary withdrawal and may be rejected by management. (See Exhibit 1 for timeframes within the grievance process.)

B. PREPARATION TIME

During the entire grievance process (after the mandatory oral discussion), employees are allowed up to four (4) hours of paid time to prepare the grievance and/or to meet with their representatives. The four hours must be approved in advance by the supervisor and is subject to the operational needs of the work unit. The time that an employee spends attending meetings scheduled by management to discuss the grievance shall be considered regular work time and is not included in the four hour limitation specified above.

C. AMENDMENTS

Employees filing a grievance should ensure when submitting it to the Step 1 authority that it is complete and self-explanatory; includes the names and involvement of every person relevant to the issue(s) being grieved, including possible witnesses; and that every relevant document is attached. Once the grievance is referred to any step beyond Step 1, it may not be amended. If additional information or documentation is submitted by the grievant after the initiation of the grievance, the Review Authority for that step may remand (return) the grievance back to the Review Authority at the appropriate step for reconsideration.

D. REPRISAL

No person shall directly or indirectly use or threaten to use any official authority or influence in any manner to discourage the use of this procedure nor shall any employee or an employee serving as a representative suffer reprisal in any form as a result of using this procedure. Allegations of such action may be reviewed by the Department of Administration and may be subject to the penalties under A.A.C. Title 2, Chapter 5, Article 8. The discipline shall be administered in accordance with state and federal laws affecting employee rights and benefits.

E. REPRESENTATION

From time to time, an employee or a group of employees may feel that assistance in the presentation of their problem would be helpful. In these cases, employees shall be entitled to a representative of their own choosing at any step in the procedure after the mandatory oral discussion with the immediate supervisor. The employee or group of employees desiring representation shall give written notification to the Review Authority of the name, title and organization of the person he/she has chosen to be the representative. A state employee who serves as a representative during work hours must request and receive approval from his/her supervisor in advance for annual or compensatory leave to represent the employee on the grievance.

At each step, the Review Authority shall be entitled to representation of their choosing when problems are presented at their step of the procedure.

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F. WITHDRAWING GRIEVANCES

1. Employees may withdraw their grievance at any point during the grievance process.
2. To withdraw a grievance, the grievant shall check the "**Withdraw Grievance**" box on the grievance response form at the respective step and submit the form, through the appropriate Review Authority, to the Grievance Coordinator.
3. Failure to present a written grievance for formal review within the specified timeframes or extended timeframes as outlined in Section 1.06.a shall constitute a voluntary withdrawal and no further action shall be taken on the grievance.
4. An employee's grievance shall be considered "terminated" at the time the grievant's employment with the state is terminated or becomes an uncovered employee. An employee of ADOT who transfers, accepts or promotes to a covered position in another state agency, and who has an active grievance, shall have the right to continue with ADOT's grievance process.

1.07 AGENCY RESPONSIBILITIES

A copy of the problem and response at each step of this procedure, written by the grievant and the Review Authority shall be forwarded by the Review Authority to the Grievance Coordinator for statistical, tracking and retention purposes.

1.08 GRIEVANCES INVOLVING DISCRIMINATION

An employee alleging discrimination should also refer to ADOT's PER-9.02 Non-Discrimination Policy and Procedure. Furthermore, the Step I authority will upon receipt of a grievance alleging discrimination or retaliation forward a copy of the grievance to the ADOT Civil Rights Office for their review. (See Section 2.08.a.2 of the ADOT's PER-9.02 Non-Discrimination Policy and Procedure.)

1.09 INFORMAL RESOLUTION (MANDATORY DISCUSSION)

Most problems that employees encounter in the workplace can be resolved through discussion with the immediate supervisor. The following steps must be followed by an employee before initiating a formal grievance:

1. In accordance with A.A.C. R2-5-702.A.1, an employee is required to seek informal resolution to his/her issue by having a discussion with his/her immediate supervisor prior to initiating a formal grievance. The purpose of this discussion is for both parties to explore the issue(s) and to seek resolution.
2. If this discussion does not result in resolution, the employee must communicate to his/her supervisor his/her intentions of filing a grievance, the issue(s) involved, and the requested solution.
3. If the complaint involves the employee's immediate supervisor, the employee shall have the discussion with the second-line supervisor. If the complaint involves an employee not under the direct supervision of the grievant's supervisor, then the applicable supervisor shall also be present. All involved parties shall participate, as deemed appropriate by the complainant's supervisor.
4. If the employee does not try to resolve his/her issue informally, the grievance will not be accepted through the formal grievance procedure.

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5. If the supervisor and employee are unable to resolve the issue informally and the employee wishes to file a formal grievance, the employee shall proceed to Section 1.10 of this policy, entitled Grievance Process.

1.10 GRIEVANCE PROCESS

Prior to submitting the complaint to the Step I authority, the employee must meet the mandatory oral discussion requirement listed in Section 1.09, receive a Grievance Tracking Number, and adhere to the required time limitation for submitting a grievance (See Exhibit 1 for grievance timeframes). If the mandatory oral discussion fails to resolve the complaint, the employee may initiate the written grievance process. To do so, the employee shall:

1. Inform the supervisor of his/her intent to file a grievance.
2. The employee must contact the ADOT Human Resources Grievance Coordinator at (602) 712-8931 or 712-6878 to obtain a Grievance Tracking Number. The Grievance Coordinator may direct multiple issues be submitted under a single Grievance Tracking Number when the issues being grieved are related by time, involved parties, or events. A Grievance Tracking Number shall be issued only to the grievant or in the event of a Group Grievance, to the designated spokesperson for the group. All grieving employees involved in filing a group grievance are required to sign the written Employee Grievance Form and are responsible for designating a spokesperson from within their group.
3. If the Grievance Coordinator identifies that the issue is a non-applicable or restricted matter, the Grievance Coordinator will advise the employee of any other known available avenues of alternative address. The Grievance Coordinator will also advise the Step I authority that the issue may be a non-applicable or restricted matter.
4. Once a Grievance Tracking Number has been issued, the employee shall prepare and submit the grievance to the Step I authority. The employee is required to submit the grievance within 10 working days of the occurrence of the action/problem being grieved (5 days in the case of an Employee Performance Evaluation grievance). This timeframe is not extended by the date on which the mandatory oral discussion takes place or by the date a Grievance Tracking Number is provided. The date of occurrence of a suspension is the first day of suspension.

1.11 DOCUMENTS

A written grievance submitted by an employee shall include the following documentation (if the following documentation is not provided, the grievance shall be returned to the employee by the Step I review authority, directing the employee to provide the proper documentation within the Step I submission timeframes):

1. A statement specifying the reason(s) that the problem was not satisfactorily resolved informally as outlined in 1.09.
2. The Grievance Tracking Number shall be listed on each page/document of the grievance. It is the employee's responsibility to insert the Grievance Tracking Number on each page of the written grievance form.
3. A completed, signed and dated Employee Grievance Form. The Employee Grievance Form must be signed by all employees involved in filing a group grievance.
4. A complete statement of all the facts and circumstances associated with the alleged problem/complaint.
5. The specific desired resolution.

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6. If the grievant is alleging non-compliance with the A.A.C. Personnel Rules, the grievant **must** cite the precise Rule (e.g. R2-5-101) alleged to have been violated and must explain specifically how the rule was violated.
7. All appropriate documentation supporting the allegations.
8. Any documentation that the employee is grieving such as a performance evaluation or disciplinary letter.
9. The grievance shall be signed and dated by the grieving employee at each step of the grievance. It is the employee's responsibility to ensure that the grievance is received by the respective review authority.
10. A copy of each original grievance and each subsequent response shall be immediately forwarded to the Grievance Coordinator by the responding party (i.e. grievant or Review Authority).
11. Grievance documents shall not be filed in the employee's personnel file.

IMPORTANT NOTICE TO EMPLOYEE:

If you are grieving a disciplinary action (reprimand or above), you should be aware that grievances may be considered "employee responses" to disciplinary actions and as such may be subject to public disclosure under the Public Records Law (A.R.S. § 39-128 Disciplinary records of public officers and employees; disclosure; exceptions) after completion of the grievance process. This includes all attached documentation. Your grievance should be as thorough and detailed as necessary to adequately present your case; however, you should try to ensure that sensitive or private personal information, such as family, financial, or medical information, is not included if you do not want to see it released, unless you feel it is absolutely necessary to include it. You will not be able to take back the information once it has been submitted, nor halt release under the Public Records Law if someone requests it. Only information precluded by law from disclosure will be redacted (made unreadable) from these documents.

1.12 GRIEVANCE PROCEDURE

(For Employee Performance Evaluation Grievances, see Section 1.13.)

A. GRIEVANCE STEPS

1. STEP I: FIRST-LINE SUPERVISOR

- a. Once the grievance has been delivered to the immediate supervisor, the supervisor must verify whether or not the grievance documents include a Grievance Tracking Number. If the grievance did not include the Grievance Tracking Number, the grievance shall be returned to the grievant, who may resubmit the grievance with the Grievance Tracking Number to the Step I authority within the prescribed timeframes.
- b. If the written grievance alleges discrimination, retaliation or harassment on the Employee Grievance Form (ADOT Form #54-5003), the supervisor will immediately forward a copy of the grievance to the ADOT Civil Rights Office for their review. The Civil Rights Office will provide a response to allegations regarding discrimination, retaliation, or harassment to the Director's Office for inclusion in the grievance process.
- c. The Step I Review Authority shall:

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- 1) Write the date of receipt on the grievance form as acceptance of the grievance at Step I, if the grievance documents included a Grievance Tracking Number, and if the grievance was submitted within the proper timeframe.
- 2) Review applicable policies, procedures, rules and regulations, and investigate the circumstances that gave rise to the complaint. This may require meetings and/or discussions with the employee and other applicable individuals to ascertain the facts and enable them to make a determination. This review should include a determination whether each issue raised in the grievance is a non-applicable or restricted matter and, if any issue is a non-applicable or restricted matter, the response should include that determination. If a determination is made that an issue is a non-applicable or restricted matter, no further review of that issue is required.
- 3) Provide a written signed response to the employee within 3 workdays of receipt of the grievance. Original grievance documents shall be returned to the employee. A copy of the grievance response shall be forwarded to the Grievance Coordinator.

d. The employee shall:

Accept, withdraw, or file at Step II within five working days. If the employee decides to file at Step II, they must sign and include a statement specifying the reason(s) the Step I response is unsatisfactory. If the employee accepts or withdraws the grievance, he/she must check the appropriate box on the Grievant's Response Form and provide a copy to the Step I Authority and the Grievance Coordinator. The employee retains the original grievance documentation.

2. STEP II: APPROPRIATE BUDGET UNIT MANAGER.

a. The Step II Review Authority shall:

- 1) Review the grievance documents and determine whether the grievance has been submitted within the proper timeframe.
- 2) Verify whether or not the grievance documents included a Grievance Tracking Number and a statement by the grievant specifying the reason(s) the Step I response is unsatisfactory. If the grievance did not include such statement, the grievance shall be returned to the grievant, who may resubmit the grievance with the required statement and Grievance Tracking Number to the Step II authority within the prescribed timeframes.
- 3) Write the date of receipt on grievance form as acceptance of the grievance at Step II if the grievance documents included a statement specifying the reason(s) the Step I response is unsatisfactory and if the grievance was submitted within the proper timeframe.
- 4) Review applicable policies, procedures, rules and regulations, and investigate the circumstances that gave rise to the complaint. This may require meetings and/or discussions with the employee and other applicable individuals to establish the facts and enable the review authority to make a determination. This review should include a determination whether each issue raised in the grievance is a non-applicable or restricted matter and, if any issue is a non-applicable or restricted matter, the response should include that determination. If a determination is made that an issue is a non-applicable or restricted matter, no further review of that issue is required.

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- 5) Provide a written signed response to the employee within 6 workdays of receipt of the grievance. Original grievance documents shall be returned to the employee and a copy should be provided to the Grievance Coordinator.

b. The employee shall:

Accept, withdraw, or, within five working days, file at Step III. If the employee decides to file at Step III, he/she must sign and include a statement specifying the reason(s) the Step II response is unsatisfactory. If the employee accepts or withdraws the grievance, he/she must check the appropriate box on the Grievant's Response Form and provide a copy to the Step II Authority and the Grievance Coordinator. The employee retains the original grievance documentation.

3. STEP III: APPROPRIATE ADOT DIVISION DIRECTOR OR CHIEF OF STAFF IF GRIEVANT IS A TRANSPORTATION SERVICES GROUP (TSG) EMPLOYEE.

a. The Step III Review Authority shall:

1. Review the grievance documents and determine whether the grievance has been submitted within the proper timeframe.
2. Verify whether or not the grievance documents included a Grievance Tracking Number and a statement by the grievant specifying the reason(s) the Step II response is unsatisfactory. If the grievance does not include such a statement or if it does not include the Grievance Tracking Number, the grievance shall be returned to the grievant, who may resubmit the grievance with the required statement and Grievance Tracking Number to the Step III authority within the prescribed timeframes.
3. Write the date of receipt on the grievance form as acceptance of the grievance at Step III if the grievance documents include a statement specifying the reason(s) the Step II response is unsatisfactory and if the grievance has been submitted within the proper timeframe.
4. Review applicable policies, procedures, rules and regulations, and investigate the circumstances that gave rise to the complaint. This may require meetings and/or discussions with the employee and other applicable individuals to establish the facts and enable the review authority to make a final determination. This review should include a determination whether each issue raised in the grievance is a non-applicable or restricted matter and, if any issue is a non-applicable or restricted matter, the response should include that determination. If a determination is made that an issue is a non-applicable or restricted matter, no further review of that issue is required.
5. Provide a written signed response to the employee within 8 workdays of receipt of the grievance. Original grievance documents shall be returned to the employee and a copy should be provided to the Grievance Coordinator.

b. The employee shall:

Accept, withdraw, or file at Step IV within five working days. If the employee decides to file at Step IV, he/she must sign and include a statement specifying the reason(s) the Step III response is unsatisfactory. If the employee accepts or withdraws the grievance, he/she must check the appropriate box on the Grievant's Response Form and provide a copy to the Step III Authority and the Grievance Coordinator. The employee retains the original grievance documentation.

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4. STEP IV: AGENCY HEAD

a. The Agency Head shall:

1. Review the grievance documents and determine whether the grievance has been submitted within the proper timeframe. Write the date of receipt on the grievance form as acceptance of the grievance at Step IV if the grievance documents included a statement specifying the reason(s) the Step III response is unsatisfactory and if the grievance was submitted within the proper timeframe.
2. Review applicable policies, procedures, rules and regulations, and investigate the circumstances that gave rise to the complaint. This may require meetings and/or discussions with the employee and other applicable individuals to ascertain the facts and enable the review authority to make a determination. This review should include a determination whether each issue raised in the grievance is a non-applicable or restricted matter and, if any issue is a non-applicable or restricted matter, the response should include that determination. If a determination is made that an issue is a non-applicable or restricted matter, no further review of that issue is required.
3. Provide a written signed response to the employee within 8 workdays of receipt of the grievance. Original grievance documents shall be returned to the employee and a copy should be provided to the Grievance Coordinator.
4. The decision of the ADOT Director is the final step for all grievances, except those concerning allegations of discrimination or noncompliance with ADOA Personnel Rules.

b. The employee shall:

Accept, withdraw, or file with the ADOA Director within five working days. If the employee accepts or withdraws the grievance, he/she must check the appropriate box on the Grievant's Response Form and provide a copy to the Step IV Authority and the Grievance Coordinator. The employee retains the original grievance documentation. The employee can file with the ADOA Director only if they are alleging discrimination or non-compliance with the ADOA Personnel Rules. If the employee decides to file with the ADOA Director, he/she must sign and include a statement specifying the reason(s) the Step IV response is unsatisfactory.

5. STEP V: DIRECTOR, ADOA (ALLEGED PERSONNEL RULE VIOLATION OR DISCRIMINATION)

A grievant who is not satisfied with the decision of the agency head may submit the grievance to the ADOA Director within 5 working days after receipt of the agency head's response only if the grievance alleges discrimination or non-compliance with Department of Administration Personnel Rules. If the grievance is alleging non-compliance with the Department of Administration Personnel Rules, the grievant must have cited the precise Rule alleged to have been violated and specifically how the rule was violated. Failure to specify the precise rule alleged to have been violated and specifically how the rule was violated may result in the grievance not being accepted by the ADOA Director.

Please note that the ADOA Director is not obligated to conduct a new investigation into the grievant's allegations if the facts of the grievance, as evaluated at earlier steps, support the agency head's response at Step IV, in which case the ADOA Director will affirm the agency head's decision. The ADOA Director will furnish a copy of the findings and final decision to the agency head and the grievant within 20 working days following receipt of the grievance

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at ADOA. The 20 working days may be extended by the ADOA Director, with concurrence of the grievant.

1.13 EMPLOYEE PERFORMANCE EVALUATION GRIEVANCE PROCEDURE

A. PERFORMANCE EVALUATION GRIEVANCE PROCESS

Employees who receive an employee performance evaluation may use this grievance procedure to contest scores on the Employee Performance Evaluation form. Generally, written notations on an employee performance planner are not grievable at the time they are made, because the entire evaluation, including any or all written notations on the planner, may be grieved at the end of the rating period. Additionally, throughout the rating period, employees may address written notations on a planner by writing rebuttal comments on the documentation section of the planner. Employees are encouraged to review ADOT's PER-6.05 Employee Performance Evaluation Process prior to submitting a grievance.

The employee must meet the mandatory oral discussion requirement as referenced in Section 1.09 with the Rater (usually the immediate supervisor), and receive a Grievance Tracking Number as specified in Section 1.10, prior to submitting the complaint. The complaint shall be submitted in writing to the appropriate Budget Unit Manager within 5 working days after receiving evaluation scores, and the 5 days are not extended by the date on which the mandatory oral discussion takes place (see Exhibit 1 for performance evaluation grievance timeframes). The time limits at either step may be extended by written agreement. If management upholds the original factors and the employee is unwilling or refuses to acknowledge them, the employee will remain accountable for the responsibilities and duties assigned/outlined by the supervisor. During this entire process, the employee and supervisor need to understand that the employee will continue to be held accountable for the responsibilities stated in the new planner.

B. GRIEVANCE STEPS

1. STEP I: APPROPRIATE BUDGET UNIT MANAGER

- a. Once the grievance has been delivered to the Budget Unit Manager, that person must verify whether or not the grievance documents include a Grievance Tracking Number. If the grievance did not include the Grievance Tracking Number, the grievance shall be returned to the grievant, who may resubmit the grievance with the Grievance Tracking Number to the Budget Unit Manager within the prescribed timeframes.
- b. If in the grievance the employee alleges discrimination, retaliation, or harassment, the manager will immediately forward a copy of the grievance to the ADOT Civil Rights Office for their review. The Civil Rights Office will provide a response to allegations regarding discrimination, retaliation, or harassment to the Deputy Director's Office for inclusion in the grievance process.
- c. The Budget Unit Manager shall:
 1. Write the date of receipt on the grievance form as acceptance of the grievance at Step I, if the grievance documents included a Grievance Tracking Number, and if the grievance was submitted within the proper timeframe.
 2. The Budget Unit Manager may establish a panel or appoint an individual to review the employee performance evaluation for which the employee disagrees and requests reconsideration. The review will allow the employee to present any additional information that may affect the performance factors or the overall evaluation score. The review panel/individual may wish to interview additional individuals or to review personnel files. After all facts and considerations have been

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carefully weighed, the panel/individual will recommend to the Budget Unit Manager that the appraisal be upheld or that specific changes be made. The Budget Unit Manager may wish to conduct the review personally without utilizing a review panel.

3. The review at this step should include a determination whether each issue raised in the grievance is a non-applicable or restricted matter and, if any issue is a non-applicable or restricted matter, the response should include that determination. If a determination is made that an issue is a non-applicable or restricted matter, no further review of that issue is required.
4. Provide a written signed response to the employee within seven working days of receipt of the grievance. Original grievance documents shall be returned to the employee. A copy of the grievance response shall be forwarded to the Grievance Coordinator.

d. The employee shall:

Accept, withdraw, or file at Step II within five working days. If the employee decides to file at Step II, they must sign and include a statement specifying the reason(s) the Step I response is unsatisfactory. If the employee accepts or withdraws the grievance, he/she must check the appropriate box on the Grievant's Response Form and provide a copy to the Step I Authority and the Grievance Coordinator. The employee retains the original grievance documentation.

2. STEP II: ADOT DEPUTY DIRECTOR

a. The ADOT Deputy Director (or designee) shall:

1. Write the date of receipt on the grievance form as acceptance of the grievance at Step II, if the grievance documents included a Grievance Tracking Number, and if the grievance was submitted within the proper timeframe.
2. The ADOT Deputy Director shall investigate the employee's appraisal grievance and may appoint one or more individuals from ADOT, but outside the employee's Budget Unit, to review the appraisal, interview additional individuals if necessary, and make recommendations for the final appraisal. The review at this step should include a determination whether each issue raised in the grievance is a non-applicable or restricted matter and, if any issue is a non-applicable or restricted matter, the response should include that determination. If a determination is made that an issue is a non-applicable or restricted matter, no further review of the issue is required.
3. The Deputy Director shall make the final decision regarding whether or not changes will be made, and shall respond in writing within ten workdays following receipt of the grievance. Original grievance documents shall be returned to the employee. A copy of the grievance response shall be forwarded to the Grievance Coordinator. **This will complete the grievance process.** (In accordance with A.A.C. R2-5-702.C, the ADOT Employee Performance Evaluation Grievance procedure is an "accelerated procedure" and further review is not available beyond this Step.)
4. If the grievance at Step II pertains to a member of a Special Support Group and the Deputy Director is the Step I authority as Budget Unit Manager, the ADOT Director, or Designee, will become the Step II authority.

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C. CHANGES

Any changes made to the performance evaluation during the Employee Performance Evaluation grievance process shall be documented by the review authority making the change, and may not be made the subject of a new grievance. Any revisions to performance evaluation documents required as the result of the grievance process shall be made to ensure that the documents give no indication that a grievance has been filed. This may require documents to be redone and re-signed. The documents must be signed by the rater, the reviewer, and the employee. If the factors are changed, they will be implemented retroactive to the original date assigned.

D. RESPONSIBILITIES

The responding authority shall provide a copy of their response, together with any modified, completed, and signed Employee Performance Evaluation score forms and/or Employee Performance Planners, promptly to the Grievance Coordinator. The Grievance Coordinator will ensure that any Employee Performance Evaluation score forms and/or Employee Performance Planners that were modified because of this process are properly filed in the employee's Personnel File.

1.14 RESOLUTION OF GRIEVANCES

- A. When a grievance is resolved at any internal step, the grieving employee(s) shall provide the Grievance Coordinator with the following information:
 1. The Grievance Tracking Number.
 2. The step at which the grievance was resolved and the date of the resolution.
- B. The Grievance Coordinator uses this information for tracking purposes and for preparing periodic reports for the Director.

1.15 CORRESPONDING POLICIES

- A. PER-1.02 Recruitment and Selection of Covered Employees
- B. PER-6.05 Employee Performance Evaluation Process
- C. PER-9.02 Non-Discrimination Policy

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REGULAR GRIEVANCE TIME GUIDELINES

<u>STEP</u>	<u>EMPLOYEE FILES WITHIN</u>	<u>SUBMITS TO</u>	<u>MANAGEMENT RESPONSE WITHIN</u>
1st step	10 working days of action grieved	First-line supervisor	3 working days
2nd step	5 working days of Step I response	Budget unit manager	6 working days
3rd step	5 working days of Step II response	ADOT Division Director	8 working days
4th step	5 working days of Step III response	Agency head	8 working days
5th step *	5 working days of Step IV response	Director, Department of Administration	20 working days

* For grievances concerning allegations of discrimination or compliance or non-compliance with Personnel Rules only.

PERFORMANCE EVALUATION GRIEVANCE TIME GUIDELINES

<u>STEP</u>	<u>EMPLOYEE FILES WITHIN</u>	<u>SUBMITS TO</u>	<u>MANAGEMENT RESPONSE WITHIN</u>
1st step	5 working days of receiving signed evaluation	Budget Unit manager	7 working days
2nd step	5 working days of Step I response	ADOT Deputy Director	10 working days

Notes:

- (1) Grievances not submitted on grievance forms for the appropriate type of grievance will be subject to rejection.
- (2) The ADOT grievance process and the attendant timeframes have been approved by the Department of Administration for use within ADOT.

Exhibit 1

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The Employee Grievance Form can be obtained at <http://adotnet/forms/hr/Grievance.pdf>



ARIZONA DEPARTMENT OF TRANSPORTATION
CONFIDENTIAL
EMPLOYEE GRIEVANCE

GRIEVANCE TRACKING NUMBER

--

NAME		JOB TITLE	WORK TELEPHONE
ORG CODE	EIN	SUPERVISOR'S NAME	
IF APPLICABLE, NAME OF REPRESENTATIVE		TITLE	ORGANIZATION

Explain the problem in detail. Include all important information and documentation, such as dates, places, etc. Attach additional sheets to explain the problem, if necessary. See ADOT's Policy and Procedure PER-9.01, Employee Problem Solving Procedures, for complete instructions.

<p>Check applicable box(es)</p> <p><input type="checkbox"/> Work-related complaint</p> <p><input type="checkbox"/> Suspension 40 hours or less</p> <p><input type="checkbox"/> Personnel Rules Compliance or Non-Compliance (Specify Rule): _____</p> <p><input type="checkbox"/> Other (Specify) _____</p>	<p><input type="checkbox"/> Complaint of alleged discrimination based on: Check appropriate box(es) (Also see ADOT'S PER-9.02 Non-Discrimination Policy & Procedure)</p> <p><input type="checkbox"/> Race <input type="checkbox"/> Age <input type="checkbox"/> Religion</p> <p><input type="checkbox"/> Handicap <input type="checkbox"/> National Origin <input type="checkbox"/> Sex</p> <p><input type="checkbox"/> Other (Specify) _____</p>
---	---

What do you suggest be done to correct this problem?

Date of Mandatory Discussion: _____ Mandatory Discussion was held with _____

Date Submitted to Each Step:

Step I. _____	(within 10 work days)	_____	Employee Signature
Step II. _____	(within 5 work days of Step I Response)	_____	Employee Signature
Step III. _____	(within 5 work days of Step II Response)	_____	Employee Signature
Step IV. _____	(within 5 work days of Step III Response)	_____	Employee Signature
Step V. _____	(within 5 work days of Step IV Response)	_____	Employee Signature

(This Step is applicable only for allegations of discrimination or compliance/non-compliance with the DOA Personnel Rules).

Supervisors will forward a copy of this grievance along with all responses, at each step, to the Human Resources Office of ADOT, Mail Drop 171-A. The employee must call and obtain a Grievance Tracking Number from the Grievance Coordinator at (602) 712-8931 or 6878. The Grievance Tracking Number must appear on all documentation attached to the grievance form.

† 54-5003 9010/07

Exhibit 2, Page 1

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**EMPLOYEE GRIEVANCE
STEP I RESPONSE**
(Three (3) work days after receipt)
Immediate Supervisor

GRIEVANCE TRACKING NUMBER

Date received by Step I Authority

Signature of Step I Authority Response

Date

GRIEVANT'S RESPONSE TO STEP I
(Five (5) work days after receipt)

- Accept Step I Response
- Do Not Accept Step I Response (Specify Reason Below)
- Withdraw Grievance

Date received by Grievant

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EMPLOYEE GRIEVANCE

STEP II RESPONSE
(Six (6) work days after receipt)
Budget Unit Manager

GRIEVANCE TRACKING NUMBER

Date received by Step II Authority

Signature of Step II Authority

Date

GRIEVANT'S RESPONSE TO STEP II
(Five (5) work days after receipt)

- Accepts Step II Response
- Do Not Accept Step II Response (Specify Reason Below)
- Withdraw Grievance

Date received by Grievant

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EMPLOYEE GRIEVANCE

STEP III RESPONSE
(Eight (8) work days after receipt)
Division Director or ADOT Chief of Staff

GRIEVANCE TRACKING NUMBER

Date received by Step III Authority

Signature of Step III Authority

Date

GRIEVANT'S RESPONSE TO STEP III
(Five (5) work days after receipt)

- Accepts Step III Response
- Do Not Accept Step III Response (Specify Reason Below)
- Withdraw Grievance

Date received by Grievant

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EMPLOYEE GRIEVANCE

GRIEVANCE TRACKING NUMBER

STEP IV RESPONSE
(Eight (8) work days after receipt)
Agency Head

Date received by Step IV Authority

Signature of Step IV Authority

Date

GRIEVANT'S RESPONSE TO STEP IV
(Five (5) work days after receipt)

- Accepts Step IV Response
- Do Not Accept Step IV Response (Specify Reason Below)
- Withdraw Grievance

Date received by Grievant

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EMPLOYEE GRIEVANCE

STEP V RESPONSE

Director, Dept. of Administration
(Twenty (20) work days after receipt)

A grievant who is not satisfied with the decision of the agency head on a grievance alleging discrimination or non-compliance with the Personnel Rules, may submit the grievance to the ADOA Director within five (5) working days after receipt of the agency head's response. The grievant must have specified the precise rule alleged to have been violated and specifically how the rule was violated in their original grievance. Failure to specify the precise rule alleged to have been violated and specifically how the rule was violated in the initial grievance submitted to the Step I Authority may result in the grievance not being accepted by the ADOA Director at Step V.

Date received by Step V Authority

Signature of Step V Authority

Date

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The Employee Performance Evaluation Grievance Form can be obtained at <http://adotnet/forms/hr/EmpPerfEvalGrievance.pdf>



ARIZONA DEPARTMENT OF TRANSPORTATION

GRIEVANCE TRACKING NUMBER

CONFIDENTIAL

--

Employee Performance Evaluation Grievance Form

NAME		JOB TITLE	WORK TELEPHONE
EIN NUMBER	SUPERVISOR'S NAME	SUPV'S LOCATION	SUPV'S WORK PHONE

Explain the problem in detail. Include all important information and documentation, such as dates, places, etc. Attach additional sheets to explain the problem if necessary. See Section 1.13, Employee Performance Evaluation Grievance Procedure, of ADOT's Policy and Procedure PER9.01, Employee Problem Solving Procedure, for complete instructions.

What do you suggest be done to correct this problem, or state the specific resolution which you seek.

DATE OF MANDATORY DISCUSSION: _____	MANDATORY DISCUSSION WAS HELD WITH (RATER): _____		
ACTION SCHEDULE			
GRIEVANCE STEP	EMPLOYEE'S SCHEDULE	RESPONSE	EMPLOYEE'S SIGNATURE & DATE SUBMITTED-EACH STEP
I. BUDGET UNIT MGR.	WITHIN 5 WORK DAYS	WITHIN 7 WORK DAYS	
II. DEP DIRECTOR	WITHIN 5 WORK DAYS	WITHIN 10 WORK DAYS	
Representative's NAME (if any)		TITLE	ORGANIZATION

Step I Response on Reverse Side

Supervisors will forward a copy of this grievance along with all responses, at each step, to the Human Resources Office of ADOT, Mail Drop 171-A. The employee must call and obtain a Grievance Tracking Number from the Grievance Coordinator at (602) 712-8931 or 8878. The Grievance Tracking Number must appear on all documentation attached to the grievance form.

† 54-0101 R01007

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EMPLOYEE PERFORMANCE EVALUATION GRIEVANCE

GRIEVANCE TRACKING NUMBER

STEP I RESPONSE
(Seven (7) work days after receipt)
Budget Unit Manager

Date received by Step I Authority

Signature of Step I Authority Response

Date

GRIEVANT'S RESPONSE TO STEP I
(Five (5) work days after receipt)

- Accept Step I Response
- Do Not Accept Step I Response (Specify Reason Below)
- Withdraw Grievance

Date received by Grievant

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EMPLOYEE PERFORMANCE EVALUATION GRIEVANCE

STEP II RESPONSE
(Ten (10) work days after receipt)
Deputy Director

GRIEVANCE TRACKING NUMBER

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Date received by Step II Authority

Signature of Step II Authority

Date



ARIZONA DEPARTMENT OF TRANSPORTATION POLICIES AND PROCEDURES

PER-1.02 RECRUITMENT AND SELECTION OF COVERED EMPLOYEES

Effective: July 9, 2003

Supersedes: Per-1.02 (10/18/02)

Responsible Offices: Human Resources (602) 712-8188
and Civil Rights (602) 712-7761

Review: July 9, 2005

Transmittal: 2003-July

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2.01 PURPOSE

To present guidelines and requirements for hiring and promotion decisions, to ensure these decisions adhere to equal employment opportunity policies, and to promote a diverse workplace.

2.02 SCOPE

The following policy applies to all covered employees and job applicants for covered positions of the Arizona Department of Transportation (ADOT).

2.03 AUTHORITY

Authority for this policy is provided by A.R.S. §§41-1461 – 41-1465, Title VII of the Civil Rights Act of 1964, the Age Discrimination in Employment Act of 1967, the Americans with Disabilities Act of 1990, the Equal Pay Act of 1963, the Civil Rights Act of 1991, and Arizona Department of Administration (ADOA) Personnel Rules, Article 2, Employment.

2.04 DEFINITIONS

Covered Position – Any state service position in ADOT that is not exempted by A.R.S. §41-771.

Job Applicant – Any person applying for a covered position with ADOT.

Self-nomination – A process that allows a candidate who has an active resume in the resume database/Resumix® to apply for a position under recruitment.

2.05 BACKGROUND

ADOT's policy on Panel Interview Selection Process was first published in the Administrative Procedures Manual, Volume II, on April 1, 1995 and only applied to panel interviews. That policy was revised April 1, 1998. Current policy now applies to one-on-one interviews as well as panel interviews and has an expanded list of requirements for hiring authorities. A complaint resolution procedure has been added as well as recordkeeping guidelines.

2.06 POLICY

- a. ADOT is committed to inclusive hiring and promotion practices so we can draw talent and ideas from all segments of our population. We actively support recruitment and career development programs to ensure a diverse workforce in all job categories and pay grades. We make personnel-related decisions on the basis of merit.
- b. It is ADOT's policy to achieve equal employment opportunities and to comply with the laws prohibiting discrimination based on race, religion, color, national origin, age, sex, disability, or sexual orientation.

- c. ADOT has incorporated reasonable accommodation practices so we can hire, promote, and retain individuals with disabilities. Reasonable accommodations are provided to qualified applicants or employees with disabilities, unless the accommodation imposes an undue hardship on the operation of the Department or imposes a direct threat to the health or safety of the individual or others in the workplace.
- d. To provide equal opportunity for applicants and employees, ADOT carries out programs on behalf of women, minorities, and people with disabilities. This program includes outreach as well as training and human resource programs that ensure equity in compensation and opportunity for growth and development.
- e. This policy applies to all conditions of employment including advertising, hiring, accessibility, working conditions, job assignments, rates of pay or other forms of compensation, selection for training, promotions, transfers, performance requirements, corrective actions, reduction in force or termination and retirement. This list is not intended to be all-inclusive.
- f. Every manager in ADOT is expected to abide by this policy and to uphold the agency's commitment to workforce diversity.

2.07 RECRUITMENT AND HIRING – GENERAL GUIDELINES

To encourage attainment of a diverse workforce the following recruitment efforts and hiring procedures take place whenever a vacant covered position exists:

- a. ADOT communicates our equal employment opportunity process and employment needs to all sources of job candidates without regard to race, color, religion, sex, national origin, age, disability, or sexual orientation.
- b. Information about all new or vacant positions and ADOT's hiring process are posted in a public area in each ADOT work location throughout Arizona, and on ADOT's website. Openings are announced in the Arizona State Service Job Opportunities listings published by ADOA. Openings are also advertised in general and specialty newspapers (to reach specific populations such as Hispanic and Asian readers), and communicated on the Job Hotline maintained by ADOT. Announcements explain how and where to apply for a position and shall include job title, grade and telephone number where additional information can be obtained.
- c. ADOT develops partnerships with community-based programs such as Welfare to Work, the Department of Economic Security (DES), community colleges, and universities to recruit a diverse workforce. These resources are used to recruit for internships, temporary, and permanent positions.
- d. ADOT provides information on our website and in writing to explain our hiring process and to assist applicants in using the resume database system/Resumix®. This information is printed in English and Spanish and is regularly distributed to community organizations and print media to encourage applicants from all segments of our diverse population.
- e. To apply for a position, all applicants, both internal and external candidates, submit a resume and Resume Supplement form SF501 to the Human Resources Office. We accept resumes with a Resume Supplement (SF501) on a continuous basis. Applicants do not need to wait for a position to be announced before submitting a resume. The information supplied by the applicant is scanned into the resume database system/Resumix®. All resumes are maintained in the system for six months or until the candidate accepts a new or promotional position. A candidate only needs to resubmit his/her resume during that time period if job duties, job title, education, or personal information have changed.

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- f. When a vacancy occurs, new and open positions are posted and advertised as described in 2.07.b., above. ADOT accepts resumes or, for individuals who have active resumes in the resume database/Resumix®, completed self-nomination forms, for a period of at least 10 working days from the time an opening is first announced. This allows all qualified individuals the opportunity to obtain information about the position and submit a resume in order to be considered. The closing date for accepting resumes is included in the job announcement. ADOT's website and Job Hotline provide the telephone number of the Human Resources Office that will answer any questions about the resume process.
- g. If an individual wants to self-nominate for a specific position that is advertised, and has an active resume in the resume database/Resumix®, he/she can self-nominate for the position by sending a completed self-nomination form to the Human Resources Office. A Human Resources analyst will review the resume and determine whether the person qualifies for the position. If the person meets the position requirements, the analyst will add the applicant's name to the list of qualified candidates.
- h. An individual may apply for any new or vacant position. Each announcement of an open position includes the qualifications, including knowledge, skills, and abilities, required for consideration and a telephone number where additional information can be obtained. Qualifications are requirements based on the job description and performance expectations; they do not discriminate against any individual on the basis of race, religion, color, national origin, age, sex, or disability. Every applicant who demonstrates in their resume that they possess the required qualifications is given equal consideration for a position. Applying for a position is not a guarantee that an applicant will be added to the list of qualified candidates; applicants must demonstrate that they are qualified.
- i. After the announcement has closed, a hiring list is generated by the Human Resources Office. Optical character recognition (OCR) software "reads" all the resumes in the database to search for applicants whose skills meet the position requirements. The Human Resources Office sends a list of qualified candidates, contact information, instructions for working the hiring list, and a new hire packet to the hiring supervisor.
- j. Certain job classifications within ADOT are approved for direct hire. Direct hire authority may be granted when it has been demonstrated that a position has high turnover or is difficult to fill because of the job location or skills required. To obtain direct hire authority, the hiring supervisor requests DOA approval through the ADOT Human Resources Office. If approved, the supervisor may advertise the position and receive resumes. Direct hire allows candidates whose resumes are not yet in the resume database/Resumix® to be considered for a position. A Human Resources analyst reviews the resumes for qualifications.
- k. Resume Writing (GEN 5171) training is provided through the Human Resources Development Center (HRDC) to all ADOT employees who are interested in job transfers or promotional opportunities. Participants learn how to prepare a scannable resume that describes their qualifications and work experience. Upon request, this course is available in Spanish. HRDC also offers training courses, available to all ADOT employees, in career planning and development.
- l. All supervisors and managers in a position to hire or promote employees must attend Selection Interviewing (GEN 5136) training to ensure they understand and implement this policy. The training includes how to interview and evaluate candidates in a fair and equitable manner. New supervisors are required to attend this training during their first year as a supervisor.

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- m. All employees participating in the selection process must attend Selection Interviewing (GEN 5136) prior to participation. Non-ADOT employees participating in the selection process receive written instructions regarding this policy.

2.08 SELECTION GUIDELINES

- a. When an opening exists in your department, submit a completed Personnel Requisition form (PD-505) to the Human Resources Office.
- b. Develop a hiring strategy:
 1. Review the Position Description Questionnaire (PDQ), class specifications, and essential functions of the job. If a panel is conducting the interviews, all members should review and discuss this information.
 2. Prioritize the functions to reflect the responsibilities in the position. For example, if the position mainly provides customer service to the public and only occasionally types letters, customer service skills are the priority.
 3. Develop questions that reflect the prioritization; in the example above, you might ask 3 questions about customer service experience and only one about knowledge of word processing.
 4. Use behavioral questions that ask the candidate to describe situations when they have used the skill or knowledge. For example, "Tell me about your experience providing customer service." You can also develop questions to find out how the candidate would handle essential functions of the job. For example, "Would you describe a time when you dealt with an angry customer?"
 5. Write down the questions and desired responses.
 6. Decide on an interview format and procedure. All candidates must be asked the same questions in the same order. Interviews shall be scheduled to permit each applicant sufficient time to adequately respond to the interview questions. Each applicant shall be scheduled for the same interval of time.
 7. After you have developed the questions, decide on a scoring scheme that describes how you will evaluate responses to your questions. A simple scheme is to rate answers on a scale from 1 to 5. Rate an answer as 1) if the person does not answer the question adequately; 2) if the person shows little knowledge, skill or ability to perform the function; 3) if he/she demonstrates moderate knowledge, skill or ability; 4) if he/she demonstrates considerable knowledge, skill, or ability; or 5) if he/she demonstrates extensive knowledge, skill, or ability.
 8. Assign a weight to your questions based on your prioritization of functions in Step 2 above. You can use the percentages of time spent listed in the PDQ to help you determine the weight. For example, if 50% of the time is spent providing customer service, you might give a weight of 5 to all customer service questions. Multiply the weight times the score the candidate receives for their response. For example, if a candidate scores a 3 for the question and its weight is 5, the candidate receives a total score of 15.
- c. The hiring supervisor may, at his or her discretion, convene a panel to interview candidates. Follow the guidelines in (d), below when a panel conducts the interviews.
- d. If convening a panel to conduct interviews, use the following criteria for panel membership:
 1. Panels should consist of three to five members, including representatives of customers, subordinates, supervisors and peers. Panels should never have more than seven members.
 2. Employees who participate in a panel must have attended Selection Interviewing (GEN 5136) training prior to the interviews.

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3. Non-ADOT employees participating in the selection process shall be provided with the following:
 - A copy of this policy
 - Interview questions
 - The panel interview process
 - The evaluation process
4. Choose panel members for their expertise in a particular field and their status as a representative of customers, subordinates, supervisors, or peers. Every effort should be made to achieve diversity among panel members.
5. Send the names of panel members to the Human Resources Office for approval.
6. If panel member(s) become uncomfortable participating in the panel because of their relationship with one or more of the candidates, or if a conflict arises, the panel member(s) may be replaced following a discussion with the hiring authority.
- e. Prior to conducting interviews, the supervisor or manager submits the interview questions and criteria for evaluating applicants to the Human Resources Office. A Human Resources analyst reviews the questions to ensure they relate to the knowledge, skills, and abilities required in the position. The reviewer verifies that evaluation criteria adhere to this policy. Do not ask questions that are not job related such as medical or physical condition, marital status, age or other personal matters.
- f. After receiving the list of qualified candidates from the Human Resources Office, the supervisor may schedule interviews in writing or by e-mail (if using e-mail, keep a hard copy of all correspondence). Give each candidate the following information: the names of the individual or individuals who will be conducting the interviews and the weight that will be given to each aspect of the candidate's performance (interview, prior experience, references, etc.). Inform all candidates of any information they need to bring to the interview, such as certificates, licenses, letters of reference or work samples. Also, inform them of any written or performance exercise that will be used to evaluate candidates. Tests may not be administered without prior approval from the ADOT Human Resources Office.
- g. The supervisor may follow up by phoning candidates to confirm interview time, date, and location.
- h. Only the candidate may decline an interview offer. Do not rely on second party messages- hear from the candidates themselves.
- i. A candidate may request that a potential interviewer recuse himself/herself because of bias for or against a protected class or individual applicant. In case of a dispute regarding recusal of a panel member, ADOT Human Resources and ADOT Civil Rights will jointly have the final decision.
- j. A minimum of 3 candidates, if available, must be interviewed prior to making a selection. This requirement also applies to direct hire.
- k. Evaluate all applicants on the same criteria. Criteria are based solely on the knowledge, skills, and abilities required in the position. Document your process. Take comprehensive, detailed notes of all candidates' responses. Record answers during the interview and score the results immediately after the interview has been completed. Keep all interview records confidential.

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- i. Document your hiring decision by creating a hiring matrix showing how all candidates rank amongst each other and what scores they were awarded in each category. Shown below are two possible matrices with suggested categories and weight:

Candidate's Name	Interview 50%	Resume Review 25%	Presentation 25%

Candidate's Name	Interview 60%	Written or Performance* Exercise 40%

*Tests may not be administered without prior approval from the ADOT Human Resources Office.

- m. Hiring supervisors shall verify education, previous employment or any required registrations or licenses. Personnel files for current or former state service employees shall be reviewed. These files are available for review in the agency where the employee is/was employed.
- n. After conducting the interviews, the hiring supervisor *completes and submits to the Civil Rights Office, form 54-0405, Appointment, Promotion and Selection Report. This includes the following information: job description; name and resume of each interviewed applicant; the weight given to each component of the hiring process; names of all persons involved in the interviews and selection; interview questions and performance of each applicant; and a completed Appointment and Promotion Selection Report.* The Civil Rights Office reviews all hiring decisions to ensure enforcement of this policy. The reviewer may request follow-up information and/or interview the persons involved in making the decision. The reviewer notifies the hiring supervisor in writing regarding the determination.
- o. Once the Civil Rights Office notifies the hiring supervisor that equal opportunity policies were followed, the supervisor may offer the position to the selected candidate. Certain classifications and some positions require pre-placement physical examinations. In these cases, job offers are contingent upon the candidate passing the physical exam.
- p. If at any time during the hiring process, the Human Resources Office independently finds a problem(s) with the recruitment files, they will notify the Civil Rights Office. In addition, if the Civil Rights Office finds a problem with a hiring or promotion that is not resolved with follow-up information, the problem is reported to the Human Resources Office and, if necessary, elevated to the managers of Human Resources and Civil Rights. If agreement cannot be reached between these managers, the problem will be resolved by the Chief of Staff.

2.09 RECORDKEEPING

- a. The Civil Rights Office records in writing all information considered in reviewing a particular hiring or promotion decision, and the results of their review. The Civil Rights Office retains the records of the selection process and their review in a central location.

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- b. The hiring supervisor retains copies of all records of their selection process for two years after the date of hire.
- c. The hiring supervisor must forward all original documents of the entire selection packet to the Human Resources Office.

2.10 COMPLAINTS

- a. Any applicant who believes this policy has been violated may file an applicant complaint with the Human Resources Office. Any applicant alleging discrimination may file a complaint with the ADOT Civil Rights Office. Complaints will be investigated promptly. When the evidence substantiates a violation of the policy, timely corrective action will be taken.
- b. A complaint must be made in good faith. It is a violation of this policy to file a false complaint or grievance.

2.11 UNCOVERED POSITIONS

Uncovered positions at ADOT do not require compliance with this policy. However, uncovered positions may not be filled in an unlawfully discriminatory manner.

2.12 CORRESPONDING POLICIES AND PROCEDURES

ADOT Policy and Procedures, PER-9.02, Non-Discrimination Policy
ADOT Policy and Procedures, PER-2.01, Americans with Disabilities Policy