FY 2018
EEO Program Update Part II

Equal Employment Opportunity Program and Affirmative Action Plan

Civil Rights Division

October 31, 2017

TABLE OF CONTENTS

I. INTRODUCTION 3

A. *TxDOT's EEO Policy* 3

II. ADMINISTRATION AND IMPLEMENTATION 5

A. *Affirmative Action Officer* 5

B. *Affirmative Action Officer Responsibilities* 5

C. *Assignment of Responsibility and Authority for Program* 6

III. AFFIRMATIVE ACTION PLAN 8

A. *Survey of Labor Market Area* 8

B. *Analyzing the Present Workforce* 9

C. *Hiring and Promotion Goals* 9

D. *Meeting Hiring and Promotion Goals* 11

E. *Job Descriptions and Hiring Criteria* 13

F. *Recruiting Minorities and Females* 14

G. *Training Minorities and Females* 15

H. *Systems to Monitor and Measure Progress* 15

I. *Complaint Procedures* 17

IV. PUBLISHING THE AFFIRMATIVE ACTION PLAN 22

A. *Internal Dissemination* 22

B. *External Dissemination* 23

V. PROGRAMS TO ELIMINATE DISCRIMINATORY BARRIERS AND ACHIEVE GOALS 25

A. *Job Structuring and Upward Mobility* 25

B. *Recruitment, Placement, and Hiring* 26

C. *Promotions* 27

D. *Training* 28

E. *Layoffs, Separations, Demotions, and Disciplinary Actions* 30

F. *Other Personnel Actions* 31

VI. FY17 ACCOMPLISHMENTS 34

A. *FY17 & FY18 Beginning Workforce Comparison* 35

B. *FY17 & FY16 Applicants and Hires* 36

C. *FY17 Workforce Analysis Results* 36

D. *FY17 Goals and Accomplishments* 39

E. *FY16 & FY17 Promotion Analysis* 42

F. *FY16 & FY17 Separations Analysis* 42

G. *FY17 Hiring and Recruiting* 44

H. FY17 Training Minorities and Females *46*
I. FY17 District Visits *47*
J. FY16 Allegations Received *47*

ATTACHMENTS 49

Attachment 1 – Appointment of Affirmative Action Officer *50*
Attachment 2 – TxDOT Organizational Chart *51*
Attachment 3 – HRD Ethics and EEO Section *52*
Attachment 4 – Workforce Development Initiatives *56*
Attachment 5 – Sample Recruitment Initiatives *60*
Attachment 6 – Sample Employee Benefits *68*
Attachment 7 – PeopleSoft Reports *71*

I. INTRODUCTION

As a recipient of federal assistance, the Texas Department of Transportation (TxDOT), also referred to as the Department, shall perform all official equal employment opportunity (EEO) actions in an affirmative manner, and in full accord with applicable statutes, executive orders, regulations, and policies enunciated thereunder, to assure the equality of employment opportunity, without regard to race, color, religion, national origin, sex, age, or disability in its own workforce.

Furthermore, the Federal Highway Administration (FHWA) requires recipients of federal assistance to prepare a plan to clarify roles, responsibilities, and procedures to ensure fair and equal treatment for all persons. TxDOT's EEO Program/Affirmative Action Plan (AAP), established in accordance with federal rules under 23 CFR Part 230 Subpart C, Part II, is intended to communicate how TxDOT implements its internal EEO Program.

A. TxDOT's EEO Policy

An EEO Program sets forth results-oriented policies and commitments of good faith efforts to attain fairness and equity in the administration of all TxDOT's employment practices such as recruitment, hiring, pay, benefits, job assignments, leave, promotions, training and all other employment actions. The program promotes the creation of a diverse workforce, and an inclusive, open work environment free of discrimination or harassment.

TxDOT is committed to providing fair and equal treatment of all employees without regard to race, color, religion, sex, national origin, genetic information, disability, military status, or age. Applicants for employment, vendors, contractors and their employees, customers, and the public are also recipients of this same commitment. TxDOT's EEO Policy, signed by Executive Director, James M. Bass, and the Affirmative Action (AA) Officer is included on the following page.

Equal Employment Opportunity (EEO) Policy Statement

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

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

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

The Department strives to ensure full compliance with all EEO requirements, laws, and regulations. The Department seeks to attract and hire qualified individuals who are part of the available workforce and who mirror the state's unique diversity.

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

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

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

James M. Bass — 3/21/16

James M. Bass
Executive Director
Texas Department of Transportation

Date

3/21/16

Michael D. Bryant
Director/Affirmative Action Officer
Office of Civil Rights

Date

II. ADMINISTRATION AND IMPLEMENTATION

The Executive Director is responsible for the overall administration of TxDOT's internal EEO/AA program. This includes EEO/AA initiatives and implementation of Department policies, programs, and operating strategies consistent with federal and state laws, as well as regulations and directives issued by the Commission.

The Executive Director delegates certain responsibilities for administering and implementing the internal EEO/AA program to staff. The Civil Rights Division (CIV) is responsible for the development and implementation of the AAP and monitoring EEO activities and diversity programs in accordance with FHWA (Title 23 CFR) and the Texas Labor Code §21.501-556.

A. Affirmative Action Officer

In accordance with 23 CFR 230 Subpart C, Part II(A), the CIV Director serves as TxDOT's AA Officer. With support from TxDOT's administration, the CIV Director is responsible for all aspects of the EEO/AA program and has been delegated sufficient authority and responsibility to effectively carry out the duties assigned to this position. The letter signed by TxDOT's Executive Director designating Michael D. Bryant as the AA Officer is located at Attachment 1.

The TxDOT organizational chart located at Attachment 2 depicts the main structure of the Department and the relationship the AA Officer has with the Executive Director. The AA Officer has direct access to TxDOT's Executive Director on matters related to EEO/AA.

B. Affirmative Action Officer Responsibilities

The AA Officer oversees and directs, in coordination with executive administration and the commission, TxDOT's EEO/AA program. The AA Officer will ensure compliance by:

- Applying Federal laws, state statues, policy regulations, and guidelines related to discrimination/retaliation in employment, affirmative action, and EEO;
- Ensuring the development and implementation of policies, procedures, and programs necessary to achieve a workforce that reflects the labor force availability;
- Ensuring the design, implementation, and monitoring of internal audit and reporting systems to measure program effectiveness and to determine where progress and deficiencies are in relation to Department goals; and
- Oversees internal EEO-related matters.

Additionally, CIV is staffed with an EEO Diversity Program Coordinator who oversees the daily administration of TxDOT's EEO/AA program. Responsibilities of the EEO Diversity Program Coordinator include:

- Preparation of the AAP and annual updates;
- Developing and overseeing reporting systems used for affirmative action efforts;
- Evaluating, interpreting, and preparing the EEO/AAP quarterly progress reports for management, state, and federal authorities;
- Providing technical assistance on civilian labor force statistics and workforce information; and
- Preparing and monitoring labor force availability analysis and statistical reports.

C. Assignment of Responsibility and Authority for Program

Because of TxDOT's size, multi-geographical locations and diverse local populations, the Department practices the "shared responsibility" concept regarding its EEO approach. The AA Officer establishes strategic policies and defines the underlying principles that guide directors, managers, supervisors, and EEO coordinators to effectively carry out policy directives. EEO/AA authority has been further delegated to the following:

- District and Division (DD) Directors support the strategic direction through responsible and accountable EEO/AAP program execution in their respective business units. They appoint a local EEO coordinator to monitor and implement activities that are imbued with the goals, spirit, and intent of these programs. Coordinators are trained in all aspects of the EEO policy and procedures and collect and report EEO/AA quarterly data to the EEO Diversity Program Coordinator.
- Managers and supervisors provide a third level of support by ensuring ongoing compliance with EEO/AA policies. They clarify areas of ambiguity using varied communication channels and periodically review training, hiring, and promotion practices to eliminate goal accomplishment impediments. Quarterly EEO/AA reports are used by managers/supervisors to assess and evaluate recruitment needs and targeted affirmative action goals.

To ensure effectiveness in the implementation of TxDOT's internal EEO/AA program, specific responsibilities are assigned for carrying out the program. The following also assist in ensuring AAP goals and objectives are achieved throughout the year:

- The **Human Resources Division (HRD)** oversees all human resources activities for TxDOT, including classification, employee relations, and recruitment.
- **HRD's Ethics and EEO Section** is the department's clearinghouse for complaints concerning discrimination, harassment (including sexual), and EEO-related retaliation and provides training, oversight, and outreach on those subjects. This section also handles questions concerning TxDOT's Ethics Policy and state ethics laws from TxDOT employees and commissioners and oversees and provides training on these matters. Additionally, they conduct internal inquiries concerning issues of discrimination, harassment, and retaliation and are also responsible for the dissemination of EEO-related information via email, training, and district visits and provide other business related assistance, as necessary.
- HRD's **Workforce Development Section** works with the Ethics and EEO Section to develop, review, and deliver required policy courses; sexual harassment, EEO diversity awareness, and information on employee's rights on harassment and the EEO complaint process. This section reviews courses to ensure continuing educational unit criteria are met for professional certifications and administers the Tuition Assistance Programs. Additionally, they provide scheduling and logistical support for the Department-wide Enterprise Learning Management System.
- **HRD's Work Force Analysis Section's** recruitment staff addresses all TxDOT's outreach programs (Conditional Grant Program, College Cooperative Education Program, College Intern Program, High School Cooperative Education Program, and Summer Employment Program).
- **HRD's HR Field Services Section** manages and facilitates TxDOT's Collaborative Resolution and Appeals programs. This section assists with workplace concerns and/or employee issues affecting the work environment. Additionally, they oversee HR field staff and HR personnel in the district offices.
- **HRD Recruiters** provide assistance with all program activities, including the Conditional Grant and the Transportation and Civil Engineering Programs and assist their assigned districts with recruitment initiatives and attend selected recruiting events.
- **DD Recruitment Team Members (RTMs)** provide statewide recruiting assistance to HRD Recruiters. Members include DD staff from engineering and other business areas. HRD Recruiters coordinate closely with district HR Field Staff and RTMs on recruitment, career fairs, and hiring.
- Each DD designates an **EEO Coordinator** (generally one or two individuals) who is responsible for integrating all aspects of the EEO/AAP and EEO activities in their district.

III. AFFIRMATIVE ACTION PLAN

The AAP is an integral part of the Department's EEO Program. It details positive steps to overcome the effects of past or present barriers to assure that TxDOT's workforce is reflective of the available labor pools of the communities served. The purpose of the AAP is to document the development, implementation, monitoring, and evaluation of TxDOT's EEO program. The plan's goals, objectives, and guidelines include:

- Achieving workforce parity with the available labor force within the state;
- Achieving and maintaining equity in employment and training opportunities for employees;
- Equitable selection processes for promotions and performance evaluations;
- Participating in departmental educational assistance programs;
- Resolving employee problems and complaints; and
- Making reasonable employment accommodations in the event of injury or disability.

A. Survey of Labor Market Area

The 2010 U.S. Census Bureau reports that as of 2010, Texas was estimated to have 26,956,958 residents. Of the total population, 10,343,085 are estimated to have State or Local Government jobs; the table on the following page is a summary of the total employment in this industry. TxDOT used the American Community Survey (ACS) 5-year estimates for State and Local Government Job Groups by sex and race/ethnicity for Residence Geography, Civilian Labor Force (CLF) 16 years and over who are U.S. citizen.

State and Local Government Job Groups by Sex, and Race/Ethnicity for Residence Geography EEO Tabulation 2006-2010 (5-year ACS data)				
Texas Total Workforce	Total Workforce	Total Minority	Total Female	Total Men
Officials/Administrators	1,329,890	393,815	528,505	801,385
Professionals	1,899,435	615,710	1,074,470	824,965
Technicians	312,835	131,450	164,595	148,240
Protective Service: Sworn	236,645	115,495	53,175	183,470
Protective Service: Non-sworn	18,640	8,370	9,045	9,595
Administrative Support	2,997,090	1,335,350	1,909,700	1,087,390
Skilled Craft	924,925	399,410	48,910	876,015
Service/Maintenance	2,528,045	1,429,125	1,062,305	1,465,740
Unemployed	95,580	63,185	46,455	49,125
TOTALS	**10,343,085**	**4,491,910**	**4,897,160**	**5,445,925**
		43.43%	**47.35%**	**52.65%**

B. Analyzing the Present Workforce

The FY18 beginning benchmark for the total number of regular, full-time department employees is 11,458.

FY18 Beginning Workforce	Total Workforce	Total Minority	Total Female	Total White	Total Black or African American	Total Hispanic or Latino	Total Asian American/ Pacific Islander	Total American Indian or Alaska Native
Beginning FY18	11,458	4,389	2,521	7,069	916	3,068	351	54
		38.31%	22%	61.69%	7.99%	26.78%	3.06%	0.47%

C. Hiring and Promotion Goals

TxDOT's current workforce should mirror the representation of females and minorities in the available labor market in Texas. To accomplish this, TxDOT will seek to attract and hire qualified individuals having the requisite skills who are part of the available labor workforce area.

Annually, TxDOT will prepare an availability/utilization analysis to identify jobs where minorities and females are underutilized. The availability/utilization analysis is the comparison of TxDOT's workforce to the available labor market, by job groups. The analysis requires comparison of two sets of data: (1) percentages of females and minorities in TxDOT's workforce in each job group; and (2) percentages of females and minorities available in the Texas Labor market in each job category. Females and/or minorities are considered underutilized when their representation in a TxDOT job group falls below the labor market availability in the same job group. The analysis will include:

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

FY18 Workforce Analysis

TxDOT analyzed the FY18 beginning workforce to identify jobs where minorities and females are underutilized. This analysis serves as the basis for setting minimum hiring and recruitment goals to reduce underutilization in each job group.

Job Category	Total	Total Minority	Total Female	White		Black or African American		Hispanic or Latino		Asian American/ Pacific Islander		American Indian or Alaska Native	
				Male	Female	Male	Female	Male	Female	Male	Female	Male	Female
Officials/Administrators	**367**	**85**	**65**	**232**	**50**	**9**	**3**	**52**	**9**	**8**	**3**	**1**	**0**
TxDOT Workforce		23.16%	17.71%	63.22%	13.62%	2.45%	0.82%	14.17%	2.45%	2.18%	0.82%	0.27%	0.00%
Civilian Labor Force		28.88%	39.68%	45.10%	26.02%	3.74%	4.72%	9.46%	7.71%	1.81%	1.11%	0.22%	0.12%
Representative Index		-5.72%	-21.97%	18.12%	-12.40%	-1.28%	-3.90%	4.71%	-5.26%	0.37%	-0.29%	0.05%	-0.12%
Parity Number		-21.00	-80.64	66.49	-45.50	-4.71	-14.32	17.28	-19.31	1.37	-1.07	0.20	-0.44
Target Recruitment		**21**	**81**	**0**	**45**	**5**	**14**	**0**	**19**	**0**	**1**	**0**	**0**
Professionals	**5,052**	**2,056**	**1,696**	**2,059**	**937**	**276**	**206**	**821**	**454**	**187**	**93**	**13**	**6**
TxDOT Workforce		40.70%	33.57%	40.76%	18.55%	5.46%	4.08%	16.25%	8.99%	3.70%	1.84%	0.26%	0.12%
Civilian Labor Force		31.63%	56.55%	31.00%	37.37%	3.37%	6.59%	6.38%	9.89%	2.58%	2.50%	0.12%	0.19%
Representative Index		9.07%	-22.97%	9.75%	-18.83%	2.09%	-2.52%	9.87%	-0.90%	1.12%	-0.66%	0.13%	-0.07%
Parity Number		458.30	-1,160.69	492.74	-951.04	105.82	-127.18	498.79	-45.52	56.63	-33.47	6.72	-3.49
Target Recruitment		**0**	**1161**	**0**	**951**	**0**	**127**	**0**	**46**	**0**	**33**	**0**	**3**
Technicians	**1,795**	**652**	**192**	**1,030**	**113**	**112**	**16**	**434**	**55**	**15**	**6**	**12**	**2**
TxDOT Workforce		36.32%	10.70%	57.38%	6.30%	6.24%	0.89%	24.18%	3.06%	0.84%	0.33%	0.67%	0.11%
Civilian Labor Force		41.37%	52.62%	29.44%	29.19%	4.26%	8.82%	10.95%	12.01%	2.57%	2.40%	0.16%	0.20%
Representative Index		-5.05%	-41.92%	27.94%	-22.89%	1.97%	-7.92%	13.23%	-8.95%	-1.74%	-2.06%	0.51%	-0.09%
Parity Number		-90.63	-752.51	501.60	-410.96	35.44	-142.24	237.52	-160.65	-31.15	-37.02	9.10	-1.63
Target Recruitment		**91**	**753**	**0**	**411**	**0**	**142**	**0**	**161**	**31**	**37**	**0**	**2**
Administrative Support	**546**	**176**	**478**	**35**	**335**	**5**	**25**	**27**	**112**	**0**	**4**	**1**	**2**
TxDOT Workforce		32.23%	87.55%	6.41%	61.36%	0.92%	4.58%	4.95%	20.51%	0.00%	0.73%	0.18%	0.37%
Civilian Labor Force		43.89%	63.74%	21.02%	35.09%	4.20%	8.75%	9.80%	18.38%	1.14%	1.32%	0.10%	0.20%
Representative Index		-11.66%	23.81%	-14.61%	26.26%	-3.29%	-4.17%	-4.86%	2.14%	-1.14%	-0.58%	0.08%	0.17%
Parity Number		-63.64	130.00	-79.76	143.40	-17.94	-22.79	-26.52	11.66	-6.21	-3.19	0.44	0.92
Target Recruitment		**64**	**0**	**80**	**0**	**18**	**23**	**27**	**0**	**6**	**3**	**0**	**0**
Skilled Craft	**3,450**	**1,310**	**72**	**2,080**	**60**	**240**	**4**	**1,014**	**7**	**29**	**1**	**15**	**0**
TxDOT Workforce		37.97%	2.09%	60.29%	1.74%	6.96%	0.12%	29.39%	0.20%	0.84%	0.03%	0.43%	0.00%
Civilian Labor Force		42.60%	5.26%	54.76%	2.64%	6.78%	0.69%	31.24%	1.49%	1.58%	0.41%	0.38%	0.04%
Representative Index		-4.63%	-3.17%	5.53%	-0.90%	0.18%	-0.57%	-1.85%	-1.28%	-0.74%	-0.38%	0.05%	-0.04%
Parity Number		-159.64	-109.47	190.82	-31.18	6.17	-19.65	-63.75	-44.33	-25.66	-13.08	1.89	-1.24
Target Recruitment		**160**	**109**	**0**	**31**	**0**	**20**	**64**	**44**	**26**	**13**	**0**	**1**
Service/Maintenance	**248**	**110**	**18**	**125**	**13**	**20**	**0**	**79**	**4**	**4**	**1**	**2**	**0**
TxDOT Workforce		44.35%	7.26%	50.40%	5.24%	8.06%	0.00%	31.85%	1.61%	1.61%	0.40%	0.81%	0.00%
Civilian Labor Force		56.06%	42.01%	26.16%	17.78%	9.66%	7.83%	20.76%	14.90%	1.22%	1.34%	0.18%	0.16%
Representative Index		-11.70%	-34.76%	24.24%	-12.54%	-1.59%	-7.83%	11.09%	-13.29%	0.39%	-0.94%	0.62%	-0.16%
Parity Number		-29.02	-86.19	60.13	-31.10	-3.96	-19.43	27.51	-32.95	0.97	-2.32	1.54	-0.39
Target Recruitment		**29**	**86**	**0**	**31**	**4**	**19**	**0**	**33**	**0**	**2**	**0**	**0**

D. Meeting Hiring and Promotion Goals

EEO success occurs when EEO is actively supported through the personal involvement of individuals at all levels and has a direct, positive effect on performance, professional growth, morale, and recruitment of qualified applicants. All employees have the responsibility to create an environment in which individuals are treated with dignity and respect and are afforded equal treatment under the law. Moreover, we must all be held accountable for achieving this goal.

Achieving TxDOT's affirmative action goals require the commitment and leadership of every manager and supervisor within TxDOT. To assist in the achievement of these affirmative action goals, responsibilities for program implementation include:

- Carrying out the plan, recruiting, hiring, and developing employees to achieve affirmative action goals and improve the representation of minorities and women at all levels of TxDOT's workforce, especially for those jobs or classes of jobs where underutilization has been identified;
- Ensure that all personnel action decisions are based solely on the merit, ability, and performance of the individual;
- Reviewing the qualifications of all applicants and employees to ensure qualified individuals are treated in a nondiscriminatory manner;
- Providing a work environment and management practices which support equal opportunity in all terms and conditions of employment;
- Foster and promote to all employees the importance of a diverse workplace free of discrimination and harassment;
- Identifying problem areas, formulating solutions, and establishing goals and objectives, when necessary;
- Regular discussions with local managers, supervisors and employees to be certain that policies are being followed;
- Making every effort to achieve program objectives and maintaining a diverse workforce in their respective DD;
- Monitoring, evaluating, and reporting progress in achieving affirmative action goals and objectives; and
- Utilizing a performance rating factor for all mangers to actively support and work toward fulfilling the agency's Equal Employment and Affirmative Action efforts; as well as recognizing and coordinating the development of employees and promotional opportunities for employees.

FY18 Goals

TxDOT's goals are to reflect the diversity of the state's available labor force, achieve and maintain equity in employment and training opportunities for employees, and ensure an equitable selection process for promotions and performance evaluations. TxDOT will ensure every manager and supervisor is responsible and accountable for meeting these goals.

	FY18 Goals/Objectives	Responsible Official(s)	Target Date
FY18 Goals/Objectives	Develop an online Diversity and Inclusion training module to be placed in the Enterprise Learning Management System.	CIV/HRD	Q1
	Continue to update DD availability analyses to identify underutilized minority and female groups.	CIV	Q1-Q4
	Conduct DD onsite visits to discuss EEO and AAP training requirements, review district availability analysis, and discuss recruitment activities.	CIV/DD	Q4
	Schedule quarterly Diversity and Inclusion Meetings with HRD's Deputy Directors, Workforce Development Team and Recruiting Team to discuss recruitment and retaining diverse workforce strategies.	CIV/HRD	Q1-Q4
	Develop placement goals with HRD and create a chart that can be used to provide an overview of the available workforce.	CIV/HRD	Q1
	Coordinate, document, and assist EEO/Human Resource personnel, Recruiters with outreach and recruitment necessary for TxDOT to target underutilized categories.	CIV/HRD/EEO Coordinators	Q1-Q4
	Utilize current mentorship program to expand career growth and promotion opportunities.	CIV/HRD	Q2-Q4
	Look into allowing Employee Resource Groups within TxDOT.	CIV/HRD /EEO Coordinators	Q2-Q4
	Develop and implement an EEO/Diversity desk audit process.	CIV/HRD /Districts	Jan/18
	Create a Diversity and Inclusion Council made up of various DD employees with the purpose of discussing and exploring opportunities to address diversity challenges in the workplace.	CIV/HRD DE/DD	Q2
	Ensure that recruitment literature is consistent and remains relevant to all employees, including minority groups and women.	CIV/HRD	Q1-Q4
	Continue to assess existing and potential options available to address underutilizations.	CIV/HRD	Q1-Q4
	Continue to review existing policies, programs, & systems to	CIV/HRD	Q1-Q4

	FY18 Goals/Objectives	Responsible Official(s)	Target Date
	ensure personnel action decisions are based solely on the merit, ability, & performance of an individual.		
	Continue to develop activities, in coordination with HRD, which will emphasize the promotion and retention of diverse populations.	CIV/HRD	Q1-Q4
	Continue working with the Strategic Planning Division on Key Performance Measures (KPM's) which will assist in capturing valuable diversity data to be presented to executive management and assist in developing department-wide initiatives.	CIV	Q1-Q4
	Conduct a trend analysis of hiring, promotions, and separations.	CIV	Q3
	Explore the possibility of conducting a department-wide Diversity Seminar.	CIV/HRD	Q4

E. Job Descriptions and Hiring Criteria

HR Compensation Analysts create and update business job descriptions, which are used to create job postings. This includes defining job description content for education, experience, and minimum requirements using standardized benchmarks. HR employment specialists review and approve job postings, interview questions, job simulations (if applicable) and hiring packets to ensure there are no unintended employment barriers and that documentation adheres to Department policy.

Additionally, supervisors/managers are responsible for reviewing employee's job responsibilities to ensure that employees are properly matched to the best job description. Supervisors and managers can provide job description updates to HRD, request to create new job descriptions, or initiate reclassifications.

F. Recruiting Minorities and Females

TxDOT seeks to mirror the state's unique diversity by:

- Identifying minorities and females who are qualified to fill jobs;
- Reviewing the qualifications of all employees to ensure that minorities and females are given full opportunities for transfers and promotions;
- Providing minorities and females access to relevant training programs; and
- Ensuring minority and female employees are afforded full opportunity and encouraged to participate in all TxDOT-sponsored educational, training, recreation, and events.

TxDOT's recruitment initiatives include:

- Active involvement with local minority, women, and other community organizations' service programs;
- Attending college, high school, and veteran's career events;
- A hiring process that is designed to provide hiring supervisors and managers the opportunity to expand the applicant pool to meet AAP goals;
- HRD's review of each hiring packet to ensure a diverse applicant pool is considered prior to a conditional job offer; and
- Monitoring PeopleSoft EEO reports.

To meet its recruitment goals, TxDOT continues to participate in the following programs:

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

G. Training Minorities and Females

TxDOT's training policies and procedures are designed to enhance employee development and advancement opportunities. TxDOT ensures that:

- Employees have opportunities to participate in training and educational programs which enable them to advance in relation to their own career goals and the present and projected needs of the agency;
- Training is offered to all eligible employees on an equitable basis;
- Career counseling is available for all employees;
- All eligible employees have access to participate in Succession Management: A Road Map for Transition in Leadership program;
- Employees who interview job applicants receive appropriate training; and
- Employees are advised of training opportunities via TxDOT's internal website and via, by e-mail.

H. Systems to Monitor and Measure Progress

TxDOT's EEO/AAP will be reviewed and implemented annually. Additionally, AAP goals and objectives will be monitored quarterly to ensure:

- TxDOT has an aggressive affirmative action program which incorporates the most advanced concepts and monitoring methodologies available;
- The affirmative action program complies fully with all applicable federal and state statutes and judicial decisions; and
- The affirmative action program actively involves each DD in the development, implementation, and monitoring of goals, objectives, guidelines, and other applicable procedures.

<u>PeopleSoft</u>
TxDOT's online reporting system offers the following to its employees:

- Human Resources – Includes timesheets, W-2s, holiday schedules, and direct deposit information.
- Finance & Supply Chain – Includes links and information on Purchasing, Inventory, Contracts and Supply Chain Management.
- Training & Development – Includes online training and development courses.
- TxDOT Job Center – Career opportunities for TxDOT staff.

The EEO Diversity Program Coordinator reviews and analyzes the following PeopleSoft EEO reports:

- **EEO Workforce Progressive Summary** – Provides data on all applicants, hires, promotions (including merits and one-time merits), and separations by job category;
- **Separation Analysis** – Provides data on all separations by age, years of service, reason code as well as by job category and state title;
- **EEO New Hire Analysis**– Includes data on all new hires by job category statewide as well as in each DD;
- **Equal Employment Opportunity Commission (EEOC) State and Local Government Report or EEO-4 Form** – Provides TxDOT's employment data by job category and salary by sex and race/ethnicity as of June 30 of the survey year; and
- **EEO-4 Annual Government Report** – Provides a summary of the EEOC EEO-4 Form.
- **EEO Turnover Analysis** – Provides full-time workforce data on personnel turnover per DD or the agency as a whole.
- **EEO Job Category Analysis** – Provides a total statewide summation of job categories broken down by race and gender.
- **HR EEO Interviewed Query** – Provides the gender and ethnicity of applicants who were interviewed.
- **HR Active Employment Count Query** - Provides a count of employees that are actively employed full time.
- **HR Employee Data Query** – Provides employee's employment information.
- **HR Job Openings Query** – Provides job openings by date and DD.

Quarterly EEO Reports

The EEO Diversity Program Coordinator will evaluate progress made on goals and recruitment by reviewing quarterly reports. The following is reviewed for program effectiveness and for improving performance utilizing PeopleSoft:

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

TxDOT Quarterly Reports

The quarterly reports provide an analysis of TxDOT's AAP, workforce activities, and personnel transactions for a specific period. Reports identify specific projects, plans, programs, etc., with target dates, responsible parties, and status information about each effort. It provides a comprehensive format by which to track affirmative action goals to ensure EEO compliance. Reports are made available on TxDOT's website and are submitted quarterly to the FHWA. Reports include:

- Accomplishments toward fiscal year goals and objectives identified in the AAP
- Recruitment results
- Workforce levels
- Data on applicants, hires, separations, and promotions

District Visits

The EEO Diversity Program Coordinator conducts district visits to bring EEO/AA program awareness to the forefront of the district administrator and update HR staff on all elements of the EEO/AA program. Additionally, goals, initiatives, and recruitment outreach are discussed. The district visits are attended by district staff, including the District Engineer, Deputy District Engineer or Business Coordinator, and HR Personnel/EEO coordinator. Visits focus on the following:

- TxDOT's fiscal year recruitment goals and district availability;
- Each district's availability analysis and recruitment goals for improving underutilized workforce categories;
- Discussing organizations to target our outreach efforts in an attempt to narrow the gap of underutilized categories;
- Each district's recruitment programs and HRD's Career Opportunity Section recruitment programs, which can be resources to assist the district; and
- The way each district can monitor the status of its workforce by using PeopleSoft EEO reports to compare application and hiring statistics to the district availability analysis to determine underutilization.

I. Complaint Procedures

TxDOT does not allow, condone, or tolerate discrimination or harassment. Any employee who suspects or witnesses discrimination, harassment, or retaliation must report the situation immediately. If TxDOT receives an allegation or believes an inappropriate situation is occurring, the necessary steps will be taken to ensure the matter is promptly investigated and addressed.

- **Discrimination** – TxDOT prohibits unfair treatment because of race, color, religion, sex, national origin, genetic information, disability, military status, or age.
- **Sexual Harassment and Harassment** – TxDOT does not allow, condone, or tolerate sexual harassment or harassment based on race, color, religion, sex, national origin, genetic information, disability, military status, or age.
- **Retaliation** – TxDOT prohibits adverse personnel actions such as demotion, denial of promotion, or unjustified negative evaluation against an employee as punishment for filing a discrimination or harassment complaint in good faith, being involved in a workplace investigation, or participating in any legally protected activity.

1. Reporting Sexual Harassment and Discrimination

HRD's Ethics and EEO Section manages and oversees the grievance and investigation processes, establishes procedures, and monitors the progress of investigations.

<u>Discrimination and Harassment (Based on a protected class; excluding sexual harassment)</u>
Employees who feel they are being subjected to discrimination or harassment because of a legally protected class must first attempt resolution through their management chain of command by reporting their concern in writing to their immediate supervisor, to HR personnel in their district or Austin, or to a higher level of management, if appropriate.

If there is no resolution, employees may submit their concern in writing to their DE/DD or to HR personnel in their district or Austin.

If there is still no response or resolution, employees may file a formal complaint with HRD's Ethics and EEO Section. Employees must show attempted resolution through their management chain when filing a formal complaint to HRD's Ethics and EEO Section.

<u>Sexual Harassment</u>
Employees who witness any incident that appears to be a violation of TxDOT's policy on sexual harassment or employees who feel they are being subjected to sexual harassment by a co-worker may report the incident to their immediate supervisor, HR personnel in their district or Austin, DE/DD, or directly file a formal complaint with HRD's Ethics and EEO Section.

- Chain of command or HR representatives must report allegations to HRD's Ethics and EEO Section immediately and before taking any action unless the incident requires the employee to be placed on administrative leave immediately.
- HRD's Ethics and EEO Section reserves the right to conduct an inquiry concerning these allegations.

Employees who feel they are being subjected to sexual harassment or retaliation by their immediate supervisor may report their concern to a higher level of management, HR personnel in their district or Austin, or directly to HRD's Ethics and EEO Section.

Retaliation

Employees who feel they are being retaliated against may report their concern to an appropriate supervisor within their chain of command, HR personnel in their district or Austin, or they may file a complaint directly with HRD's Ethics and EEO Section.

- The chain of command or HR representatives must report allegations to HRD's Ethics and EEO Section immediately and before taking any action.
- HRD's Ethics and EEO Section reserves the right to investigate these types of allegations.

External Complaints

External applicants wanting to file a complaint may contact the Texas Workforce Commission (TWC) Civil Rights Division, the U.S. Equal Employment Opportunity Commission, or TxDOT's HRD. Each agency should be contacted to obtain information about the required time parameters for filing a complaint and the applicable processes.

2. Conflict Resolution

TxDOT's policy on employee conduct applies to all employees and is designed to encourage employees to maintain a level of behavior and performance that will promote the efficiency of the department and conform to accepted ethical principles. An employee who violates any provision of this or any other employee conduct policy is subject to disciplinary action up to and including termination. An employee who violates any applicable federal or state law or rule may be subject to civil or criminal penalties in addition to any disciplinary action. Decisions regarding conduct or problem resolution will be made without regard to the employee's race, color, religion, sex, national origin, genetic information, disability, military status, or age.

TxDOT seeks to resolve differences among individuals internally and utilizes informal conflict resolution processes such as facilitated discussion and mediation to address concerns and issues. These processes are designed to provide affected parties with problem-solving techniques and neutral environments that allow for open communication and resolution of differences. When informal processes do not result in mutual agreements, employees may elect to engage in a formal complaint process.

Collaborative Resolution Program

The Collaborative Resolution Program is designed to create a non-adversarial avenue for people to get help in a timely manner and be easily accessible. The purpose of this program is to work with employees and supervisors to help improve communication and find resolution once it has been determined the issue or concern can't be resolved directly between all parties.

Facilitated Discussion – Provides a neutral party to encourage the exchange of information and help guide the conversation to a resolution that is satisfactory for all parties. The facilitator doesn't usually offer any new content to the discussion; instead, they guide the process by helping all sides communicate their thoughts effectively and reflect back the comments of the participants to ensure that all viewpoints are heard and understood. Facilitators help achieve closure and consensus through creative problem solving.

Mediation – Offers a structured facilitation when a concern or issue has not been addressed in a timely manner or if all parties cannot agree to a resolution. The mediator acts as a neutral third-party to keep the conversation focused on the issue and suggest ways to break an impasse. They help people find middle ground so a compromise can be reached. This process may be especially helpful when both parties are experiencing difficulty because fairness or policy is the focus.

Additionally, employees may not retaliate against or harass another employee who requests a facilitated discussion or mediation, or participates in the conflict resolution process. Employees who feel that they have been subjected to such treatment must report incidents to their supervisor, manager, a higher level of management as appropriate, or directly submit a complaint to HRD or the Collaborative Resolution Program for issues of non-harassment or retaliation.

3. Employee Resources

HRD's website HRD-Net, located on TxDOT's internal website, Crossroads, provides information to employees on all HR programs. Employees are encouraged to visit the site to become familiar with their rights and processes for reporting discrimination, conflict resolution, and appeals. Additionally, employees can find information to resolve workplace problems such as the conflict resolution, complaint, and appeals processes in TxDOT's HR Policy Manual, Chapter 8: Conduct and Problem Resolution. Other topics include whistleblowing, workplace harassment, discrimination, retaliation, conflict resolution, disciplinary process, and appeals process.

HRD's Ethics and EEO Section has made TxDOT's EEO policy available on its webpage. Additionally, HRD has developed and made the following available on its website (see Attachment 3):

- TxDOT's EEO Policy;
- Discrimination and Harassment Policy Statement information –Provides details on the process of filing a complaint and can also be found on TxDOT's official bulletin boards;
- TxDOT's Internal Discrimination Complaint Form; and
- Collaborative Resolution Program information – Provides information and steps to minimize and resolve conflict.

IV. PUBLISHING THE AFFIRMATIVE ACTION PLAN

TxDOT's AAP will be posted on TxDOT's internal and external website to ensure it is available to all employees and the public. Additionally, TxDOT communicates its EEO commitment by:

- Publication in related policy manuals, Employee Conduct Handbook and the EEO Program Update report;
- Policy discussions during new employee orientation and supplemental training;
- Ensuring accessibility of the policy to outside organizations;
- Inclusion of an EEO statement on job applications, stationery, and recruitment literature and advertising; and
- Distributing an EEO/AAP Quarterly Activity Reports to FHWA.

A. Internal Dissemination

TxDOT is committed to ensuring that each employee is aware of his/her rights concerning affirmative action and discrimination policies. Affirmative action objectives are a shared commitment between management and employees. Employees receive clear communication of their responsibilities for this endeavor. The AAP and related policies are disseminated within TxDOT:

- **Crossroads** – TxDOT's internal website that includes pages for each DD. The AAP is posted on CIV's website to ensure it is accessible to all TxDOT employees. Additionally, HRD-Net on Crossroads and the HR Policy Manual include policy on nondiscrimination, sexual harassment, and retaliation.
- **District Visits** – the EEO Diversity Program Coordinator visits a sampling of district to bring EEO/AA program awareness to the forefront. Visits include reviewing TxDOT's EEO Policy, EEO data and reporting, and identifying any goals and objectives for hiring managers and supervisors, if necessary.
- **Workforce Availability Analysis Report** – the AAP should be used by district EEO Coordinators and HR recruiters to identify job categories that are underutilized locally.
- **Bulletin Boards** –EEO and sexual harassment policies are displayed on bulletin boards throughout TxDOT.

Additionally, TxDOT offers several courses related to EEO to ensure each employee's individual responsibility for effective policy implementation:

- **New Employee Orientation (NEO)** – Provides new employees information on some of the major concepts regarding EEO laws and the procedure for filing complaints.

- **Equal Employment Opportunity** –Covers laws prohibiting sexual harassment & retaliation; roles of the EEOC; TxDOT's Conflict Resolution process & policy regarding discrimination, intimidation & harassment. The course if required within 30 days of hire and every two years.
- **EEO Compliance Training** – This course fulfills a training requirement pursuant to Texas labor Code Section §21.556 by providing information on laws, theories, procedures, policies, and guidelines relative to EEO.
- **EEO and EEO Inquiry Training** – Provides individuals with an explanation of the EEO process, including the EEO definition, different types of EEO complaints, the formal EEO employee reporting structure by inquiry type, contact information, and reporting responsibility.
- **EEO and Preventing Discrimination in the Federal Workplace** – Offers recruitment strategies that attract the right candidates and empathizes the importance of avoiding discrimination, both intentional and unintentional.
- **EEO/ Discrimination Practice in Hiring** – Provides information about the EEO laws that guide TxDOT's recruiting efforts and how to help ensure hiring practices are fair and lawful.
- **Interviewing & Hiring Practice** – this course presents strategies for exercising sound judgment in the hiring and interviewing process. It assists managers and supervisors with hiring authority to recognize and avoid discrimination in the recruitment process.

B. External Dissemination

TxDOT's AAP will be posted on TxDOT's external website to ensure contractors, minority groups and organizations, the transportation industry, and the public have access. Additionally, TxDOT will communicate its EEO commitment by:

- Ensuring all job requisitions to external organizations include TxDOT's EEO/AA commitment;
- Distributing EEO program information and job announcements to minority groups, women organizations, community action groups, appropriate state agencies, professional organizations and other similar organizations. The process will be facilitated through direct outreach efforts and district Department staff will report their outreach efforts to CIV quarterly;
- Ensuring recruiting sources, including minority organizations, organizations for women, agencies, employment agencies, and colleges and universities are made aware of TxDOT's EEO and affirmative action policy and inviting these organizations to actively refer minorities and women to TxDOT for position openings;
- Ensuring all employment advertisements contain the Equal Opportunity Employer clause;

- Ensuring TxDOT's EEO and affirmative action policy is available to all persons upon request;
- Notifying all contractors, subcontractors, vendors, and suppliers of TxDOT policy;
- Ensuring both minority and non-minority males and females alike are featured in recruitment brochures; and
- Ensuring job requisitions to external organizations include TxDOT's EEO/AA commitment.

V. PROGRAMS TO ELIMINATE DISCRIMINATORY BARRIERS AND ACHIEVE GOALS

To ensure an effective affirmative action program, TxDOT has developed and implemented processes to eliminate discriminatory barriers to EEO and promote the achievement of full and fair utilization of all protected groups found to be underutilized in the workforce or to be adversely affected by any TxDOT policy or practice.

A. Job Structuring and Upward Mobility

TxDOT has designed and implemented the following programs to develop employee knowledge, skills and abilities and promote career advancement opportunities. Encouraging participation can improve upward mobility and retention.

Career Counseling and Guidance

HRD's Career Development Section is committed to providing excellent customer service to DDs and the general public, including recruiting highly qualified applicants, providing applicant assistance to both internal and external customers, being responsive to requestors of records via the Public Information Act, and supporting TxDOT's diversity goals and initiatives through coordination and promoting of special recruiting programs in areas such as engineering.

Succession Management Program: A Roadmap For Transitions in Leadership

This optional program includes the entire leadership pipeline, from the senior level positions to deep within the organization and across functions. It is a responsive and comprehensive program to develop and guide our future leaders. It focuses on developing our employees to fulfill the Department's business needs now and in the future. This program will develop staff based on business need and knowledge transfer.

TxDOT supervisors/managers may conduct career conversations with their employees to discuss career development goals and needs. This includes training, skills development and experience needs. This information is documented in Individual Career Development Plans and is reviewed on a regular basis.

Publicizing Programs and Opportunities

Attachment 4 includes snapshots of HRD-Net to ensure all employees are made aware available programs and opportunities.

B. Recruitment, Placement, and Hiring

As outlined by Texas Labor Code §21.452, TxDOT shall seek to attract and hire qualified individuals who are a part of the available, diverse workforce. TxDOT shall make reasonable efforts to ensure that all protected classes and underutilized groups have equal access to TxDOT employment. Through the AAP and Recruitment Plan outreach efforts, which include job fairs, high school and college recruiting, and engagement with local communities, TxDOT strives to achieve workforce diversity. Recruiting events are scheduled throughout the year and listed on TxDOT's recruitment calendar on its website. Attachment 5 includes samples of some of TxDOT's recruitment initiatives and brochures.

Job vacancies

TxDOT is committed to hiring a diverse group of people from all economical, educational and ethnic backgrounds. The Careers page on TxDOT's website is available for internal and external applicants. Additionally, employees are encouraged to apply for any job in which they feel they are qualified.

External Recruitment Programs

TxDOT utilizes the following recruitment programs in addition to regular job postings to assist in its hiring efforts:

- **Conditional Grant Program** – Provides financial assistance to eligible economically disadvantaged students who intend to work for TxDOT after graduation in civil engineering or other professions.
- **Summer Employment Program** – Designed to introduce interested students from high schools, technical schools, and/or colleges and universities to TxDOT. The program provides opportunities for students to gain practical, on-the-job experience, and to broaden their awareness of transportation careers.
- **College Cooperative Education Program** –A planned and progressive learning process that integrates academic studies with supervised work experience. Through this program, college students are employed by TxDOT for specific periods of time in positions related to their major field of study and/or career choice.
- **College Intern Program** – Designed to introduce interested college and graduate level students to career opportunities in transportation-related fields.
- **High School Cooperative Education Program** – Offers exposure to TxDOT, and an opportunity to gain valuable work experience from working in a professional environment.
- **Volunteer Program** – Designed to provide hands-on training opportunities for volunteers from local and regional communities.

C. Promotions

TxDOT works to ensure that all promotional opportunities are widely publicized and that the selection process is free from any form of discrimination.

Performance Management Program

A brief overview of TxDOT's new Performance Management Program is set forth below. The complete policy is included in the HR Policy Manual, Chapter 5. Decisions regarding performance are made without regard to the employee's race, color, religion, sex, national origin, genetic information, disability, or age.

TxDOT's performance management program is based on a "pay for performance" model. The program is designed to provide employees with a clear evaluation of their performance on an annual basis with input from both the employee and supervisor, including touch points throughout the year.

Evaluators update performance plans throughout the year to account for significant changes in work assignments and advise their employees of new expectations. Evaluators will coach their employees on their job performance and behavior throughout the year. Such coaching sessions can be conducted as often as needed to promote open communication, better working practices, and improved employee performance. Performance plans will:

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

The expected performance expectations for the coming year are documented on the Performance Management Form 2484 (PMF 2484). The PMF is a living document that may be continually adjusted throughout the year to most accurately reflect the employee's entire year of performance tasks. However, after final submission of PMF 2484, the evaluation cannot be changed, except to resolve discrepancies. An employee may submit written comments or rebuttal to the evaluator within three working days from the evaluator's signature date. A performance evaluation becomes an official record when it has been presented to an employee, signed, and placed in their personnel file.

Merits and Promotions

Merit salary increases or one-time merit payments may be granted to recognize performance above and beyond the basic job function and are reflective only of the year reviewed. Merit salary increases or one-time merit payments may be granted to employees who maintain an employee performance overall rating of Meets Expectations or higher. The Annual Evaluation

meeting is an opportunity for the employee and the supervisor/manager to sit down together and discuss the employee's overall progress and merit (if any) determination.

TxDOT offers two types of promotions:

- **Competitive Promotions** – Used to recruit people internally to fill a job, processed throughout the year and based on business need.
- **Career Ladder Promotions** – Used to recognize and compensate individuals who have developed their skills and capabilities to a level beyond what their current job requires and needs. A review of the most recent performance evaluation will be integrated into the justification and approval process.

Promotions are based on business need to perform work at higher level, and employees who have demonstrated the potential and readiness to assume higher-level responsibilities. Supervisors and managers are required to justify work to be performed by submitting a job description indicating higher-level duties and responsibilities to be performed. The Engineering Assistance Program establishes criteria for promotions. Engineer in Training and Professional Engineer licenses are issued based on business need when employees meet the established criteria.

D. Training

The training of managers, supervisors and all TxDOT staff is a critical component to the success of the EEO/AA Program. The mission of TxDOT's Workforce Development Program is to develop and deliver effective and responsive training to produce a highly competent workforce with the essential technical and professional skills and knowledge required to stay ahead of emerging trends and future requirements in public transportation. TxDOT offers classroom, video teleconferences, out of agency, or online training to facilitate developmental opportunities. TxDOT will review training programs and their participants to ensure that the opportunities are being offered to all eligible employees on an equal basis. Decisions regarding training opportunities will be made without regard to the employee's race, color, religion, sex, national origin, genetic information, disability, military status, or age.

EEO Training

Newly hired employees are first made aware of TxDOT training and professional and academic development opportunities while attending NEO. NEO also covers some of the major concepts in the EEO laws and the procedure for filing complaints. All employees are required to participate in an EEO refresher training course every two years. Additionally, lead workers and supervisors are required to take training on interviewing and hiring.

Training and Education Programs

Procedures in HR's Policy Manual Chapter 2, Training and Development, are intended to assist employees, managers, and HR professionals in locating and administering educational and professional development opportunities and programs. The procedures include methods and best practices to assist employees in accessing educational and professional development opportunities, internal and external training, and the tuition assistance programs.

TxDOT's overall training program provides educational and professional development opportunities for employees to enhance their current work and prepare them for future roles with TxDOT. The program supports both internal and external models; the internal program is designed and implemented by internal staff, while the external program provides financial assistance to employees for educational opportunities outside of TxDOT. TxDOT's training programs include:

- **Tuition Assistance Program** – Provides opportunities for a small number of employees to pursue educational growth through academic programs. A course or field of study must provide the participant with knowledge, skills, and abilities that meet the needs of TxDOT and contribute to its mission. TxDOT offers the following programs: Job Related Non-Degree Program, Job Related Degree Program, Job Related Degree Completion Program, Job Related Master's Program, and the Prospective Job Duty Degree Program. As required by Texas Government Code §656.102, for each of the five programs, all courses of study must relate to an employee's duties following completion of the program.
- **Engineering Assistant Career Development Program** – Designed to guide Engineering Assistants (EA) to become licensed Professional Engineers (PE) through on the job training, job rotation, mentoring activities, and Fundamentals of Engineering (FE) and PE test preparation. Three career paths are supported by this program: Those with an engineering or related science degree who are preparing for the FE exam, Engineer in Training (EIT), and PE. In accordance with the EA program agreement, the employee is committed to work full-time for TxDOT a minimum of one year for EIT certification and a minimum of two years for the PE license.
- **Certifications and Licenses** – TxDOT may pay vendors directly or reimburse employees for selected professional/technical certifications, licenses, and selected organization memberships. TxDOT may also provide paid absence from work to take

job-related professional/technical examinations and to attend required continuing education courses. An employee's pursuit of certifications or licenses must benefit the department in order to get approval to use Department resources.

- **Leadership One (L1)** – A three-month program designed specifically to develop leadership skills at all levels of the organization. Participants will gain the skills, competencies and values necessary to lead employees effectively, achieve personal mastery and promote a meaningful culture within TxDOT.
- **Instructor Certification Program** – An assessment-based series that covers the entire process of preparing, delivering training, assessment and evaluation, creating a positive learning environment, and designing and developing engaging curriculum. Grounded in theory and focused on practice and application, this program will enhance the trainer's professional knowledge related to curriculum development and delivery. The program is available to all trainers regardless of their training discipline.

Additionally, the following are also available to enhance career development:

- **Enterprise Learning Management (ELM)** – TxDOT's Learning Management System, which provides all course information.
- **Skillsoft** – Offers short videos covering different desktop applications and IT-related programs. Every month, new videos are released in their collection. These videos are accessible through HRD's website.
- **National Highway Institute** – Offers free web-based courses on its website. Topics for these courses vary from pavements and materials to highway safety.
- **Continuing Education Units (CEUs)** – May fulfill certain requirements to maintain professional licenses, registrations, or certifications. One CEU equals ten contact hours of participation in an organized, continuing education experience, under responsible, qualified direction and instruction. The CEU serves as a uniform unit of measure for continuing education and training and is used to evaluate the quality of learning activities, program development, and delivery of a program. HRD's Workforce Development Section reviews courses to ensure CEU criteria are met.

E. Layoffs, Separations, Demotions, and Disciplinary Actions

TxDOT policy addresses layoffs, demotions, separations, and disciplinary actions. Procedures in HR Policy Manual Chapter 9, Employment Separation, are intended to assist employees, managers, and HR professionals in voluntary and involuntary separations from employment with the department. The procedures include methods and best practices that will assist with administering separation processes for retirement, resignation, death of an employee, and involuntary terminations.

Employees may separate employment with TxDOT voluntarily or involuntarily. TxDOT asks that employees give a two weeks' notice when voluntarily separating. A voluntary separation includes resignation and retirement and creates no right to file a complaint or an appeal.

TxDOT may involuntarily separate its employees through reduction in force or termination. TxDOT shall make good-faith efforts to communicate with employees before conducting any involuntary separation. Decisions regarding separation will be made without regard to the employee's race, color, religion, sex, national origin, genetic information, disability, military status, or age.

TxDOT policy requires that each employee have an exit interview with his or her supervisor, HR personnel, or EEO officer before the last workday. The interviewer arranges time for the interview and ensures that the Exit Interview Form is completed. Employees are also provided the opportunity to provide any comments concerning their departure on this form. Additionally, as outlined by the Texas Government Code §651.007, employees who voluntary separate are encouraged to complete the State Auditor's Office (SAO) Exit Survey. Employees will sign the SAO Exit Survey Employee Acknowledgment page to acknowledge they were given the opportunity to complete the SAO Exit Survey.

F. Other Personnel Actions

The need for developing systems to ensure nondiscrimination in all employment practices is important to the success of an EEO Program. TxDOT will:

- Assure that information on EEO counseling and grievance procedures is re easily available to all employees;
- Assure there is an effective system for processing and investigating complaints alleging discrimination based on race, color, national origin, sex, age, disability and religion;
- Review and monitor the performance program periodically to determine its objectivity and effectiveness; and
- Ensure the equal availability of benefits to all employees.

<u>Employees Equal Access and Benefits</u>
This section is a brief outline of employee benefits, as outlined in Chapter 3, Benefits Section, of the HR Policy Manual. TxDOT provides employees with equitable access to state-offered benefits, including group insurance, unemployment benefits, worker's compensation, retirement options, employee assistance, and work-life balance programs. Decisions regarding benefits are made without regard to the employee's race, color, religion, sex, national origin, genetic information, disability, or age. Attachment 6 includes samples of some of these programs.

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

Unemployment Benefits – Part of an employer-paid program that provides temporary, partial income replacement to qualified individuals (claimants) unemployed through no fault of their own. TWC has sole responsibility for determining a claimant's eligibility to receive benefits, and the amount and duration of the benefits. An employee's right to unemployment benefits are protected by requirements established by the Texas Unemployment Compensation Act. TxDOT shall not prevent former employees from filing claims for unemployment benefits.

Workers' Compensation – A form of insurance that provides wage replacement benefits, medical treatment, vocational rehabilitation, and other benefits to workers who are injured on the job or acquire an occupational disease on the job. TxDOT's Occupational Safety Division (OCC) determines compensability on TxDOT's behalf. The Texas Department of Insurance, Division of Workers' Compensation, regulates TxDOT's workers compensation program. An employee's right to workers compensation is protected by requirements established by the Texas Workers' Compensation Act. As outlined by Texas Labor Code §451.001, TxDOT shall not discriminate against employees exercising their rights to workers compensation. The following applies:

- *Notification* – As outlined by Texas Labor Code §409.001, an employee or person representing the employee should notify TxDOT as soon as possible but no later than 30 days after an injury occurred. If the injury is an occupational disease, the employee should notify TxDOT as soon as the employee knows that the injury or injurious exposure might be related to the employment. When a worker is injured, OCC must be notified immediately so that an investigation may be conducted.
- *Filing Claims – As outlined by Texas Labor Code §409.003 and §409.004, claims for compensation must be filed within one year from the date of injury or within one year from the date the employee knew that the disease was related to their employment.*
- *Income Benefits – As outlined by Texas Labor Code §408.082, income benefits may not be paid for an injury that results in disability for less than one week. If disabilities continue for longer than one week, income benefits begin to accrue on the eighth day after the date of injury or on the date the disability began.*

Retirement – As outlined by Texas Government Code §814.001, the State offers defined benefit and defined contribution retirement plans to employees administered and regulated by ERS. Eligible employees must participate in the defined benefit plan but may elect to participate in the defined contribution plans, such as 401(k) or 457 accounts. As outlined by Texas Government Code §812.001, membership in the employee class begins on the 91st

day of employment and continues until the employee retires, dies, or withdraws personal contributions and interest thereon after leaving state service.

Deferred Compensation Program – As outlined by Texas Government Code §609.501, employees have the opportunity to participate in a deferred compensation plan. Under such a plan, employees may defer a part of their pay for investment in a qualified investment product. Employees may choose to participate in a 401(k), 457, or Roth with a number of investment options.

Employee Assistance Program (EAP) – Supports TxDOT's mission to maintain the health and safety of its employees, provide a drug-free workplace, and improve employee morale and productivity. EAP services are a TxDOT benefit and are provided at no cost to participants.

Wellness Program – Designed to encourage and motivate employees to adopt a lifestyle that improves their overall health, fitness, and well-being. All employees are eligible to voluntarily participate in the Wellness Program. As outlined by Texas Government Code §664.061, wellness participants may use wellness leave to exercise 30 minutes up to three times a week during regularly scheduled work hours. Eight hours of wellness leave per fiscal year are awarded to employees if they complete a Health Risk Assessment (HRA) and a routine physical examination.

VI. FY17 ACCOMPLISHMENTS

The Diversity Program Coordinator obtained data and the following reports at Attachment 7 utilizing PeopleSoft:

- **EEO-4 Annual Government Report**, which shows TxDOT's workforce as of September 1, 2017;
- **EEO Workforce Progression Summary**, which shows full-time and temporary workforce data on all applicants, hires, promotions and separations by job category; and
- **Separations Analysis**, which shows the separations for full-time regular positions by reason and by job category.

Below is a summary of TxDOT's historical workforce data for the past ten fiscal years:

Fiscal Year Ending	Total Workforce	Total Minority	Total Female	Total Male	White	Black or African American	Hispanic or Latino	Asian American/ Pacific Islander	American Indian or Alaska Native
2008	13,522	4,531	3,242	10,280	8,991	1,081	3,121	269	60
		33.51%	23.98%	76.02%	66.49%	8.00%	23.08%	1.99%	0.44%
2009	13,022	4,428	3,119	9,903	8,594	1,046	3,057	271	54
		34.00%	23.95%	76.05%	66.00%	8.03%	23.48%	2.08%	0.41%
2010	12,456	4,266	2,981	9,475	8,190	993	2,942	276	55
		34.25%	23.93%	76.07%	65.75%	7.97%	23.62%	2.22%	0.44%
2011	11,719	4,008	2,501	9,218	7,711	901	2,785	270	52
		34.20%	21.34%	78.66%	65.80%	7.69%	23.77%	2.30%	0.44%
2012	11,514	3,968	2,409	9,105	7,546	866	2,780	272	50
		34.46%	20.92%	79.08%	65.54%	7.52%	24.15%	2.36%	0.43%
2013	11,670	4,123	2,445	9,225	7,539	910	2,881	284	48
		35.33%	20.95%	79.05%	64.60%	7.80%	24.75%	2.44%	0.41%
2014	11,648	4,204	2,519	9,129	7,444	920	2,934	303	47
		36.09%	21.63%	78.37%	63.91%	7.90%	25.19%	2.60%	0.40%
2015	11,595	4,284	2,559	9,036	7,311	923	2,990	318	53
		37.64%	22.15%	77.85%	62.36%	7.95%	26.39%	2.86%	0.45%
2016	11,627	4,376	2,575	9,052	7,251	924	3,068	332	52
		37.64%	20.95%	79.05%	64.60%	7.80%	24.75%	2.44%	0.41%
2017	11,458	4,389	2,521	8,937	7,069	916	3,068	351	54
		38.31%	57.44%	74.53%	61.69%	7.99%	26.78%	3.06%	0.47%

A. FY17 & FY18 Beginning Workforce Comparison

The following table is a comparison between FY17 and FY18 beginning workforce by job category. Totals reflect the composition of TxDOT employees in each EEO-4 Job Category by race, sex, and workforce percentage. In summary, TxDOT had a total of 11,458 employees at the beginning of FY18; this was a decrease of 169 employees from FY17. The majority of employees continue to work in the Professionals job group with a total of 5,052 employees, Hispanic or Latino is the largest minority job group with 1,275 employees. Overall, there was an increase in both minority and female employees.

FY18 / FY17 Comparison	Total	Total Minority	Total Female	White	Black or African American	Hispanic or Latino	Asian American/ Pacific Islander	American Indian or Alaska Native
Officials/Administrators	388	88	71	300	11	65	11	1
Professionals	4,929	1,937	1,694	2,992	467	1,201	253	16
Technicians	1,809	631	209	1,178	115	476	28	12
Administrative Support	576	194	507	382	37	151	3	3
Skilled Craft	3,584	1,346	77	2,238	258	1,041	30	17
Service/Maintenance	341	180	17	161	36	134	7	3
FY17 Beginning Totals	**11,627**	**4,376**	**2,575**	**7,251**	**924**	**3,068**	**332**	**52**
		37.64%	**22.15%**	**62.36%**	**7.95%**	**26.39%**	**2.86%**	**0.45%**
Officials/Administrators	367	85	65	282	12	61	11	1
Professionals	5,052	2,056	1,696	2,996	482	1,275	280	19
Technicians	1,795	652	192	1,143	128	489	21	14
Administrative Support	546	176	478	370	30	139	4	3
Skilled Craft	3,450	1,310	72	2,140	244	1,021	30	15
Service/Maintenance	248	110	18	138	20	83	5	2
FY18 Beginning Totals	**11,458**	**4,389**	**2,521**	**7,069**	**916**	**3,068**	**351**	**54**
		38.31%	**57.44%**	**61.69%**	**7.99%**	**26.78%**	**3.06%**	**0.47%**
Officials/Administrators	21	3	6	18	-1	4	0	0
		3.53%	9.23%	6.38%	-8.33%	6.56%	0.00%	0.00%
Professionals	-123	-119	-2	-4	-15	-74	-27	-3
		-5.79%	-0.12%	-0.13%	-3.11%	-5.80%	-9.64%	-15.79%
Technicians	14	-21	17	35	-13	-13	7	-2
		-3.22%	8.85%	3.06%	-10.16%	-2.66%	33.33%	-14.29%
Administrative Support	30	18	29	12	7	12	-1	0
		10.23%	6.07%	3.24%	23.33%	8.63%	-25.00%	0.00%
Skilled Craft	134	36	5	98	14	20	0	2
		2.75%	6.94%	4.58%	5.74%	1.96%	0.00%	13.33%
Service/Maintenance	93	70	-1	23	16	51	2	1
		63.64%	-5.56%	16.67%	80.00%	61.45%	40.00%	50.00%
Comparison (+/-)	**169**	**-13**	**54**	**182**	**8**	**0**	**-19**	**-2**
		-0.30%	**2.14%**	**2.57%**	**0.87%**	**0.00%**	**-5.41%**	**-3.70%**

B. FY17 & FY16 Applicants and Hires

The following table shows that there were 97,673 job applications received for FY17, which was an increase of 12,793 (or 15.07%) from FY16. However, there were 1,001 new hires in FY17, which was a decrease of 764 (or -43.29%) from FY16 which may be attributed to TxDOT's hiring freeze during the summer of FY17.

FY17 / FY16 Applicants	Total	Total Minority	Total Female
Officials/Administrators			
Current FY17	2,750	1,060	480
Previous FY16	3,796	1,530	763
Professionals			
Current FY17	43,055	22,821	15,157
Previous FY16	38,885	20,526	14,327
Technicians			
Current FY17	15,010	7,906	2,957
Previous FY16	12,748	7,047	2,537
Administrative Support			
Current FY17	12,982	6,353	9,015
Previous FY16	10,179	4,719	7,329
Skilled Craft			
Current FY17	17,761	7,164	752
Previous FY16	13,552	5,963	472
Service/Maintenance			
Current FY17	6,115	2,852	551
Previous FY16	5,720	2,865	535
TOTALS			
Current FY17	97,673	48,156	28,912
Previous FY16	84,880	42,650	25,963
Comparison (+/-)	**12,793**	**5,506**	**2,949**
	15.07%	**12.91%**	**11.36%**

FY17 / FY16 Hires	Total	Total Minority	Total Female
Officials/Administrators			
Current FY17	8	1	1
Previous FY16	6	2	1
Professionals			
Current FY17	223	121	96
Previous FY16	389	187	137
Technicians			
Current FY17	77	40	14
Previous FY16	452	207	96
Administrative Support			
Current FY17	44	8	38
Previous FY16	155	62	117
Skilled Craft			
Current FY17	468	174	10
Previous FY16	425	166	12
Service/Maintenance			
Current FY17	181	67	9
Previous FY16	338	143	33
TOTALS			
Current FY17	1,001	411	169
Previous FY16	1,765	767	396
Comparison (+/-)	**-764**	**-356**	**-227**
	-43.29%	**-46.41%**	**-57.32%**

Note: New hire data includes temporary hires and rehires.

C. FY17 Workforce Analysis Results

The table on the following pages is a utilization availability analysis and a quarterly progress report by each job category. At the end of each quarter, the "Target Recruitment" in each job category is compared to the ending quarter results to identify any progress made in the workforce diversity efforts. At the end of the 4th quarter, the underutilization is determined.

NOTE: Underutilization is the ending workforce result of any differences in actual movement from the beginning of the fiscal year. This is determined by multiplying the ending workforce total by the State CLF, then subtracting the result from the job category ending workforce.

FY17 Workforce Analysis	Total	Total Minority	Total Female	White		Black or African American		Hispanic or Latino		Asian American/Pacific Islander		American Indian or Alaska Native	
				Male	Female	Male	Female	Male	Female	Male	Female	Male	Female
Officials/Administrators	**388**	**88**	**71**	**246**	**54**	**9**	**2**	**53**	**12**	**8**	**3**	**1**	**0**
Civilian Labor Force		28.88%	39.68%	45.10%	26.02%	3.74%	4.72%	9.46%	7.71%	1.81%	1.11%	0.22%	0.12%
Target Recruitment		**24**	**83**	**0**	**47**	**5**	**16**	**0**	**18**	**0**	**1**	**0**	**0**
1Q Workforce	382	139	68	243	51	9	3	53	11	8	3	1	0
2Q Workforce	377	88	66	240	49	9	3	53	11	8	3	1	0
3Q Workforce	373	86	64	240	47	9	3	51	11	8	3	1	0
4Q Workforce	**379**	**88**	**67**	**240**	**51**	**9**	**3**	**54**	**10**	**8**	**3**	**1**	**0**
4Q Workforce (+/-)	*-9*	*0*	*-4*	*-6*	*-3*	*0*	*1*	*1*	*-2*	*0*	*0*	*0*	*0*
	-2.32%	*0.00%*	*-5.63%*	*-2.44%*	*-5.56%*	*0.00%*	*50.00%*	*1.89%*	*-16.67%*	*0.00%*	*0.00%*	*0.00%*	*0.00%*
Underutilized		*21*	*83*	*0*	*48*	*5*	*15*	*0*	*19*	*0*	*1*	*0*	*0*
Professionals	**4,929**	**1,937**	**1,694**	**2,034**	**958**	**255**	**212**	**768**	**433**	**168**	**85**	**10**	**6**
Civilian Labor Force		31.63%	56.55%	31.00%	37.37%	3.37%	6.59%	6.38%	9.89%	2.58%	2.50%	0.12%	0.19%
Target Recruitment		**0**	**1,093**	**0**	**884**	**0**	**113**	**0**	**54**	**0**	**38**	**0**	**3**
1Q Workforce	4,842	2,868	1,670	1,974	942	251	208	768	429	169	85	10	6
2Q Workforce	4,843	1,944	1,667	1,970	929	259	206	759	439	179	87	9	6
3Q Workforce	4,817	1,950	1,656	1,944	923	261	204	767	434	179	89	10	6
4Q Workforce	**5,150**	**2,084**	**1,718**	**2,116**	**950**	**283**	**208**	**830**	**459**	**190**	**95**	**13**	**6**
4Q Workforce (+/-)	*221*	*147*	*24*	*82*	*-8*	*28*	*-4*	*62*	*26*	*22*	*10*	*3*	*0*
	4.48%	*7.59%*	*1.42%*	*4.03%*	*-0.84%*	*10.98%*	*-1.89%*	*8.07%*	*6.00%*	*13.10%*	*11.76%*	*30.00%*	*0.00%*
Underutilized		*0*	*326*	*207*	*390*	*0*	*35*	*0*	*0*	*0*	*0*	*0*	*0*
Technicians	**1,809**	**631**	**209**	**1,047**	**131**	**100**	**15**	**421**	**55**	**20**	**8**	**12**	**0**
Civilian Labor Force		41.37%	52.62%	29.44%	29.19%	4.26%	8.82%	10.95%	12.01%	2.57%	2.40%	0.16%	0.20%
Target Recruitment		**117**	**743**	**0**	**397**	**0**	**144**	**0**	**162**	**27**	**35**	**0**	**4**
1Q Workforce	1,782	761	201	1,029	125	101	15	419	53	20	8	12	0
2Q Workforce	1,751	638	191	995	118	99	12	432	54	20	7	14	0
3Q Workforce	1,820	661	186	1,046	113	102	12	452	54	20	7	14	0
4Q Workforce	**1,801**	**659**	**193**	**1,028**	**114**	**114**	**16**	**440**	**55**	**15**	**6**	**11**	**2**
4Q Workforce (+/-)	*-8*	*28*	*-16*	*-19*	*-17*	*14*	*1*	*19*	*0*	*-5*	*-2*	*-1*	*2*
	-0.44%	*4.44%*	*-7.66%*	*-1.81%*	*-12.98%*	*14.00%*	*6.67%*	*4.51%*	*0.00%*	*-25.00%*	*-25.00%*	*-8.33%*	*0.00%*
Underutilized		*86*	*522*	*0*	*355*	*0*	*69*	*0*	*84*	*18*	*14*	*0*	*0*

Administrative Support	**576**	**194**	**507**	**38**	**344**	**7**	**30**	**24**	**127**	**0**	**3**	**0**	**3**
Civilian Labor Force		43.89%	63.74%	21.02%	35.09%	4.20%	8.75%	9.80%	18.38%	1.14%	1.32%	0.10%	0.20%
Target Recruitment		**59**	**0**	**83**	**0**	**17**	**20**	**32**	**0**	**7**	**5**	**1**	**0**
1Q Workforce	569	530	499	39	340	7	30	24	123	0	3	0	3
2Q Workforce	559	182	490	38	339	6	28	24	117	0	3	1	3
3Q Workforce	551	179	485	35	337	6	28	24	115	0	3	1	2
4Q Workforce	**559**	**180**	**490**	**36**	**343**	**5**	**25**	**27**	**116**	**0**	**4**	**1**	**2**
4Q Workforce (+/-)	*-17*	*-14*	*-17*	*-2*	*-1*	*-2*	*-5*	*3*	*-11*	*0*	*1*	*1*	*-1*
	-2.95%	*-7.22%*	*-3.35%*	*-5.26%*	*-0.29%*	*-28.57%*	*-16.67%*	*12.50%*	*-8.66%*	*0.00%*	*33.33%*	*0.00%*	*-33.33%*
Underutilized		*65*	*0*	*216*	*0*	*16*	*1*	*26*	*0*	*10*	*2*	*0*	*0*

Skilled Craft	**3,584**	**1,346**	**77**	**2,178**	**60**	**255**	**3**	**1,029**	**12**	**29**	**1**	**16**	**1**
Civilian Labor Force		42.60%	5.26%	54.76%	2.64%	6.78%	0.69%	31.24%	1.49%	1.58%	0.41%	0.38%	0.04%
Target Recruitment		**181**	**112**	**0**	**35**	**0**	**22**	**91**	**41**	**28**	**14**	**0**	**0**
1Q Workforce	3,510	1,376	78	2,134	60	245	4	1,008	12	28	1	17	1
2Q Workforce	3,480	1,302	74	2,118	60	242	3	1,001	8	31	2	14	1
3Q Workforce	3,534	1,337	72	2,137	60	251	3	1,029	8	29	0	16	1
4Q Workforce	**3,531**	**1,348**	**74**	**2,121**	**62**	**248**	**4**	**1,042**	**7**	**30**	**1**	**16**	**0**
4Q Workforce (+/-)	*-53*	*2*	*-3*	*-57*	*2*	*-7*	*1*	*13*	*-5*	*1*	*0*	*0*	*-1*
	-1.48%	*0.15%*	*-3.90%*	*-2.62%*	*3.33%*	*-2.75%*	*33.33%*	*1.26%*	*-41.67%*	*3.45%*	*0.00%*	*0.00%*	*-100.00%*
Underutilized		*156*	*1,327*	*0*	*857*	*0*	*163*	*0*	*265*	*34*	*38*	*0*	*4*

Service/Maintenance	**341**	**180**	**17**	**149**	**12**	**35**	**1**	**130**	**4**	**7**	**0**	**3**	**0**
Civilian Labor Force		56.06%	42.01%	26.16%	17.78%	9.66%	7.83%	20.76%	14.90%	1.22%	1.34%	0.18%	0.16%
Target Recruitment		**11**	**126**	**0**	**49**	**0**	**26**	**0**	**47**	**0**	**5**	**0**	**1**
1Q Workforce	307	167	15	140	11	33	0	110	4	7	0	2	0
2Q Workforce	287	129	13	151	7	30	0	86	5	5	1	2	0
3Q Workforce	275	115	19	149	11	27	1	75	5	4	2	1	0
4Q Workforce	**272**	**122**	**21**	**137**	**13**	**23**	**1**	**85**	**6**	**4**	**1**	**2**	**0**
4Q Workforce (+/-)	*-69*	*-58*	*4*	*-12*	*1*	*-12*	*0*	*-45*	*2*	*-3*	*1*	*-1*	*0*
	-20.23%	*-32.22%*	*23.53%*	*-8.05%*	*8.33%*	*-34.29%*	*0.00%*	*-34.62%*	*50.00%*	*-42.86%*	*0.00%*	*-33.33%*	*0.00%*
Underutilized		*30*	*87*	*0*	*58*	*0*	*12*	*0*	*15*	*1*	*2*	*0*	*0*

D. FY17 Goals and Accomplishments

TxDOT's goal is to reflect the diversity of the state's available workforce. TxDOT will ensure every manager and supervisor is responsible and accountable for meeting these goals.

	FY17 Goals/Objectives	Responsible Division	Status	Target Date	Notes
1	Hire a dedicated Diversity Coordinator	CIV	Completed	11/22/16	A Diversity Coordinator has been hired
2	Distribute discrimination, harassment and retaliation policies to all District Engineers and Division Directors (DE/DD) for dissemination to all employees. Ensure current/correct documents are placed on the intranet. Send out an agency wide email.	H	Completed	1/30/17	HRD sent the policies to all DE/DDs for dissemination. All documents have been placed on the intranet and are current. An email notification was sent out agency wide January 2017.
3	Continue to update 25 district availability analyses to identify underutilized minority and female groups.	CIV	On-Going	Aug/17	Eight district Workforce Analysis' (WFA) were updated for district visits.
4	Eight district onsite visits that include training on department EEO and AAP requirements and a review of most recent district availability analysis.	CIV/Districts	Completed	9/27/2017	Eight district visits were completed for FY17 (See Section I.)
5	Develop and implement Diversity and Inclusion modules to be placed in the Training and Development Section of PeopleSoft.	CIV	In-Process FY18	Q3-Q4	A Diversity and Inclusion/EEO training module is currently being formatted by the Workforce Development team. Implementation of this training will be added to the FY 18 goals.
6	Distribute approved AAP to DEs/DDs for program awareness and place on intranet/internet.	CIV	Completed	1/30/17	The AAP has been posted to TxDOT's website and HRD sent out an email notification to all DEs/DDs.

	FY17 Goals/Objectives	Responsible Division	Status	Target Date	Notes
7	Coordinate, document, and assist EEO/Human Resource Officers (HRO) and recruiters with outreach and recruitment necessary for TxDOT to target underutilized categories.	CIV/HRD/ EEO Coordinators	On-Going	Q4	Brainstorming topics: Recruiting and retaining a diverse workforce; Recruiting/Promoting diverse management; Redevelop employee resource groups within TxDOT as a step towards promoting diversity and inclusion; Utilize current mentorship program to expand qualified pool for promotion; Best way to approach a culture change within TxDOT; Creation of a Diversity and Inclusion Council made up of various district/division/area office staff and positions.
8	Assess existing policies, procedures, and programs necessary to achieve a workforce that reflects the labor force availability.	CIV/HRD	On-Going	Q2-Q4	Provided feedback to the HR Division Director concerning the Practical Supervision course.
9	Ensure that district and HRD recruitment literature is consistent and remains relevant to all employees, including minority groups and women.	CIV/HRD	On-going	Q2-Q4	HRD is working to see if the words Diversity and Inclusion can be added to the mission statement.
10	Implement the district desk audit process.	CIV/HRD HRO's/EEO	In-Process	Q2-Q4	Developed three forms that will be utilized in the desk review process. These forms are currently under review. Once finalized they will be sent to CIV management for approval.
11	Explore the possibility of having a Construction Career Day or a TxDOT Open House.	CIV/HRD DE/DD	Completed	8/17/17	TxDOT held a career fair in Austin.
12	Assess existing internal audit & reporting systems/processes to measure program effectiveness.	CIV/HRD	In-Process	Q2-Q4	CIV received access to queries to measure and analyze data for effectiveness.
13	Assess existing and potential options available to address underutilizations.	CIV/HRD	On-going	Q2-Q4	7/20/17: Attended the monthly Central Texas Advisory Board meeting – affiliate of the Texas Diversity Council. 8/17/17: Attended the monthly Central Texas Advisory Board meeting.

	FY17 Goals/Objectives	Responsible Division	Status	Target Date	Notes
14	Review existing policies, programs & systems in place to ensure personnel action decisions are based solely on the merit, ability, & performance of an individual.	CIV/HRD	On-going	Q2-Q4	CIV and HRD met for a quarterly brainstorming session.
15	Develop activities in coordination with the Human Resources Division, which will emphasize the promotion and retention of diverse populations.	CIV/HRD	On-going	Q2-Q4	CIV met the HR Field Director and Supervisors that are responsible for all 25 districts. Talking points discussed; the FY17 Goals/Objectives; reviewing existing policies, programs and systems in place; an agency career development plan, job postings and how the HRD-Net site is being revamped to accommodate additional information to include building a knowledge center on the site.
16	Develop a means for Administration to annually monitor and evaluate the Department's diversity statistics and initiatives.	CIV/HRD	Completed	11/2017	Employment and hiring data is included in the monthly CIV Dashboard that is submitted to the Deputy Executive Director on a monthly basis. We are also working to add diversity information to the Administration Dashboard.
17	Monitor the implementation and completion of current Affirmative Action Plan initiatives and tasks.	CIV	On-going	Q1-Q4	The Diversity Program Coordinator completed all quarterly activity reports.

E. FY16 & FY17 Promotion Analysis

The following table provides a comparison of the promotions for FY16 and FY17 by each job category. We have observed an increase of the number of promotions in the Professionals job category for African American males, Asian American Females and American Indian Males in comparison to last fiscal year. There has also been a significant increase with the number of African American Males and Hispanic Males getting promoted in the Technician and Skilled Craft job categories.

FY17 / FY16 Promotions	Total	Total Minority	Total Female	White		Black or African American		Hispanic or Latino		Asian American/ Pacific Islander		American Indian or Alaska Native	
				Male	Female	Male	Female	Male	Female	Male	Female	Male	Female
Officials/Administrators													
FY17	47	11	8	28	8	1	0	7	0	3	0	0	0
FY16	55	15	9	34	6	2	0	8	1	2	2	0	0
Professionals													
FY17	871	351	243	356	164	64	34	162	27	41	18	5	0
FY16	970	413	313	377	180	49	41	187	82	42	10	2	0
Technicians													
FY17	513	182	33	310	21	43	2	121	8	4	1	2	1
FY16	282	83	24	179	20	12	1	64	3	2	0	1	0
Administrative Support													
FY17	95	24	86	5	66	0	1	4	18	0	0	0	1
FY16	49	22	43	2	25	0	3	4	15	0	0	0	0
Skilled Craft													
FY17	781	296	13	474	11	48	1	236	1	7	0	3	0
FY16	510	177	12	323	10	17	0	153	2	3	0	2	0
Service/Maintenance													
FY17	3	2	1	1	0	0	0	1	0	0	1	0	0
FY16	1	0	0	1	0	0	0	0	0	0	0	0	0
TOTALS													
FY17	2,310	866	384	1,174	270	156	38	531	54	55	20	10	2
FY16	1,867	710	401	916	241	80	45	416	103	49	12	5	0
Comparison (+/-)	**443**	**156**	**-17**	**258**	**29**	**76**	**-7**	**115**	**-49**	**6**	**8**	**5**	**2**
	23.73%	**21.97%**	**-4.24%**	**28.17%**	**12.03%**	**95.00%**	**-15.56%**	**27.64%**	**-47.57%**	**12.24%**	**66.67%**	**100.00%**	**0.00%**

F. FY16 & FY17 Separations Analysis

The Separation Analysis in Attachment 7 shows the ethnic breakdown of separations by reason code and job category.

The top three reasons for separating are shown in the table below:

FY17 Separations by Reason Code	Total	Total Minority	Total Female
Voluntary Separation	646	258	121
		39.94%	18.73%
Retirement	523	144	104
		42.64%	25.62%
Dismissal for Cause	96	45	19
		46.88%	19.79%
TOP 3 TOTALS	**1,265**	**526**	**274**
	94.05%	**23.38%**	**12.25%**

Reason codes for all FY 17 separations:

FY17 Separations by Reason Code	Total	Total Minority	Total Female	White		Black or African American		Hispanic or Latino		Asian American/ Pacific Islander		American Indian or Alaska Native		Unknown	
				Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female
Resignation	15	8	4	7	4	1	0	3	0	0	0	0	0	0	0
		53.33%	26.67%	46.67%	26.67%	6.67%	0.00%	20.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Voluntary Separation	646	258	121	309	79	42	13	165	25	4	3	4	1	1	0
		39.94%	18.73%	47.83%	12.23%	6.50%	2.01%	25.54%	3.87%	0.62%	0.46%	0.62%	0.15%	0.15%	0.00%
Termination at Will	7	6	1	1	0	2	0	3	1	0	0	0	0	0	0
		85.71%	14.29%	14.29%	0.00%	28.57%	0.00%	42.86%	14.29%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Reduction in Force	9	4	0	5	0	2	0	2	0	0	0	0	0	0	0
		44.44%	0.00%	55.56%	0.00%	22.22%	0.00%	22.22%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Transfer to Another Agency	19	9	11	6	4	0	3	2	3	0	1	0	0	0	0
		47.37%	57.89%	31.58%	21.05%	0.00%	15.79%	10.53%	15.79%	0.00%	5.26%	0.00%	0.00%	0.00%	0.00%
Dismissal for Cause	96	45	19	44	7	9	8	23	4	1	0	0	0	0	0
		46.88%	19.79%	45.83%	7.29%	9.38%	8.33%	23.96%	4.17%	1.04%	0.00%	0.00%	0.00%	0.00%	0.00%
Retirement	523	223	104	299	80	32	5	77	18	9	1	2	0	0	0
		42.64%	19.89%	57.17%	15.30%	6.12%	0.96%	14.72%	3.44%	1.72%	0.19%	0.38%	0.00%	0.00%	0.00%
Death	30	10	2	20	0	1	2	6	0	1	0	0	0	0	0
		33.33%	6.67%	66.67%	0.00%	3.33%	6.67%	20.00%	0.00%	3.33%	0.00%	0.00%	0.00%	0.00%	0.00%
TOTALS	**1,345**	**563**	**262**	**691**	**174**	**89**	**31**	**281**	**51**	**15**	**5**	**6**	**1**	**1**	**0**
		41.86%	**19.48%**	**51.38%**	**12.94%**	**6.62%**	**2.30%**	**20.89%**	**3.79%**	**1.12%**	**0.37%**	**0.45%**	**0.07%**	**0.07%**	**0.00%**

G. FY17 Hiring and Recruiting

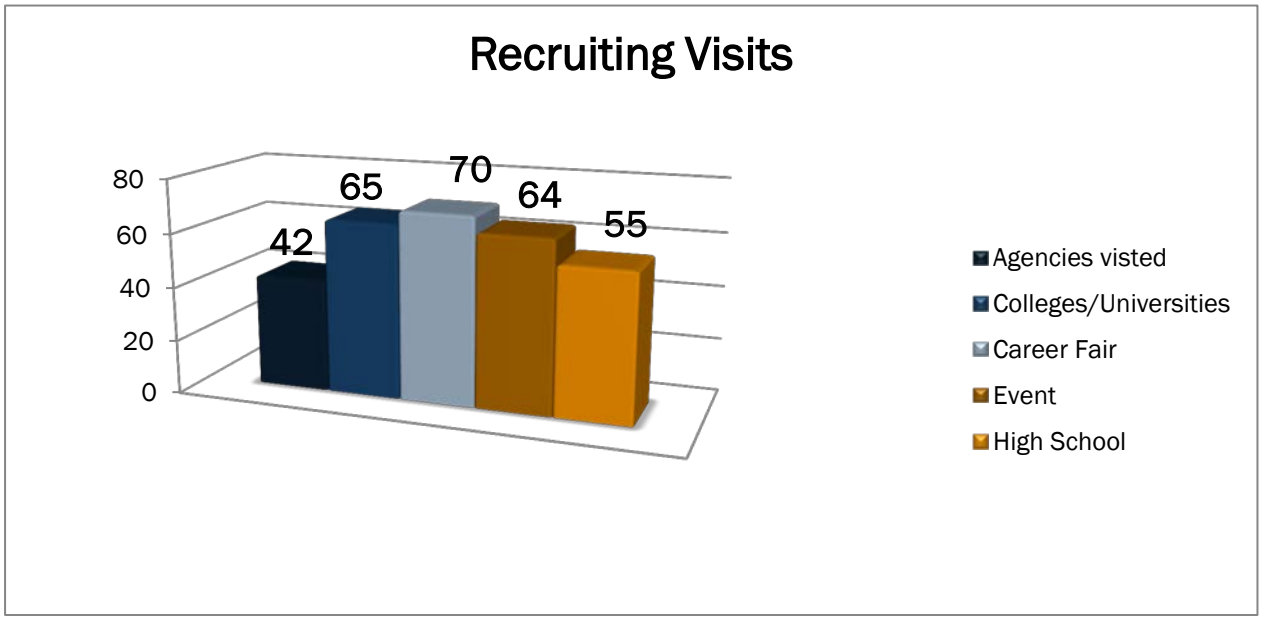
The table below indicates the vacancies by job category.

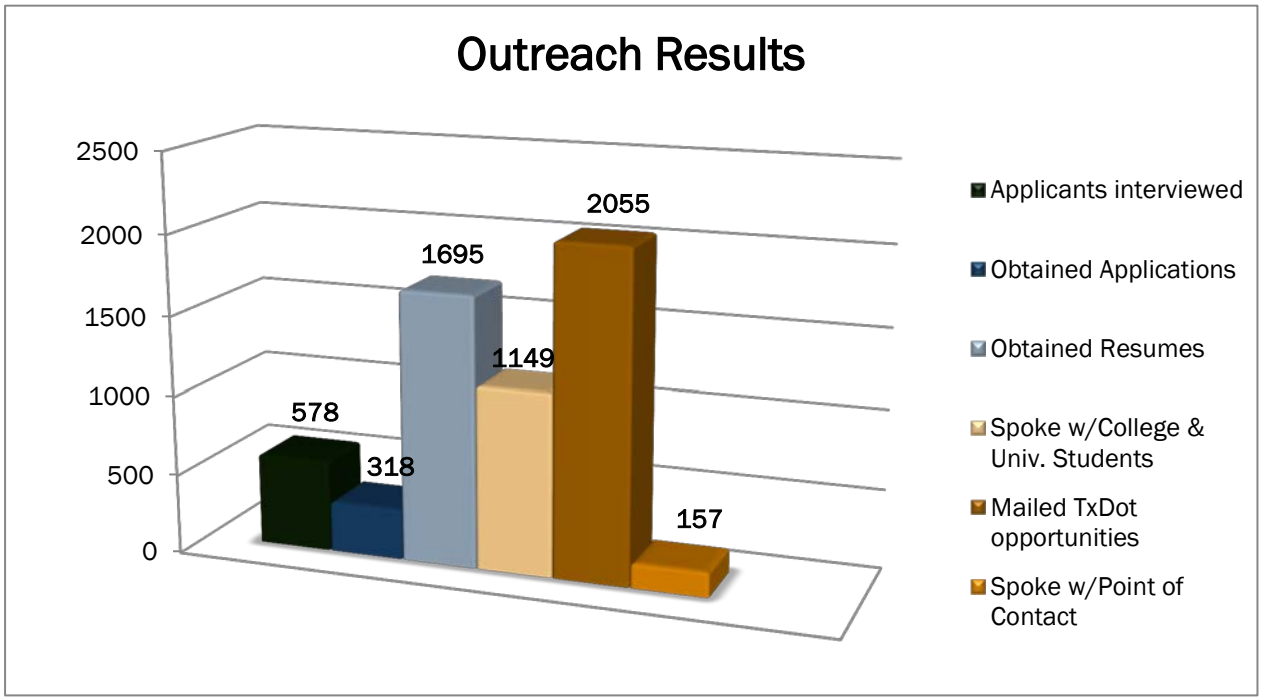
JOB CATEGORY	VACANCIES
Officials/Administrators	81
Professionals	663
Technicians	250
Administrative Support	154
Skilled Craft	478
Service/Maintenance	83
FY17 TOTAL	1,709

Attachment 7, EEO Workforce Progression Summary compares the number of hires against the number of applications received for each job category.

District Recruitment Efforts

District recruitment efforts are the result of HRD's recruiting teams educating and obtaining information from institutions and organizations contacted to encourage minorities and women to apply for positions at TxDOT. These charts illustrate district outreach efforts throughout the fiscal year.




Outreach Results
2500
2000
1500
1000
500
0
578
318
1695
1149
2055
157
Applicants interviewed
Obtained Applications
Obtained Resumes
Spoke w/College & Univ. Students
Mailed TxDot opportunities
Spoke w/Point of Contact

H. FY17 Training Minorities and Females

EEO/AA policies are incorporated in mandatory training courses with the intent of informing all managers, supervisors, and employees of TxDOT's commitment to EEO. In FY17, the following training classes were taken:

- **Equal Employment Opportunity Training (DEV-205)** –Is an annual mandatory training requirement of TxDOT's EEO policies. 6,467 employees completed the training.
- **Ethics Training (ETH-101)** – Is a mandatory training requirement that all employees must take annually. 9,341 employees completed this requirement.
- **General Diversity (DEV-234)** – Is a course offered to all employees to bring awareness to diversity and generational differences in a workplace. 223 employees completed the course. 41 supervisors and managers completed the course.

HRD's Workforce Development Section provides CIV quarterly reports on training activity. In FY17, there were 3,740 training events at TxDOT that were led by an instructor. The following tables represent the number of employees scheduled to attend and the actual number in attendance.

FY17 Training	Total	Total Minority	Total Female	Minorities & Females	All Others
Scheduled	20,242	9,703	3,511	13,214	7,028
		47.93%	17.35%	65.28%	34.72%
Attended	23,895	11,467	5,537	17,004	6,891
		47.99%	23.17%	71.16%	28.84%
Variance (+/-)	**-3,653**	**-1,764**	**-2,026**	**-3,790**	**137**
	-18.05%	**-18.18%**	**-57.70%**	**-28.68%**	**1.95%**

I. FY17 District Visits

The EEO Diversity Program Coordinator schedules routine district visits for all twenty five districts. A meeting is held with the DE and HR representative to discuss goals, recruitment efforts, and a district-specific workforce analysis.

Eight visits were conducted for fiscal year 2017; Austin, San Antonio, Waco, Dallas, Corpus Christi, Houston, Bryan, and the Brownwood Districts.

The following is a summary of the discussion topics:

- Bringing awareness that a dedicated Diversity Program Coordinator has been hired under Civil Rights and building a relationship with each district and HRD.
- Provided and discussed the workforce analysis and ideas on how to target the underutilized job categories and increase the diversity of the applicant pool.
- The EEO/AAP Reporting form.
- Discrimination, harassment, retaliation policies and the AAP.
- District's Engineer Assistant Development Program (EACDP).

J. FY16 Allegations Received

The following table shows the number of internal allegations received by HRD's Ethics and EEO Section from September 1, 2016 to September 1, 2017. "Allegations" is used for clarity since complaints received may contain multiple allegations. Additionally, there were four (4) retaliation allegations for filing a complaint of discrimination or harassment.

Basis	Discrimination	Harassment	Sexual Harassment	Retaliation
Age	2	2	0	0
Disability	1	2	0	0
Genetic Information	0	0	0	0
Race/Color	5	9	0	0
National Origin	1	1	0	0
Religion	1	1	0	0
Sex	2	0	11	0
Filing complaint of discrimination or harassment	0	0	0	3
Participating in investigation of Discrimination or Harassment	0	0	0	1
Total Allegations*	12	15	11	4

*Individual complaints received by HRD's Ethics and EEO Section may contain multiple allegations.

FY 2017
EEO Program Update Part II

Attachments

Attachment 1 – Appointment of Affirmative Action Officer

Texas Department of Transportation

125 EAST 11TH STREET | AUSTIN, TEXAS 78701-2483 | (512) 463-8588 | WWW.TXDOT.GOV

March 28, 2016

Achille Alonzi
Division Administrator
Federal Highway Administration
300 East 8th Street, Room 826
Austin, Texas 78701

Dear Mr. Alonzi:

In accordance with the requirements listed in 23 CFR §230.313, Appendix A to Subpart C, Part II, I am designating, Michael D. Bryant, Director, Office of Civil Rights, as the Department's Affirmative Action Officer.

With my support, Michael will be directly responsible for all aspects of the department's Affirmative Action programs. His contact information is below.

Michael D. Bryant
Texas Department of Transportation
Office of Civil Rights
125 East 11th Street
Austin, Texas 78701

Office - (512) 416-4700
E-mail – Michael.D.Bryant@txdot.gov

Sincerely,

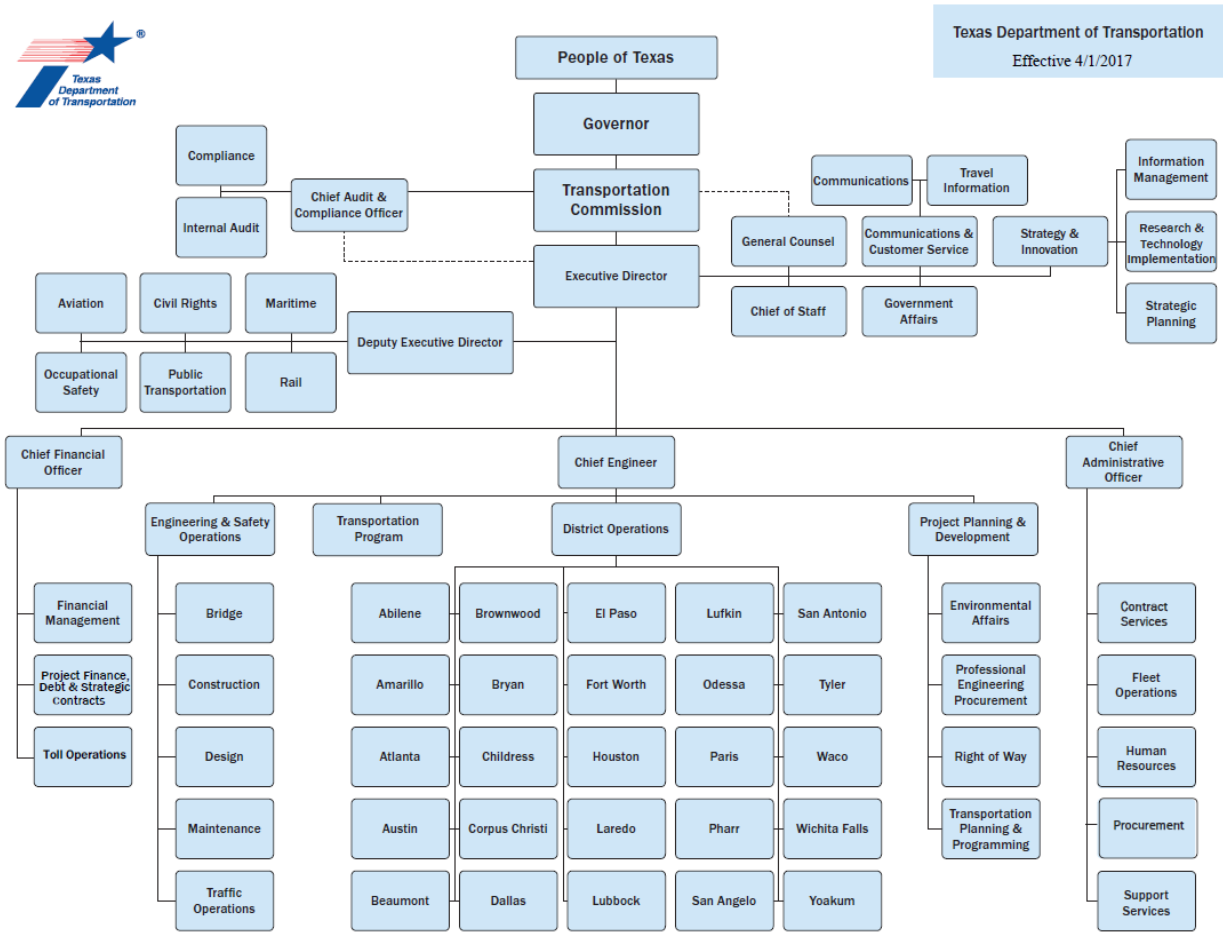
James M. Bass
Executive Director

cc: Mark Arrington, Federal Highway Administration Civil Rights Specialist

OUR GOALS
MAINTAIN A SAFE SYSTEM • ADDRESS CONGESTION • CONNECT TEXAS COMMUNITIES • BEST IN CLASS STATE AGENCY

An Equal Opportunity Employer

Attachment 2 – TxDOT Organizational Chart



Attachment 3 – HRD Ethics and EEO Section

HRD★Net

Search HRD-Net GO HOME | CROSSROADS | TxDOT.gov | A-Z INDEX

Add to Favorites

Ethics
- Home
- Ethics Policy
- Conflict of Interest Checklist
- Guidance on Employee Conduct Policies
- Reporting Fraud Waste and Abuse
- Resources

EEO
- Home
- Definitions
- Submit an Inquiry
- Resources

Contacts
- Phone List

Page Options

INCREASE Font
DECREASE Font

HRD-NET > EEO > Home

Equal Employment Opportunity (EEO)

EEO Policy Statement

The Department's EEO Policy is as follows:

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

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

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

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

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

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

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

For any questions concerning EEO issues, please contact us at EEO@TxDOT.gov.

For instructions on filing an inquiry please see the tab entitled "Submit an Inquiry" and use Complaint Form 1809A.

Reviewed / Updated: 5-15-2015 - David Lucas

Home | Index | Forms

Texas Department of Transportation
Discrimination and Harassment Policy Statement

General Conditions

It is the policy of the Texas Department of Transportation that all employees are entitled to a workplace free of discrimination and harassment based on race, color, religion, sex, national origin, genetic information, disability, military status, or age.

Prohibited Behavior

Examples of unacceptable behavior under this policy include (but are not limited to):

- Discrimination in any employment practice (including, but not limited to recruitment, hiring, promotions, transfers, work assignments, terminations, compensation, benefits, and training);
- Offensive references to an individual's race , color, age, sexual orientation, ethnic origin, or disability;
- Exhibition of offensive pictures, diagrams, and cartoons; and
- Subjecting another employee to unwelcome sexual advances, requests for sexual favors, and other verbal or physical conduct of a sexual nature.

Reporting Discrimination, Harassment, or Retaliation:

DISCRIMINATION OR HARASSMENT (NON-SEXUAL) →

STEP 1- Report concern in writing to the appropriate supervisor within the chain of command (or HR representative) within 10 business days of most recent incident. If no resolution within 5 business days of written notification, go to next step. →

STEP 2- Submit in writing to DE/DD/OD (or if you have not already done so, an HR representative) within 5 business days if concern still unresolved from Step 1. If no response or not resolved within 10 business days of submission to DDO, go to next step. →

STEP 3- File a formal complaint with Human Resources Ethics and EEO section (EEO@TxDOT.gov) using complaint form 1809A within 45 business days of most recent incident.

Optional: Collaborative Resolution Program (CRC) – If CRC utilized, all deadlines are suspended. To seek assistance through the CRC, please call (512) 486-5340 or e-mail HRD_CRC@TxDOT.gov.

SEXUAL HARASSMENT OR RETALIATION → An employee may choose to do one of the following or both:

- File a formal complaint directly with the Ethics and EEO section using the Complaint Form 1809A within 30 calendar days of most recent incident.
- Report concern to the appropriate supervisor within the chain of command (or HR representative) within 30 calendar days of most recent incident (supervisor must report to Ethics and EEO Section).

Please Note: Employees who file complaints concerning discrimination and harassment, or participate in an investigation, are protected from retaliation by state and federal laws as well as TxDOT policy.

Investigations

When appropriate, Human Resources Ethics and EEO Section (which may be contacted at EEO@TxDOT.gov) will investigate reported incidents of discrimination, harassment, and retaliation.

Corrective Actions

Supervisors will take prompt action when they become aware of behavior or allegations that may be regarded as discrimination or harassment. Discrimination and harassment are forms of misconduct that constitute serious offenses and subject offenders to disciplinary action up to and including termination of employment.

OUR VALUES: *People • Accountability • Trust • Honesty*

OUR MISSION: *Through collaboration and leadership, we deliver a safe, reliable, and integrated transportation system that enables the movement of people and goods.*

An Equal Opportunity Employer

Internal Discrimination Complaint Form

Texas Department of Transportation

Complaint Form

Form 1809A
(Rev. 12/16)
Page 1 of 1

Date:

Your Contact Information

Employee Name:

District/Division:

Position/Title:

Preferred Phone Number:

Home Address:

Preferred e-mail

Complaint Information

Type of complaint:

Discrimination - unfair treatment because of the following classes protected by law:

Race Color Religion Sex National Origin Genetic Information Disability Age Pregnancy Military Status

I affirm that I have attempted resolution through my chain of command or human resources officers and am filing this claim within 45 business days of the most recent incident.

Retaliation - any adverse personnel action (demotion, denial of promotion, unjustified negative evaluation, etc.) against an employee as punishment for filing a discrimination or harassment complaint in good faith, being involved in a workplace investigation, or participating in any legally protected activity.

I filed a discrimination or harassment I participated in a workplace investigation/hearing/lawsuit

I participated in another legally protected activity (please explain):

Harassment - unwanted intimidation, ridicule, insult, comments, or physical conduct based on:

Race Color Religion Sex National Origin Genetic Information Disability Age Pregnancy Military Status

(Additional definitions are available on Human Resources Ethics and EEO section web site.)

I affirm that I have attempted resolution through my chain of command or human resources officers and am filing this claim within 45 business days of the most recent incident (affirmation not required for sexual harassment).

My complaint is against:

Name:

Job Position/Title:

District/Division:

Has this incident occurred more than once? Yes No

After entering or pasting text in expanding fields, click outside of field or tab to expand the field.

Please list the date and location of each occurrence:

Have you reported your complaint before? Yes No

If yes, to whom?

Please describe in detail how and why you believe you were discriminated against, retaliated against, and/or harassed.

Do you have supporting information? Yes No

If yes, please explain or attach documentation. Documentation may be attached to the email generated after you complete this form:

I hereby certify that the above information is accurate and complete to the best of my knowledge.

Please be aware that under some circumstances your complaint may be referred to District management or local HROs for handling.

Employee Signature

Date:

Signed forms may also be mailed or hand delivered.
Mail to: TxDOT Human Resources Division, Ethics and EEO Section, 125 E. 11th Street, Austin, TX 78701-2483.
Or hand-deliver to: TxDOT Human Resources Division, 200 E. Riverside Drive, second floor, Austin TX 78704.

Submit by E-mail Contact/Help

Collaborative Resolution Program

HRD★Net

Search HRD-Net | HOME | CROSSROADS | TxDOT.gov | A-Z INDEX

Add to Favorites

Home
Coaching
Facilitation/Mediation
Meet Our Team

Testimonials

"My co-worker and I tried to resolve the problem on our own several times with no positive results. I'm so thankful the Collaborative Resolution Program was created because it really made a difference for both of us. A huge weight has been lifted off our shoulders and our working relationship is growing stronger. Without the Program, I fear the problem would have gotten worse."

Questions about the Collaborative Resolution Program? Contact Us!

Page Options

INCREASE Font
DECREASE Font

HRD-NET > PROGRAMS > CRC > Home

Ending Conflict Begins Here

Collaborative Resolution Program

Because People See Things Differently

Are you experiencing a conflict in the workplace? Perhaps it is a disagreement, difference of opinion, or a personality conflict with a co-worker that is causing strain in the relationship.

Are you struggling with a team's lack of productivity due to poor interpersonal relationships?

Does just the thought of trying to confront these issues exhaust you?

Conflicts occur every day. While we often see conflict as uncomfortable, it offers us the opportunity to grow and improve if it is dealt with in a proper manner. When conflict is not resolved, it creates hostility, anger, frustration, revenge, and can be stressful.

To preserve or rebuild healthy working relationships, everyone needs to know how to address and resolve differences in a timely manner. Contact us by phone at 512-486-5340 or by e-mail at HRD_CRC@TxDOT.gov. Let us help!

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

Our Vision

Strive through collaborative efforts to maintain a work environment where everyone is treated equitably with dignity, honesty, and respect. It is in the best interest of TxDOT to ensure a culture where ALL employees (non-supervisory, supervisory, managerial, administrative, and executive) can work things out through a collaborative process.

Our Mission

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

Attachment 4 – Workforce Development Initiatives

Workforce Development Section

HRD Net

HOME | CROSSROADS | TxDOT.gov | A-Z INDEX

Add to Favorites

Workforce Dev.

- Home

Professional Development

- Home
- Leadership One Program
- Instructor Certification Program
- GED Program

Mentoring

- TxDOT Mentoring Program

Training

- Home
- Mandatory Training
- New Employee Training
- Out of Agency Training
- Classroom Request
- Training Coordinators

Page Options

INCREASE Font

DECREASE Font

HRD-NET > WORKFORCE-DEVELOPMENT > Home

Workforce Development

Enterprise Learning Management (ELM) is TxDOT's Learning Management System. We have updated the ELM dashboard to simplify and enhance your learning experience.

- **My Learning** allows you to launch online courses and view completed and enrolled courses.
- The **Announcements** section keeps you informed of updates and news about training.
- For managers and supervisors, the **Manager Quick Links** and **Team Learning** sections are now integrated for ease of navigation.

Click on the guides below to learn how to navigate the updated dashboard:

- **Employee ELM Guide**
- **Manager ELM Guide**

To search, enroll or start taking online classes, go to ELM.

If you have any questions or need assistance with ELM, please email Training@txdot.gov or call the Training Hotline at 512/416-2000.

Reviewed / Updated: 5-6-2016 - David Lucas

Workforce Planning

HRD Net

Search HRD-Net

GO

HOME | CROSSROADS | TxDOT.gov | A-Z INDEX

Add to Favorites

Workforce Planning

Home

Page Options

INCREASE Font

DECREASE Font

HRD-NET > WORKFORCE-PLANNING > Home

Workforce Planning

What is Workforce Planning?

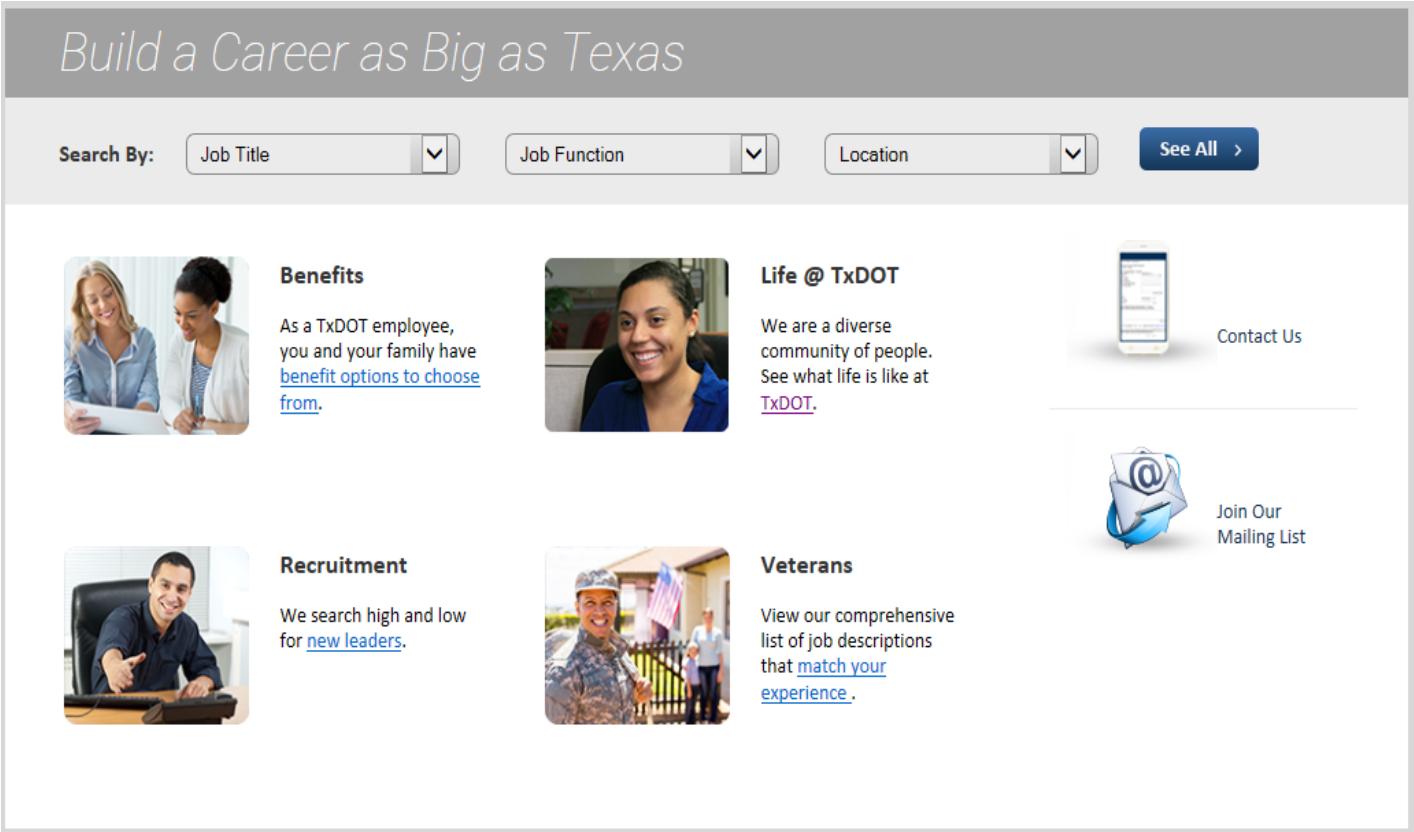
It is a systematic process to get the right employees with the right skills in the right jobs to meet the Department's mission and strategic priorities at the right time.

Why is TxDOT embracing it?

As TxDOT continues to aspire toward becoming a best-in-class organization, an emphasis on the workforce is paramount so the Department can continue to thrive and optimize resources. A holistic approach from the hiring to retiring of employees is key to fostering a modern workforce equipped to meet the challenges of sourcing work activities in the global environment in which TxDOT now functions. This allows TxDOT to fulfill the mission "to work with others to provide safe and reliable transportation solutions for Texas." Our people need to be well-positioned to embrace change and to continue to lead TxDOT into the 21st Century.

TxDOT's Workforce Plan for Fiscal Years 2017 to 2021

Careers @ TxDOT



HRD★Net

HOME | CROSSROADS | TxDOT.gov | A-Z INDEX

Add to Favorites

Tuition Assistance

- Home
- Degree Program
- Non-Degree Program
- Degree Completion Program
- Master's Program
- Prospective Job Duty Degree Program
- Online Degree Programs
- Forms and Documents
- TAP FAQs
- TAP Coordinators

Questions / Suggestions about the Tuition Assistance Program? Contact Us!

Page Options

INCREASE Font
DECREASE Font

HRD-NET > PROGRAMS > TUITION-ASSISTANCE-PROGRAM > Home

Tuition Assistance Program

The Tuition Assistance Program (TAP) provides opportunities for employees to pursue educational growth through academic programs. A course or field of study must provide the participant with knowledge, skills, and abilities that meet the needs of the Department and contribute to its mission.

Find out more about Online Degree Programs.

Participants may pursue either a bachelor's or master's degree through the program. However, they may earn an associate's degree on the way to earning a bachelor's degree, while not exceeding 120 credit hours. Participants may use the program for up to eight years in pursuit of a bachelor's degree, and up to four years for all other degrees.

The Department will pay tuition and mandatory fees up to a maximum of $5,000 per semester. At the start of each semester, participants will be responsible for 30% of the tuition and mandatory fees, and the Department will pay the remaining 70%. After that semester's courses are completed with a passing grade of "C" the 30% portion of the tuition and fees paid by the participant will be reimbursed. This maximum payment excludes books, supplies, and other expenses.

Please refer to the following sources for more information:

- Tuition Assistance Program Policy
- Tuition Assistance Program Guidelines
- Application and forms as specified for each program

Job Related Degree Program

This program assists employees who wish to pursue an associate's, bachelor's, or master's degree while they work full-time for the Department and attend classes.

Job Related Non-Degree Program

This program assists non-degree seeking employees in completing specific college level courses that are directly related to their current job duties or courses required for a general equivalency diploma (GED).

Job Related Degree Completion Program

This program assists employees pursuing bachelor's or master's degrees in civil engineering or other approved fields.

Attachment 5 – Sample Recruitment Initiatives

TxDOT Recruitment Programs

HRD Net

Search HRD-Net

Search HRD-Net

GO

HOME | CROSSROADS | TxDOT.gov | A-Z INDEX

Add to Favorites

Employment Policies

- Home
- EEO Policy Statement
- Recruitment Programs
- Hiring Procedures
- Separation from Employment

Page Options

INCREASE Font

DECREASE Font

HRD-NET > EMPLOYMENT-POLICIES > Recruitment-programs

Recruitment Programs

By stressing the importance and commitment to the transportation needs of the future, the Texas Transportation Commission has named one of its top priorities as retention and recruitment of "a diverse and well-prepared workforce." Some initiatives in the recruitment area include:

FY 2017 Recruitment Plan - Equal Employment Opportunity Program and Affirmative Action Plan

Guidelines - EEO Reporting and Recruiting

Conditional Grant Program - The Conditional Grant Program is primarily a recruitment program available to students seeking career opportunities in eligible degree programs. Students must be considered economically disadvantaged based on federal guidelines. The maximum amount awarded per semester is $3,000 not to exceed $6,000 per academic year. Upon graduation, student must work for the department a minimum of two years.

Eligible Major - Civil engineering or a department-approved discipline: Application | Requirements

Summer Employment Program - designed to introduce interested students from high schools, technical schools and/or colleges and universities to the Texas Department of Transportation. The program provides opportunities for students to gain practical, on-the-job experience and cultivate a qualified work force rich in cultural diversity.

College Cooperative Education Program - is a planned and progressive learning process that integrates academic studies with supervised work experience. Through this program, college students are employed by TxDOT for specific periods of time in positions related to their major field of study and/or career choice.

High School Cooperative Education Program - offers exposure to TxDOT, an opportunity to gain valuable work experience and exposure to working in a professional environment.

College Intern Program - designed to introduce interested college and graduate level students to career opportunities in transportation related fields.

Recruitment Team Members - provide statewide recruiting assistance to the Career Opportunities Section Recruiters. They recruit for the department as a whole. Members include Engineering and Information Systems personnel from each district/division who serve for a period of two (2) years. Recruiting events are scheduled throughout the year and listed on TxDOT's recruitment calendar.

For information regarding recruitment team members and recruiting activities please contact the Career Opportunities Section at (512) 416-2994.

Reviewed / Updated: 4-7-2017 - David Lucas

Home | Index | Forms

Recruitment Brochures

Texas Department of Transportation

#TXDOTCAREERS

TxDOT Summer Employment Program

www.TxDOT.gov
keyword: careers

#TXDOTCAREERS

JUMP-START YOUR CAREER with TxDOT's
Summer Employment Program

WHAT IS THE SUMMER EMPLOYMENT PROGRAM?

The TxDOT Summer Employment Program (SEP) is designed to mentor students, provide on-the-job training and cultivate a qualified and diverse workforce.

Students will work with skilled and licensed professionals to develop and enhance job skills through practical application in the transportation industry.

The SEP offers students paid positions May through August. Students may apply for engineering, support or maintenance tech positions.

WHO IS ELIGIBLE?

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

PROGRAM HIGHLIGHTS

- Pay is comparable to current industry and commensurate with college hours
- Positions are available throughout the state

To be considered, students must pass a pre-employment physical exam, including a drug test, and must be eligible to work in the United States.

APPLY ONLINE

Job assignments begin as early as May 1.

www.TxDOT.gov
keyword: careers

Help Line: 800.893.6848

Join TxDOT and Make a Difference
Equal Opportunity Employer

Texas Department of Transportation

WANT TO JUMP-START YOUR CAREER?

BUILD A CAREER AS BIG AS TEXAS WITH TxDOT

TxDOT has on-the-job learning opportunities for current students. You can begin an exciting and varied career at TxDOT right now.

www.TxDOT.gov
keyword: careers

#TXDOTCAREERS

HOW DO I START MY TxDOT CAREER?

Whether you are a college or high school student, check out these ways you can learn new skills and gain experience at TxDOT.

COLLEGE STUDENTS

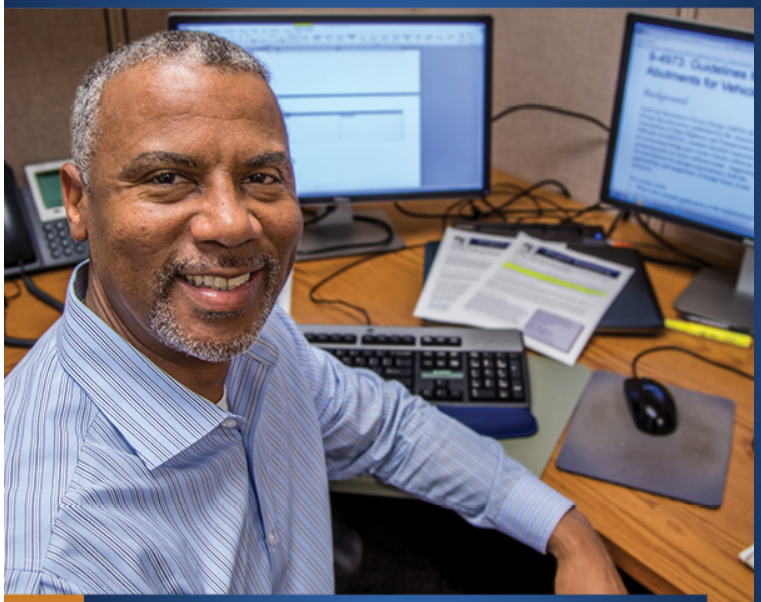
- **College Internships**
  Explore career opportunities in transportation and receive college credit.
- **College Cooperative Education**
  Gain valuable experience related to your field of study.
- **Conditional Grant Program**
  Qualifying students can receive up to $6,000 per academic year for tuition.
- **Summer Employment**
  Positions available May 1 – Aug. 15.
  Students may apply as early as February.

HIGH SCHOOL STUDENTS

- **High School Cooperative Education**
  Students can work half days in a TxDOT office.

Join TxDOT and Make a Difference
Equal Opportunity Employer

Texas Department of Transportation



ARE YOU AN INNOVATIVE PROFESSIONAL?

BUILD A CAREER AS BIG AS TEXAS WITH TxDOT

TxDOT is seeking talented, visionary professionals to provide safe and reliable transportation solutions for Texas. If you want to solve future challenges and make a difference in the lives of all Texans, join our team.

www.TxDOT.gov
keyword: careers

#TXDOTCAREERS

HOW DO I DEVELOP MY TxDOT CAREER?

Our employees tend to have lengthy careers at TxDOT. Few of them job-hop: They can expand their skills and diversify their jobs right here within our agency. Here's how employees can grow throughout their careers.

- **LEADERSHIP PATH**
  Grow into a leadership or managerial role.
- **TECHNICAL PATH**
  Expand your technical skills and career options.
- **CROSS-TRAINING**
  Learn more about how your role relates to other jobs at TxDOT.
- **MENTORING**
  Learn from experienced members of the TxDOT family.

Join TxDOT and Make a Difference
Equal Opportunity Employer

#TXDOTCAREERS

TxDOT Conditional Grant Program

www.TxDOT.gov
keyword: careers

#TXDOTCAREERS

CONSIDERING A CAREER WITH TXDOT?

Want tuition assistance and a guaranteed job with TxDOT after college graduation?

WHAT IS THE CONDITIONAL GRANT PROGRAM?

The program provides tuition assistance to eligible college students who want to pursue a career with TxDOT, who are considered economically disadvantaged and majoring in civil engineering or other department approved majors.

WHO IS ELIGIBLE FOR THE PROGRAM?

- be economically disadvantaged
- be a graduating high school senior or current undergraduate college student
- be a Texas resident eligible to work in the United States
- have a minimum cumulative high school GPA of 3.0 on an unweighted four-point scale or
  - score at least 900 on the SAT or
  - score at least 21 on the ACT
  - have a minimum cumulative 2.5 college GPA
- plan to attend or currently attend an accredited four-year college or university in Texas as a full-time student (minimum 12 semester hours)
- declare an intent to seek a four-year degree in civil engineering or a TxDOT-approved operational business discipline
- agree to work at TxDOT for at least two years immediately following receipt of the required bachelor's degree
- not be more than 30 days delinquent in providing child support under a court order or written repayment plan and
- not be currently repaying TxDOT for a previously awarded conditional grant

WHAT IS THE AMOUNT OF THE CONDITIONAL GRANT?

The grant is awarded each fall and spring semester based on the student's documented financial need. The maximum amount awarded is $3,000 per semester, for a total of $6,000 per academic year.

WHAT ARE THE REQUIREMENTS OF THE CONDITIONAL GRANT?

After acceptance into the program, you must:

- register for and maintain a minimum of 12 hours per semester
- maintain a minimum cumulative GPA of 2.5 on a four-point scale
- graduate with a bachelor's degree in civil engineering or in a TxDOT-approved operational business discipline
- work for TxDOT for at least two years immediately following receipt of the required bachelor's degree

WHAT OTHER CONDITIONS APPLY?

You will be **required to repay the full amount of the grant** expended if you:

- do not graduate
- do not maintain a cumulative 2.5 GPA
- do not maintain a minimum of 12 semester hour
- fail to remain in school
- change your major to a non-approved field of stu
- fail to work for TxDOT for the required two-year pe

APPLY FOR A GRANT!

FRESHMAN YEAR

If during the freshman year you are unable to meet the program requirements, or if you choose to leave the program before entering your sophomore year and before completing 30 college hours, then you may exit the program without penalty as long as you have the approval of the TxDOT program manager.

APPLICATION DEADLINE MARCH 1

Download the application and program rules

www.TxDOT.gov
keyword: careers

Mail application to:

Conditional Grant Program
Texas Department of Transportation
Human Resources Division
125 E. 11th St.
Austin, TX 78701-2483

Questions?
1-866-554-4330
hrd_recruitment@txdot.gov
Equal Opportunity Employer

Texas Department of Transportation

ARE YOU A SKILLED VETERAN?

BUILD A CAREER AS BIG AS TEXAS WITH TxDOT

Apply your valuable service experience to help us discover safe and reliable transportation solutions for Texas. At TxDOT, you can build on your current skills as you grow to meet the needs of the future.

www.TxDOT.gov
keyword: careers

#TXDOTCAREERS

HOW CAN TxDOT USE MY EXPERIENCE?

You can use the skills developed during your military service to help TxDOT provide solutions. We can help you determine how your current skills mesh with existing job opportunities in these exciting careers.

- Aviation
- Communications
- Construction
- Engineering
- Finance
- Information Technology
- Maintenance
- Project Management
- Transportation Planning
- And More

Join TxDOT and Make a Difference
Equal Opportunity Employer

#TXDOTCAREERS

WHAT IS **TxDOT?**

We are 12,000 employees working to provide safe and reliable transportation solutions across Texas.

TxDOT IS MORE THAN BUILDING ROADS. WE ALSO:

- Perform environmental impact studies
- Facilitate the Texas Airport System
- Improve connections between Texas ports and waterways
- Oversee rail planning and inspection

We take pride in our state and what we do.

Be a part of the legacy: Help Texans stay safe and connected.

Texas Department of Transportation

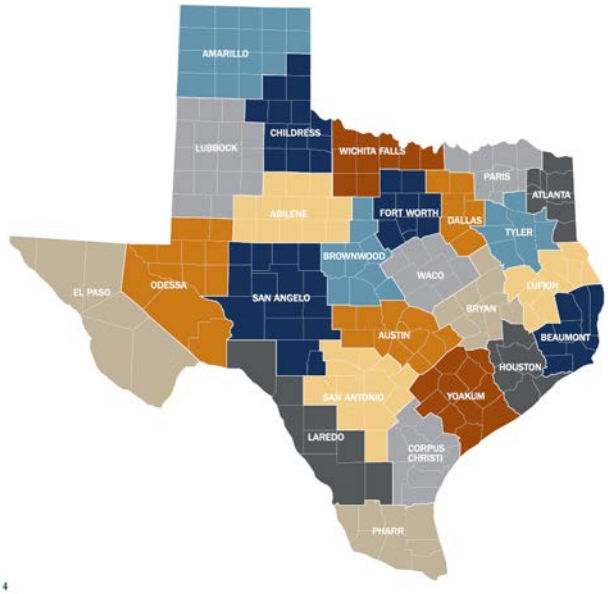
WHAT CAN I DO AT **TxDOT?**

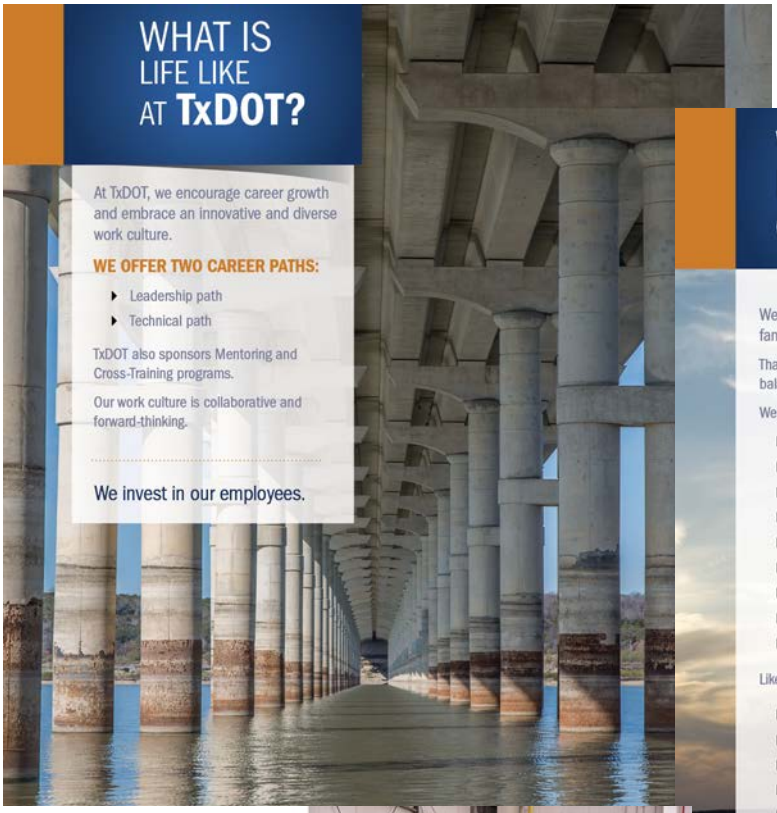
Texas has the largest transportation system in the United States. TxDOT offers diverse career opportunities in order to maintain our networks.

- Geographic information systems analyst
- Engineer
- Environmental specialist
- Budget analyst
- Attorney
- Project manager
- Photographer/videographer
- Ferry captain
- Public relations officer
- Maintenance worker
- Contract specialist
- Auditor
- Laboratory geologist
- Research analyst
- Safety specialist
- Land surveyor
- Transportation planner
- Archeologist
- Graphic designer

WHERE CAN I **WORK?**

TxDOT has 25 districts that oversee routine maintenance and local projects. Employees have the opportunity to transfer to new areas across the state as they grow in their career.





WHAT IS LIFE LIKE AT **TxDOT?**

At TxDOT, we encourage career growth and embrace an innovative and diverse work culture.

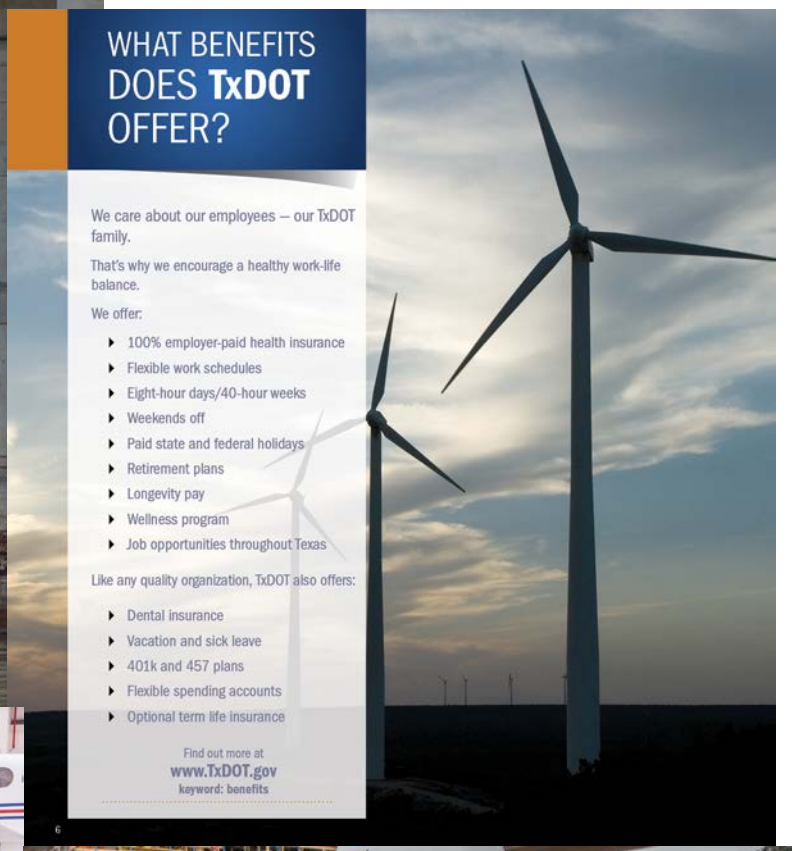
WE OFFER TWO CAREER PATHS:

- Leadership path
- Technical path

TxDOT also sponsors Mentoring and Cross-Training programs.

Our work culture is collaborative and forward-thinking.

We invest in our employees.



WHAT BENEFITS DOES **TxDOT** OFFER?

We care about our employees – our TxDOT family.

That's why we encourage a healthy work-life balance.

We offer:

- 100% employer-paid health insurance
- Flexible work schedules
- Eight-hour days/40-hour weeks
- Weekends off
- Paid state and federal holidays
- Retirement plans
- Longevity pay
- Wellness program
- Job opportunities throughout Texas

Like any quality organization, TxDOT also offers:

- Dental insurance
- Vacation and sick leave
- 401k and 457 plans
- Flexible spending accounts
- Optional term life insurance

Find out more at
www.TxDOT.gov
keyword: benefits

6

DID YOU KNOW **TxDOT ...**

- maintains more than 50,000 bridges?
- created the Adopt-a-Highway program that has expanded to 49 states and other countries?
- has prevented more than 65,000 serious injuries with the Click It or Ticket program?
- runs two free ferry systems: Port Aransas and Galveston-Port Bolivar?
- saved almost 8,000 trees by recycling 465 tons of paper last year?

Aviation

Construction

Engineering

Maintenance

#TXDOTCAREERS

www.TxDOT.gov
keyword: careers

- Search current job openings
- Create and save your personal profile
- Submit your application online
- View upcoming recruitment Events Calendar

Facebook: Facebook.com/TxDOT
Twitter: @TxDOT
Statewide Job Line: (800) 893-6848

Join TxDOT and Make a Difference
Equal Opportunity Employer

Texas Department of Transportation

Attachment 6 – Sample Employee Benefits

Texas Department of Transportation

TOTAL COMPENSATION PACKAGE

Employee Paid Leave

Vacation
Sick
Performance
State holiday
Voting
Wellness
Miscellaneous

Insurance Benefits

Health insurance – Upon acceptance free to full-time employee
($5,000 basic life insurance and $5,000 accidental death and dismemberment provided with health coverage)
Short and long-term disability
Optional life insurance
Dependent term life insurance
Prescription drug program
Dental insurance options
Vision discounts
Flexible spending accounts
Texas Legal

Retirement Benefits

Monthly employee and state contributions
Texa$aver program (401k, 457 and Roth options)

Additional Benefits

Tuition Assistance Program
Flexible work schedules
Work-life balance
Wellness program
Longevity pay
Employee Assistance Program
Discount purchase program
Service and Retirement awards
Recruitment referrals

www.TxDOT.gov
keyword: careers

#TXDOTCAREERS

TOTAL COMPENSATION PACKAGE

- **Vacation Accrual (minimum)**
  8 hours per month x $20 = **$160** per month
- **Sick Leave Accrual (standard)**
  8 hours per month x $20 = **$160** per month
- **Holiday Leave (average)**
  8 hours per month x $20 = **$160** per month
- **Insurance Contribution**
  HealthSelect, member-only coverage: **$617.30** per month
  (Includes $5,000 of Term Life and $5,000 Accidental Death and Dismemberment)
- **State Rate plus Agency Payroll Contribution Toward Retirement**
  10% (9.5 + 0.5) x $3,466.67 = **$346.66** per month
- **State Social Security Contributions**
  6.2% x $3,466.67 = **$214.93** per month
- **Longevity** *(Beginning with two years of qualified state service)*
  An additional **$20** per month for every two full years of state service will be added to your monthly salary.

- **Total Estimated Benefit**
  $1,658.89 per month; **$19,906.68** annual

Figures based on an average TxDOT new hire monthly salary: $3,466.67; Hourly $20; Annual $41,600 as of September 2016.

The way state benefits are structured, a new hire can potentially receive an additional $1,658.89 (approximate figure) in total compensation per month. This can translate into $19,906.68 annually of "enhanced benefits" unseen on your monthly paycheck. These figures include your monthly base salary, health benefit contribution, state social security contributions, retirement consideration, paid leave time and $5,000 of Term Life and $5,000 of Voluntary Accidental Death and Dismemberment (AD&D) coverage.

Join TxDOT and Make a Difference
Equal Opportunity Employer

Employee Assistance Program

HRD Net

GO

HOME | CROSSROADS | TxDOT.gov | A-Z INDEX

Add to Favorites

Employee Assistance Program

Home
- Alliance Work Partners Login Instructions

FAQs

How Does the EAP Work?

- Does the EAP Cost Anything?
- Is the EAP Confidential?
- What if I Have a Crisis?
- Additional FAQs

Page Options

INCREASE Font

DECREASE Font

HRD-NET > BENEFITS > EAP > Home

Employee Assistance Program

alliance work partners

A wap Program

Alliance Work Partners is TxDOT's EAP vendor for our Employee Assistance Program. The EAP provides an opportunity for employees and their immediate family members to receive counseling at no cost for a variety of issues affecting their overall well being.

Getting help is easy, convenient -- and confidential.

For general inquiries or to speak to a counselor:
866-348-9368
EAP Teen Line:
800-334-TEEN (8336)
TDD 800-448-1823
Servicios en español disponibles.

The EAP offers help with various issues including:

- Job Performance
- Marital difficulties
- Family issues
- Communication skills
- Managing depression and anxiety
- Alcohol / Substance Abuse
- Child and elder care resources
- Parenting support
- Anger management
- Legal and financial issues
- Grief and bereavement
- Smoking cessation
- Weight Loss
- Time Management
- Stress management
- Personal concerns
- Career management
- Self-improvement plans

Training Catalog

To schedule training for your work group, you may contact Carol Cunard.

Click **HERE** to go to the training catalog.
Reviewed / Updated: 9-14-2017 - David Lucas

Home | Index | Forms

TxDOT's Wellness Program

HRD Net

Search HRD-Net | HOME | CROSSROADS | TxDOT.gov | A-Z INDEX

Add to Favorites

Wellness

- Home
- Forms and Procedures
- Health Risk Assessments
- Weight Management Programs
- Employee Assistance Program (EAP)
- Everything's Fitter in Texas Challenge
- Wellness in the Field
- Nurseline

Coordinators

- District Coordinators
- Division Coordinators

Austin Events

- Monthly Austin Calendar
- Blood Drive
- Massage Therapy

Newsletters

- Balanced Living News
- Wellness News

Questions / Suggestions about Wellness? Contact Us!

Feedback

"Thank you for coordinating our Wellness Plan. This morning I was ready to go home for the day because I was in so much pain. I went to the massage therapy session, from 12:30-1:00pm and my pain level decreased to the point that I will be able to finish out my workday. I am thankful because I have several deadlines to complete and I would've been very stressed if I had to miss work this afternoon. Your massage therapist helped me be able to remain productive today...thank you! Keep up the great work."

Page Options

INCREASE Font
DECREASE Font

HRD-NET > PROGRAMS > WELLNESS > Home

Wellness Program Incentives

Wellness Leave for Exercise: Employees may take 30 minutes, three times a week during their normal work hours to exercise. Time may be combined with lunch, but may not be used to arrive at work late or leave work early. See Wellness policy for all the details.

See the new Blue Cross Blue Shield health and wellness incentives:

- Take Steps to Well-Being is a well-being program centered on you to meet your health and wellness needs.
- The Well onTarget wellness website will provide you with tools to help you set and reach your wellness goals.
- Wellness coaches are available to help you with a variety of topics and issues such as nutrition, fitness, exercise and stress management.
- The Fitness Program is a flexible membership program you can use to gain access to more than 9,000 fitness centers.
- Programs for weight loss and weight management can help you feel better, have more energy and cut your risk for many health conditions.
- Tobacco cessation resources provide support when you need help quitting tobacco.

Wellness Leave for Physical Exam and Health Risk Assessment (HRA): Employees are awarded 8 hours off each year for completing an HRA and a yearly medical physical.

Wellness Health Risk Assessments

Please follow the following directions depending on your health care provider.

Blue Cross Blue Shield of Texas: Well onTarget offers personalized tools and resources to support your health and wellness. The OnMyWay Health Assessment uses adaptable questions to learn more about your current health status, including how your health compares with others in your age group. It will identify what you are already doing well and where there are opportunities for improvement. After you take the assessment, you will get a personal wellness report. Log in to Blue Access for Members to access Well onTarget and the Health Assessment. You can also download the mobile BCBSTX mobile app. Text BCBSTX APP to 33633.

Scott White: Scott White Health Plan (SWHP) allows both members and non-members to access an online Wellness Assessment through their **ERS-dedicated website**. SWHP members can access the assessment by following the link above and clicking "assessment for members." They then must log into their account with their username and password. Non-SWHP members should click "assessment for non-members" and fill out the required information to create an account. They will need the following Corp ID: 1011.

The Employee Assistance Program: The EAP vendor, Alliance Work Partners, also offers a health assessment. Log in to Alliance Work Partners and access your benefits. (Note: if you have never registered or logged in to this site before, see this page first for registration instructions.) Then connect to Well Coach. You will find the Health Risk Assessment on your own **My Pathway to Health** dashboard.

2017 Everything's Fitter in Texas Challenge

How to Use Everything's Fitter in Texas Challenge Leave

1. Once you reach your *Everything's Fitter in Texas* goal, download and fill out the Completion Certificate located under *End of Challenge* on the **challenge website**.
2. Submit the certificate of completion to your supervisor when you want to take your four hours of leave. You must use your awarded leave by ***April 1, 2018***.
3. When you use your awarded leave, record the hours on your timesheet using Time Reporting Code ***>WELLO - Well Oth Get Fit, Wlk Acr TX.***

Have additional questions? Please contact Karen Goelkel or Audrey Thompson.

Wellness in the Field

Wellness in the field is a wellness series of short videos and handouts for employees who may not have the opportunity to utilize on-campus programs. Session topics will include healthy eating, physical activity, sleep, stress management and moderation.

Handout: One of the best ways to make eating healthy easier is to have a **PLAN**

Video: Healthy Eating in the Field

Nurseline

Health concerns don't always follow a 9-to-5 schedule. Your medical plans include nurse lines where you can get answers to medical questions or concerns 24 hours a day, seven days a week.

Blue Cross Blue Shield –24/7 Nurseline (800) 581-0368

Community First Health Plans - NurseLink (210) 358-3000 or (800) 950-5803

Scott & White Health Plan Nurse Line - (800) 975-6612

Resources

- Blue Cross Blue Shield of Texas
- Scott & White
- ERS
- EAP
- Forms
- Nurseline
- Districts Wellness Coordinators
- Divisions Wellness Coordinators

Reviewed / Updated: 10-02-2017 - Audrey Thompson

Home | Index | Forms

Rev. EEO-4 1995
Function Code: 02
Streets and Highways

EEO-4 Annual Government Report
EEO-4 Report
Texas Dept of Transportation

Page: 2
Run Date: 10/09/2017
Rpt ID: X_PER031

1. Full Time Employees From 09/01/2017 To 09/01/2017

EEO Job Category		Salaries	Total	Male					Female				
			A	B Wht	C Blk	D Hisp	E *AA/PI	F *AI/AN	G Wht	H Blk	I Hisp	J *AA/PI	K *AI/AN
Officl/Adm	02	$16.0 - 19.9	5	4					1				
	07	55.0 - 69.9	2						1	1			
		70.0 Plus	360	228	9	52	8	1	48	2	9	3	
Professnls	11	$25.0 - 32.9	7	2	2	1			1		1		
	12	33.0 - 42.9	177	56	9	27	4		42	14	24	1	
	13	43.0 - 54.9	1321	490	86	242	41	7	214	75	142	23	1
	14	55.0 - 69.9	1618	665	92	264	38	3	326	67	134	25	4
		70.0 Plus	1952	865	88	288	105	3	355	50	153	44	1
Technicns	18	$25.0 - 32.9	17	5	1	4			2	2	2	1	
	19	33.0 - 42.9	621	341	42	160	6	3	39	4	23	2	1
	20	43.0 - 54.9	991	567	66	245	6	9	61	9	27		1
	21	55.0 - 69.9	120	82	2	22	1		8		3	2	
		70.0 Plus	26	18	1	1	1		3	1		1	
Admin Supp	39	$25.0 - 32.9	33	6	1	2			17	1	6		
	40	33.0 - 42.9	243	14	2	11		1	149	10	51	3	2
	41	43.0 - 54.9	269	15	2	14			168	14	55	1	
Skill Crft	46	$25.0 - 32.9	234	139	31	40	6	4	12		2		
	47	33.0 - 42.9	2071	1192	153	659	15	7	36	3	5	1	
	48	43.0 - 54.9	774	484	40	232	7	2	8	1			
	49	55.0 - 69.9	286	203	13	66	1	1	2				
		70.0 Plus	79	58	2	17		1	1				
Serv/Maint	53	$25.0 - 32.9	193	105	18	56	4	2	6		2		
	54	33.0 - 42.9	47	18	2	21			5		1		
	55	43.0 - 54.9	7	1		2			2		1	1	
	56	55.0 - 69.9	1	1									
Total Full Time	65		11454	5559	662	2426	243	44	1507	254	641	108	10

TEXAS DEPARTMENT OF TRANSPORTATION

EEO Workforce Progression Summary

Page No. 1
Run Date: 09/19/2017
Rpt ID: X_RR5030
From 09/01/16 Thru 08/31/17

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

Summary of All Job Groups — Statewide

		Male						Female						Gender
Workforce Category	Total	White	Black	Hispanic	*AA/PI	*AI/AN	*NI	White	Black	Hispanic	*AA/PI	*AI/AN	*NI	*NI
All Applicants	97673	32864	9318	17212	5173	667	102	13050	6312	7098	1947	429	76	3425
% of Total Applicants		33.65	9.54	17.62	5.30	0.68	0.10	13.36	6.46	7.27	1.99	0.44	0.08	3.51
Applicants - External	79904	25600	7888	13665	4045	602	101	11248	5347	6052	1607	394	74	3281
% of Total Applicants - External		32.04	9.87	17.10	5.06	0.75	0.13	14.08	6.69	7.57	2.01	0.49	0.09	4.11
Applicants - Internal	17769	7264	1430	3547	1128	65	1	1802	965	1046	340	35	2	144
% of Total Applicants - Internal		40.88	8.05	19.96	6.35	0.37	0.01	10.14	5.43	5.89	1.91	0.20	0.01	0.81
Hires	1001	488	78	245	15	7	-	102	19	37	10	-	-	-
% of Total Hires		48.75	7.79	24.48	1.50	0.70	-	10.19	1.90	3.70	1.00	-	-	-
All Promotions	2366	1174	156	531	55	10	-	270	39	109	20	2	-	-
% of Total All Promotions		49.62	6.59	22.44	2.32	0.42	-	11.41	1.65	4.61	0.85	0.08	-	-
Merit Increases	5195	2549	233	1008	103	21	-	779	129	320	48	5	-	-
% of Total Merit Increases		49.07	4.49	19.40	1.98	0.40	-	15.00	2.48	6.16	0.92	0.10	-	-
One Time Merit	1406	667	88	255	33	5	-	219	36	89	14	-	-	-
% of One Time Merit		47.44	6.26	18.14	2.35	0.36	-	15.58	2.56	6.33	1.00	-	-	-
Separations	1319	673	90	271	12	6	-	173	31	55	7	1	-	-
% of Total Separations		51.02	6.82	20.55	0.91	0.45	-	13.12	2.35	4.17	0.53	0.08	-	-

TEXAS DEPARTMENT OF TRANSPORTATION

EEO Workforce Progression Summary

Page No. 2
Run Date: 09/19/2017
Rpt ID: X_RR5030
From 09/01/16 Thru 08/31/17

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

Job Category: Officials/Administrators

Statewide

		Male						Female						Gender
Workforce Category	Total	White	Black	Hispanic	*AA/PI	*AI/AN	*NI	White	Black	Hispanic	*AA/PI	*AI/AN	*NI	*NI
All Applicants	2750	1301	169	392	283	7	1	270	76	65	64	4	1	117
% of Total Applicants		47.31	6.15	14.25	10.29	0.25	0.04	9.82	2.76	2.36	2.33	0.15	0.04	4.25
Applicants - External	1682	676	134	211	187	5	1	202	57	43	45	4	1	116
% of Total Applicants - External		40.19	7.97	12.54	11.12	0.30	0.06	12.01	3.39	2.56	2.68	0.24	0.06	6.90
Applicants - Internal	1068	625	35	181	96	2	-	68	19	22	19	-	-	1
% of Total Applicants - Internal		58.52	3.28	16.95	8.99	0.19	-	6.37	1.78	2.06	1.78	-	-	0.09
Hires	8	6	-	1	-	-	-	1	-	-	-	-	-	-
% of Total Hires		75.00	-	12.50	-	-	-	12.50	-	-	-	-	-	-
All Promotions	48	28	1	7	3	-	-	8	1	-	-	-	-	-
% of Total All Promotions		58.33	2.08	14.58	6.25	-	-	16.67	2.08	-	-	-	-	-
Merit Increases	213	130	4	34	4	1	-	30	1	6	3	-	-	-
% of Total Merit Increases		61.03	1.88	15.96	1.88	0.47	-	14.08	0.47	2.82	1.41	-	-	-
One Time Merit	64	44	1	8	2	-	-	7	-	2	-	-	-	-
% of One Time Merit		68.75	1.56	12.50	3.13	-	-	10.94	-	3.13	-	-	-	-
Separations	46	29	1	6	1	-	-	8	-	1	-	-	-	-
% of Total Separations		63.04	2.17	13.04	2.17	-	-	17.39	-	2.17	-	-	-	-

TEXAS DEPARTMENT OF TRANSPORTATION

EEO Workforce Progression Summary

Page No. 3
Run Date: 09/19/2017
Rpt ID: X_RR5030
From 09/01/16 Thru 08/31/17

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

Job Category: Professionals

Statewide

		Male						Female						Gender
Workforce Category	Total	White	Black	Hispanic	*AA/PI	*AI/AN	*NI	White	Black	Hispanic	*AA/PI	*AI/AN	*NI	*NI
All Applicants	43055	11866	4395	6392	3004	210	49	6308	3805	3540	1262	213	29	1982
% of Total Applicants		27.56	10.21	14.85	6.98	0.49	0.11	14.65	8.84	8.22	2.93	0.49	0.07	4.60
Applicants - External	34348	9143	3598	4901	2310	189	49	5150	3025	2767	1067	191	27	1931
% of Total Applicants - External		26.62	10.48	14.27	6.73	0.55	0.14	14.99	8.81	8.06	3.11	0.56	0.08	5.62
Applicants - Internal	8707	2723	797	1491	694	21	-	1158	780	773	195	22	2	51
% of Total Applicants - Internal		31.27	9.15	17.12	7.97	0.24	-	13.30	8.96	8.88	2.24	0.25	0.02	0.59
Hires	223	58	21	37	10	1	-	44	15	27	10	-	-	-
% of Total Hires		26.01	9.42	16.59	4.48	0.45	-	19.73	6.73	12.11	4.48	-	-	-
All Promotions	926	356	64	162	41	5	-	164	34	82	18	-	-	-
% of Total All Promotions		38.44	6.91	17.49	4.43	0.54	-	17.71	3.67	8.86	1.94	-	-	-
Merit Increases	2458	1023	103	374	77	3	-	511	100	224	39	4	-	-
% of Total Merit Increases		41.62	4.19	15.22	3.13	0.12	-	20.79	4.07	9.11	1.59	0.16	-	-
One Time Merit	696	287	36	103	24	2	-	137	32	64	11	-	-	-
% of One Time Merit		41.24	5.17	14.80	3.45	0.29	-	19.68	4.60	9.20	1.58	-	-	-
Separations	461	215	24	55	4	2	-	98	24	32	7	-	-	-
% of Total Separations		46.64	5.21	11.93	0.87	0.43	-	21.26	5.21	6.94	1.52	-	-	-

TEXAS DEPARTMENT OF TRANSPORTATION

EEO Workforce Progression Summary

Page No. 4
Run Date: 09/19/2017
Rpt ID: X_RR5030
From 09/01/16 Thru 08/31/17

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

Job Category: Technicians

Statewide

		Male						Female						Gender
Workforce Category	Total	White	Black	Hispanic	*AA/PI	*AI/AN	*NI	White	Black	Hispanic	*AA/PI	*AI/AN	*NI	*NI
All Applicants	15010	5403	1631	3292	1155	111	21	1237	598	725	348	46	3	440
% of Total Applicants		36.00	10.87	21.93	7.69	0.74	0.14	8.24	3.98	4.83	2.32	0.31	0.02	2.93
Applicants - External	12314	4222	1414	2670	972	91	21	1048	525	611	270	41	3	426
% of Total Applicants - External		34.29	11.48	21.68	7.89	0.74	0.17	8.51	4.26	4.96	2.19	0.33	0.02	3.46
Applicants - Internal	2696	1181	217	622	183	20	-	189	73	114	78	5	-	14
% of Total Applicants - Internal		43.81	8.05	23.07	6.79	0.74	-	7.01	2.71	4.23	2.89	0.19	-	0.52
Hires	77	27	9	25	2	-	-	10	1	3	-	-	-	-
% of Total Hires		35.06	11.69	32.47	2.60	-	-	12.99	1.30	3.90	-	-	-	-
All Promotions	513	310	43	121	4	2	-	21	2	8	1	1	-	-
% of Total All Promotions		60.43	8.38	23.59	0.78	0.39	-	4.09	0.39	1.56	0.19	0.19	-	-
Merit Increases	795	469	37	182	8	9	-	57	5	25	3	-	-	-
% of Total Merit Increases		58.99	4.65	22.89	1.01	1.13	-	7.17	0.63	3.14	0.38	-	-	-
One Time Merit	197	116	13	41	2	1	-	13	2	6	3	-	-	-
% of One Time Merit		58.88	6.60	20.81	1.02	0.51	-	6.60	1.02	3.05	1.52	-	-	-
Separations	183	103	15	36	3	-	-	21	2	3	-	-	-	-
% of Total Separations		56.28	8.20	19.67	1.64	-	-	11.48	1.09	1.64	-	-	-	-

TEXAS DEPARTMENT OF TRANSPORTATION

EEO Workforce Progression Summary

Page No. 5
Run Date: 09/19/2017
Rpt ID: X_RR5030
From 09/01/16 Thru 08/31/17

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

Job Category: Administrative Support

Statewide

		Male						Female						Gender
Workforce Category	Total	White	Black	Hispanic	*AA/PI	*AI/AN	*NI	White	Black	Hispanic	*AA/PI	*AI/AN	*NI	*NI
All Applicants	12982	1605	568	1035	310	56	-	4596	1545	2495	194	150	35	393
% of Total Applicants		12.36	4.38	7.97	2.39	0.43	-	35.40	11.90	19.22	1.49	1.16	0.27	3.03
Applicants - External	12142	1448	526	951	223	54	-	4324	1484	2386	174	144	35	393
% of Total Applicants - External		11.93	4.33	7.83	1.84	0.44	-	35.61	12.22	19.65	1.43	1.19	0.29	3.24
Applicants - Internal	840	157	42	84	87	2	-	272	61	109	20	6	-	-
% of Total Applicants - Internal		18.69	5.00	10.00	10.36	0.24	-	32.38	7.26	12.98	2.38	0.71	-	-
Hires	44	3	-	2	-	1	-	33	-	5	-	-	-	-
% of Total Hires		6.82	-	4.55	-	2.27	-	75.00	-	11.36	-	-	-	-
All Promotions	95	5	-	4	-	-	-	66	1	18	-	1	-	-
% of Total All Promotions		5.26	-	4.21	-	-	-	69.47	1.05	18.95	-	1.05	-	-
Merit Increases	277	16	2	13	-	-	-	160	21	62	2	1	-	-
% of Total Merit Increases		5.78	0.72	4.69	-	-	-	57.76	7.58	22.38	0.72	0.36	-	-
One Time Merit	82	9	2	2	-	-	-	52	2	15	-	-	-	-
% of One Time Merit		10.98	2.44	2.44	-	-	-	63.41	2.44	18.29	-	-	-	-
Separations	59	6	-	-	-	-	-	36	2	14	-	1	-	-
% of Total Separations		10.17	-	-	-	-	-	61.02	3.39	23.73	-	1.69	-	-

TEXAS DEPARTMENT OF TRANSPORTATION

EEO Workforce Progression Summary

Page No. 6
Run Date: 09/19/2017
Rpt ID: X_RR5030
From 09/01/16 Thru 08/31/17

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

Job Category: Skilled Craft

Statewide

		Male						Female						Gender
Workforce Category	Total	White	Black	Hispanic	*AA/PI	*AI/AN	*NI	White	Black	Hispanic	*AA/PI	*AI/AN	*NI	*NI
All Applicants	17761	9818	1739	4597	244	232	21	397	145	151	45	11	3	358
% of Total Applicants		55.28	9.79	25.88	1.37	1.31	0.12	2.24	0.82	0.85	0.25	0.06	0.02	2.02
Applicants - External	14089	7591	1472	3645	218	216	21	313	127	129	42	9	3	303
% of Total Applicants - External		53.88	10.45	25.87	1.55	1.53	0.15	2.22	0.90	0.92	0.30	0.06	0.02	2.15
Applicants - Internal	3672	2227	267	952	26	16	-	84	18	22	3	2	-	55
% of Total Applicants - Internal		60.65	7.27	25.93	0.71	0.44	-	2.29	0.49	0.60	0.08	0.05	-	1.50
Hires	468	286	33	134	2	3	-	8	2	-	-	-	-	-
% of Total Hires		61.11	7.05	28.63	0.43	0.64	-	1.71	0.43	-	-	-	-	-
All Promotions	781	474	48	236	7	3	-	11	1	1	-	-	-	-
% of Total All Promotions		60.69	6.15	30.22	0.90	0.38	-	1.41	0.13	0.13	-	-	-	-
Merit Increases	1409	891	82	391	13	8	-	20	2	2	-	-	-	-
% of Total Merit Increases		63.24	5.82	27.75	0.92	0.57	-	1.42	0.14	0.14	-	-	-	-
One Time Merit	349	203	35	95	5	2	-	8	-	1	-	-	-	-
% of One Time Merit		58.17	10.03	27.22	1.43	0.57	-	2.29	-	0.29	-	-	-	-
Separations	449	264	35	131	4	4	-	8	1	2	-	-	-	-
% of Total Separations		58.80	7.80	29.18	0.89	0.89	-	1.78	0.22	0.45	-	-	-	-

TEXAS DEPARTMENT OF TRANSPORTATION

EEO Workforce Progression Summary

Page No. 7
Run Date: 09/19/2017
Rpt ID: X_RR5030
From 09/01/16 Thru 08/31/17

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

Job Category: Service-Maintenance

Statewide

		Male						Female						Gender
Workforce Category	Total	White	Black	Hispanic	*AA/PI	*AI/AN	*NI	White	Black	Hispanic	*AA/PI	*AI/AN	*NI	*NI
All Applicants	6115	2871	816	1504	177	51	10	242	143	122	34	5	5	135
% of Total Applicants		46.95	13.34	24.60	2.89	0.83	0.16	3.96	2.34	2.00	0.56	0.08	0.08	2.21
Applicants - External	5329	2520	744	1287	135	47	9	211	129	116	9	5	5	112
% of Total Applicants - External		47.29	13.96	24.15	2.53	0.88	0.17	3.96	2.42	2.18	0.17	0.09	0.09	2.10
Applicants - Internal	786	351	72	217	42	4	1	31	14	6	25	-	-	23
% of Total Applicants - Internal		44.66	9.16	27.61	5.34	0.51	0.13	3.94	1.78	0.76	3.18	-	-	2.93
Hires	181	108	15	46	1	2	-	6	1	2	-	-	-	-
% of Total Hires		59.67	8.29	25.41	0.55	1.10	-	3.31	0.55	1.10	-	-	-	-
All Promotions	3	1	-	1	-	-	-	-	-	-	1	-	-	-
% of Total All Promotions		33.33	-	33.33	-	-	-	-	-	-	33.33	-	-	-
Merit Increases	43	20	5	14	1	-	-	1	-	1	1	-	-	-
% of Total Merit Increases		46.51	11.63	32.56	2.33	-	-	2.33	-	2.33	2.33	-	-	-
One Time Merit	18	8	1	6	-	-	-	2	-	1	-	-	-	-
% of One Time Merit		44.44	5.56	33.33	-	-	-	11.11	-	5.56	-	-	-	-
Separations	121	56	15	43	-	-	-	2	2	3	-	-	-	-
% of Total Separations		46.28	12.40	35.54	-	-	-	1.65	1.65	2.48	-	-	-	-

Separation Analysis

TEXAS DEPARTMENT OF TRANSPORTATION

Texas Dept of Transportation
Employee Type: 1,2,5,8

Page No. 2
Run Date: 09/26/2017
Rpt ID: X_RR5015
From 09/01/2016 Thru 08/31/2017

By Reason Code

Reason Code	Total Sep By Rsn Cd	% of Total	Male White	Male Black	Male Hisp	Male *AA/ PI	Male *AI/ AN	Male Un-known	Female White	Female Black	Female Hisp	Female *AA/ PI	Female *AI/ AN	Female Un-known
057 Resig inLieu of Invol Sep	15	1.12	7	1	3	-	-	-	4	-	-	-	-	-
060 Voluntary Separation	646	48.03	309	42	165	4	4	1	79	13	25	3	1	-
063 Termination at Will	7	0.52	1	2	3	-	-	-	-	-	1	-	-	-
064 Reduction in Force	9	0.67	5	2	2	-	-	-	-	-	-	-	-	-
065 Trans to Another Agency	19	1.41	6	-	2	-	-	-	4	3	3	1	-	-
067 Dismissal for Cause	96	7.14	44	9	23	1	-	-	7	8	4	-	-	-
068 Retirement	523	38.88	299	32	77	9	2	-	80	5	18	1	-	-
069 Death	30	2.23	20	1	6	1	-	-	-	2	-	-	-	-
Column Totals	1,345		691	89	281	15	6	1	174	31	51	5	1	-

Separation Analysis

TEXAS DEPARTMENT OF TRANSPORTATION

Texas Dept of Transportation
Employee Type: 1,2,5,8

Page No. 3
Run Date: 09/26/2017
Rpt ID: X_RR5015
From 09/01/2016 Thru 08/31/2017

By Job Category

Job Category	Total Sep By Job Cat	% of Total	Male White	Male Black	Male Hisp	Male *AA/ PI	Male *AI/ AN	Male Un-known	Female White	Female Black	Female Hisp	Female *AA/ PI	Female *AI/ AN	Female Un-known
Officials and Administrators	46	3.42	33	-	7	1	-	-	4	-	1	-	-	-
Professionals	483	35.91	231	26	61	7	2	-	97	24	30	5	-	-
Technicians	181	13.46	99	15	42	3	-	-	19	2	1	-	-	-
Protective Service	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Paraprofessionals	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Office/Clerical	68	5.06	7	-	-	-	-	-	44	2	14	-	1	-
Skilled Craft	452	33.61	266	33	133	4	4	1	8	1	2	-	-	-
Service Maintenance	115	8.55	55	15	38	-	-	-	2	2	3	-	-	-
Elected Officials	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Elected Official Staff	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Column Totals	1,345		691	89	281	15	6	1	174	31	51	5	1	-

From:	CivilRights
To:	"mark.arrington@dot.gov"
Cc:	Gina Lopez; Debra Lyon; Abdul Dunn
Subject:	CIV REPORT SUBMISSION: FY 2018 EEO PROGRAM UPDATE PART II
Date:	Monday, October 30, 2017 5:16:50 PM
Attachments:	FHWA FY2018 EEO PROGRAM UPDATE PART II (FINAL 10.30.2017).docx

---

PLEASE CONFIRM RECEIPT

Mark,

Please see the FY18 EEO Program Update Part II report.

In you have any questions, regarding this program, please call:

- Debra Lyons
  Operations and Policy Director
  (512) 416-4710

Gina Lopez, CTCM
Contract Specialist
Civil Rights Division
Ph: 512-416-4758
Email: gina.lopez@txdot.gov

From: Arrington, Mark (FHWA)
To: CivilRights
Cc: Gina Lopez; Debra Lyon; Abdul Dunn
Subject: RE: CIV REPORT SUBMISSION: FY 2018 EEO PROGRAM UPDATE PART II
Date: Wednesday, November 01, 2017 6:57:51 AM

Received, thank you.

FHWA may be deferring to DOL for oversight of this program as a pilot this year. I will forward you guidance or schedule a meeting to discuss as I know more. Thank you.

Mark Arrington
Civil Rights Program Manager
FHWA-Texas Division

From: CivilRights [mailto:CivilRights@txdot.gov]
Sent: Monday, October 30, 2017 5:16 PM
To: Arrington, Mark (FHWA) <mark.arrington@dot.gov>
Cc: Gina Lopez <Gina.Lopez@txdot.gov>; Debra Lyon <Debra.Lyon@txdot.gov>; Abdul Dunn <Abdul.Dunn@txdot.gov>
Subject: CIV REPORT SUBMISSION: FY 2018 EEO PROGRAM UPDATE PART II

PLEASE CONFIRM RECEIPT

Mark,

Please see the FY18 EEO Program Update Part II report.

In you have any questions, regarding this program, please call:

- Debra Lyons
  Operations and Policy Director
  (512) 416-4710

Gina Lopez, CTCM
Contract Specialist
Civil Rights Division
Ph: 512-416-4758
Email: gina.lopez@txdot.gov