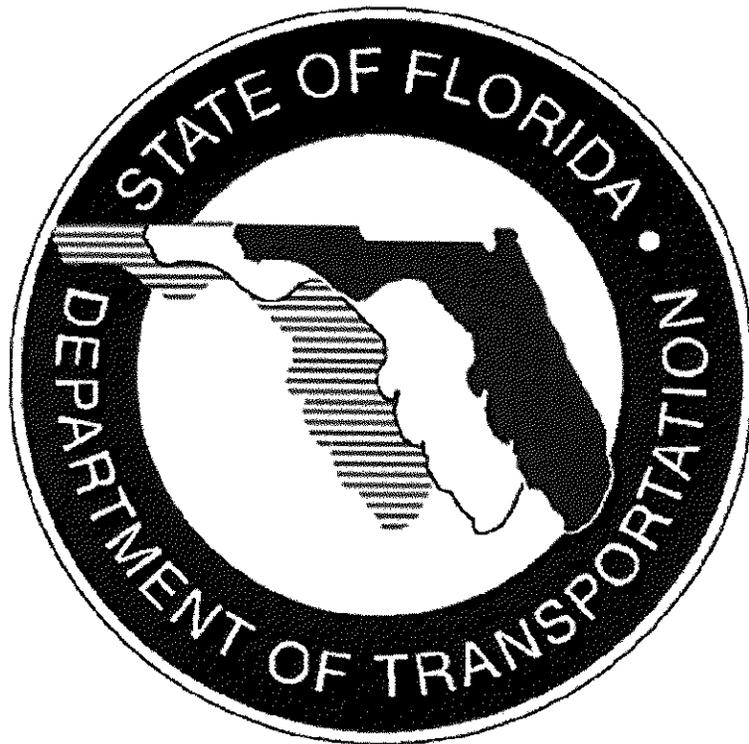


Florida Department of Transportation



Affirmative Action Plan

March 31, 2013 – March 30, 2018

TABLE OF CONTENTS

Section One	5
Introduction.....	6
Department’s Organizational Chart	7
Equal Opportunity Office Organizational Chart.....	8
Secretary’s Affirmation Statement	9
Department’s Affirmation of Policy and the Affirmative Action Plan.....	10
Dissemination of Policy	11
Internal	11
External.....	11
Section Two	12
Responsibility for Implementation of Affirmative Action Plan	13
Secretary and District Secretaries	13
Equal Employment Opportunity/Affirmative Action (EEO/AA) Officer	13
Director of Human Resources.....	14
Regional Human Resources Managers	14
Managers.....	14
Supervisors.....	15
Section Three	16
Florida Available Labor Market (ALM).....	17
ALM Chart Table 3.1	18
Adverse Impact Analysis	19
80% Values Chart Table 3.2	20
Section Four	21
EEO-4 Job Group Definitions.....	22
Analysis of FDOT Present Workforce by EEO-4 Job Categories.....	23
FDOT Workforce Charts by EEO-4 Job Categories with race and gender Table 4.1	25

Section Five	27
Utilization Analysis	28
Utilization Chart Table 5.1	31
Identification of Areas of Concern	34
Explanation of Affirmative Action Goals.....	35
Parity Needs Table 5.2.....	36
New Hire Analysis Chart Table 5.3.....	38
New Hire Five Year Average Chart Table 5.4	41
Yearly Goals Table 5.5	42
Five Year Goals Table 5.6	43
Section Six	44
Action Oriented Initiatives and Good Faith Efforts.....	45
Action Oriented Programs	47
Section Seven	49
P.E. Trainee Program.....	50
Right of Way Training Program	51
Supervisor Academy.....	51
Management Academy	51
Leadership Academy	52
Certified Public Manager.....	52
Volunteer/Intern Program	52
Section Eight	53
Performance Evaluations	54
Section Nine	55
Program Monitoring.....	56
Section Ten	57
Internal Complaint Procedure.....	58
Sexual Harassment Policy.....	58
Retaliation Policy.....	58

Appendix A

Appendix B

**Florida Department of Transportation's
Affirmative Action (AA) Plan**

Effective Date of AA Plan: March 31, 2013 – March 30, 2018

Agency Head: Ananth Prasad

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Haydon Burns Building
605 Suwannee Street, Mail Station 57
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Telephone: (850) 414-5205

EEO/AA Officer: Arthur E. Wright

Address: Equal Opportunity Office
605 Suwannee Street, Mail Station 65
Tallahassee, Florida 32399-0450

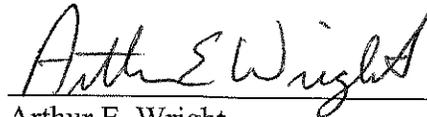
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Reviewed and Approved by:



Ananth Prasad
Secretary
Florida Department of Transportation

Reviewed and Approved by:



Arthur E. Wright
EEO/AA Officer
Florida Department of Transportation

SECTION ONE

Policy Statement,
Purpose of EEO/AA Plan and
Dissemination of Policy

INTRODUCTION

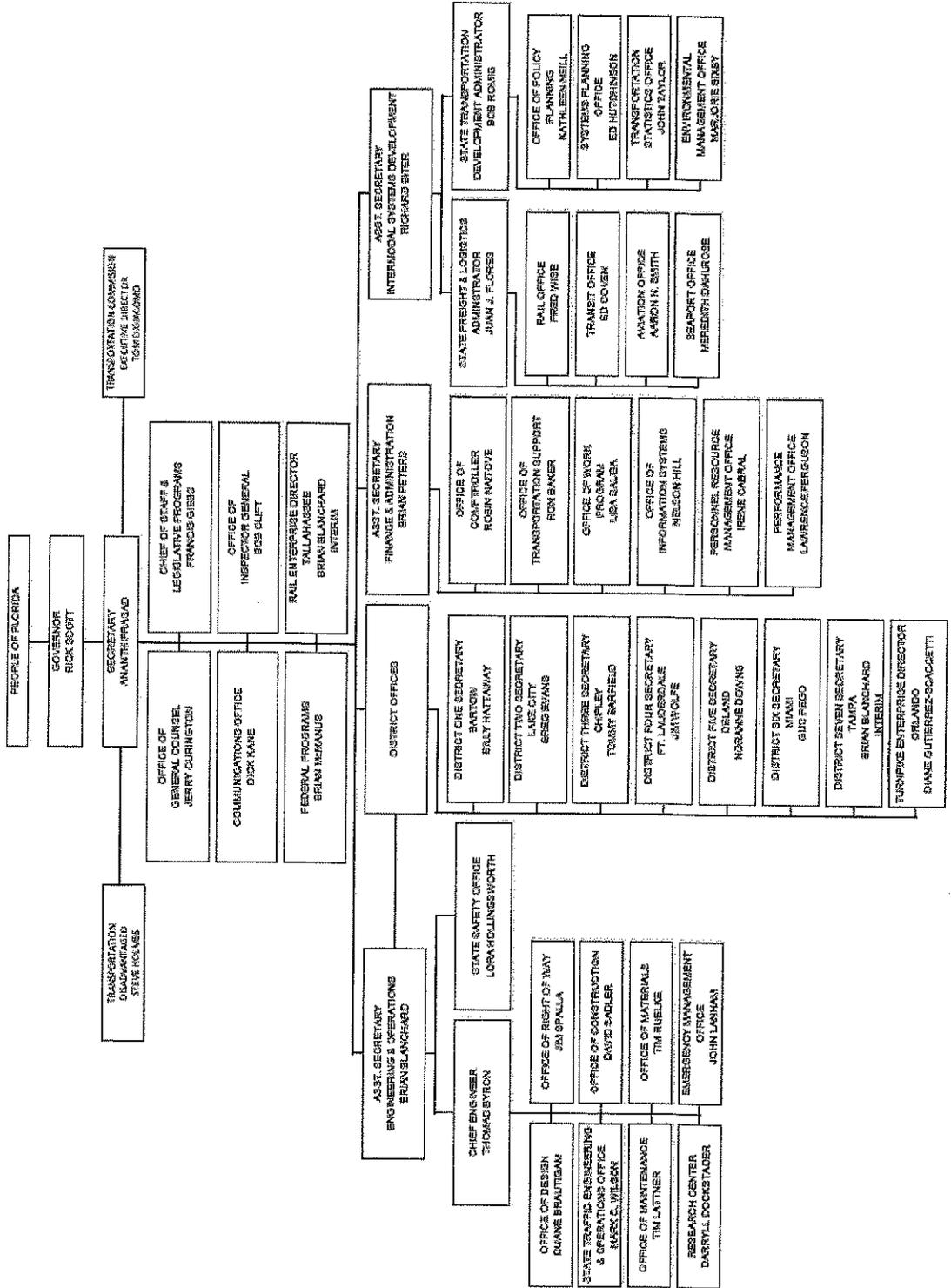
The Florida Department of Transportation (the Department) is committed to a policy of equal employment opportunity and to a program of affirmative action to fulfill that policy. This affirmative action plan serves as a guide that outlines to management their responsibilities regarding the implementation of the affirmative action program.

The Department was created by the Governmental Reorganization Act of 1969, by merging the powers, duties, and responsibilities of the Florida State Road Board; Florida State Road Department; Florida State Turnpike Authority; Florida Transportation Authority; Board of Highway Secondary Trust Fund Trustees; and the Aviation Section of the Board of Commissioners and Institutions.

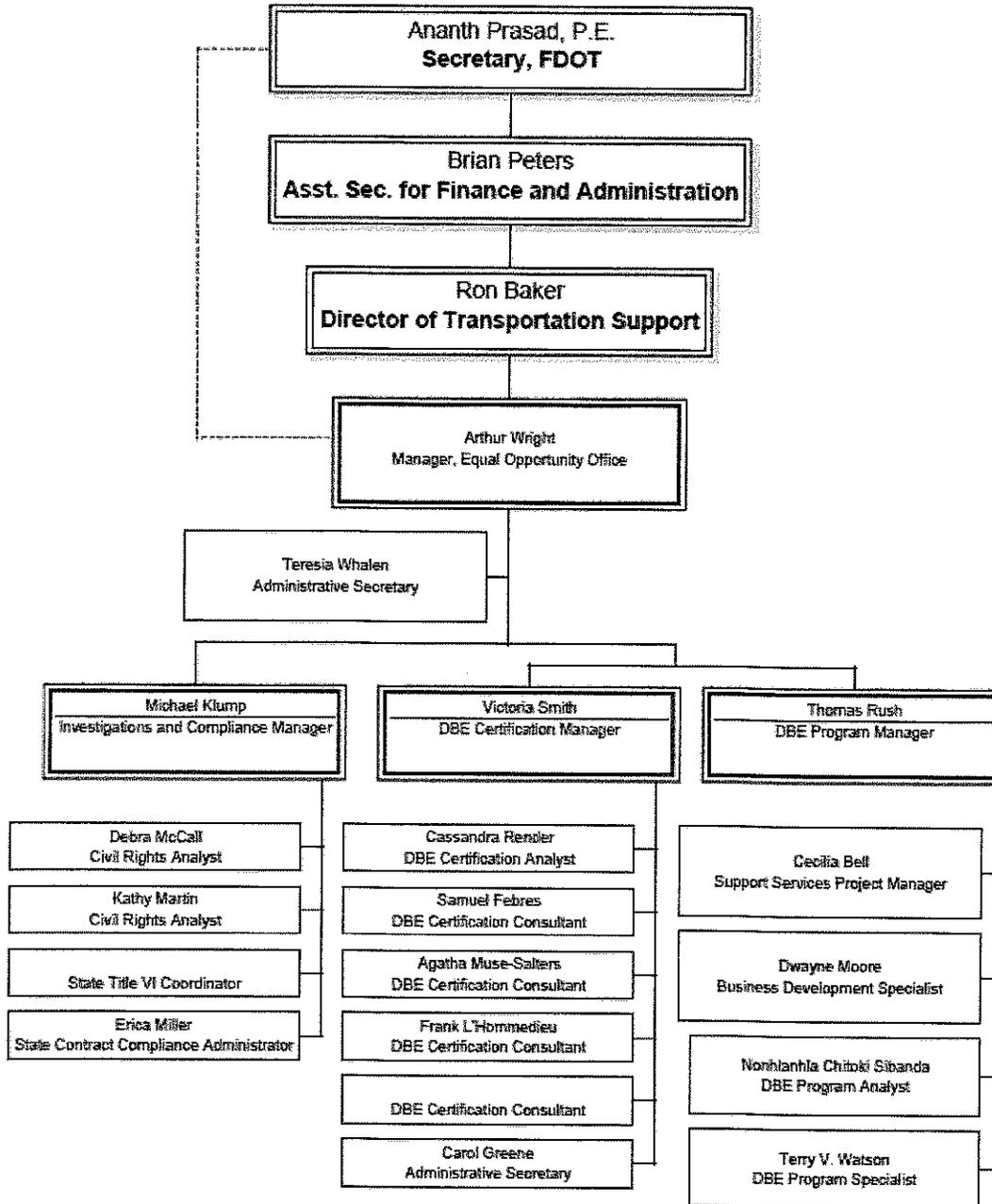
Pursuant to Chapter 334.046, Florida Statutes, the mission of the Department shall be to provide a safe transportation system that ensures the mobility of people and goods, enhances economic prosperity, and preserves the quality of our environment and communities. The Department's values of Integrity, Respect, Commitment, One FDOT, Trust and Customer Driven are the foundation of achieving this mission.

To support the Department in achieving its mission, this affirmative action plan reinforces equal employment opportunity principles by ensuring that all segments of the public have an equal opportunity to enter public service and work in an environment free of unlawful barriers to employment based upon race, color, national origin, sex, religion, disability, age and marital status, except as provided by law.

FLORIDA DEPARTMENT OF TRANSPORTATION
ORGANIZATION CHART



EQUAL OPPORTUNITY OFFICE



Department Secretary's Affirmation Statement in Support of Equal Employment Opportunity and Affirmative Action

As we move forward with ever increasing momentum into the 21st Century meeting the needs of the State of Florida in transportation, I reaffirm the Florida Department of Transportation's commitment to equal opportunity in employment.

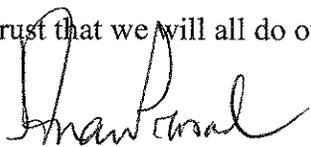
Equal opportunity in employment means opportunity for all. The Department provides equal opportunity in employment regardless of race, color, sex, religion, national origin, age, disability, or marital status.

Equal employment opportunity covers all employment programs, management practices, and decisions including, but not limited to recruitment, hiring, promotion, transfer, reassignments, training and career development, benefits, and separation. The Department supports the rights of employees to exercise all available rights under applicable civil rights laws. Retaliation against employees who engage in a protected activity will not be tolerated.

Preserving these rights in our workplace takes special care and vigilance. Our continued and vigorous adherence to these laws and focus on the spirit and the letter of these laws is fundamental to our success in meeting the transportation needs of Florida. We must continue to be an organization that seeks individuals with the best minds and broad experience to ensure that every qualified person has an equal chance to compete and contribute.

The Department provides an environment that honors excellence, teamwork, fairness, and equity. We strive to exemplify in all of our decision making the principle that employees have the freedom to compete on a fair and level playing field. We will continue to provide a workplace that is free from all forms of illegal discrimination, including hostile work environment harassment, and retaliation. Upon request and as appropriate, we will continue to provide reasonable accommodations to qualified individuals with disabilities. Above all, we must view our commitment to equal employment and affirmative action as a matter of personal integrity and accountability.

I trust that we will all do our part in these noble efforts.



Ananth Prasad
Secretary
Florida Department of Transportation

AFFIRMATION OF POLICY AND AFFIRMATIVE ACTION

Achieving the Department's affirmative action goals requires the commitment and leadership of every manager and supervisor within the Department. To assist in the achievement of these affirmative action goals, this affirmative action plan establishes several tools that will be used as employment decisions are made within the Department.

It is the Department's practice that appointing authorities filling vacancies will inquire from the Human Resources Office, whether the Department has a hiring need in the particular equal employment opportunity (EEO) job category for the position being filled. In the event that there is a need, Department appointing authorities will discuss with the Human Resources Office whether recruitment assistance is necessary to increase the pool of qualified Female and/or Minority applicants for the position.

When attempting to fill vacancies in categories with a need, effective recruitment strategies are essential in locating qualified Female and/or Minority applicants. Although People First is the primary source of recruitment / applicants, the appointing authority in coordination with the Department's Human Resources Office should continue to advertise vacancies in publications that would be logically read by potential Female and/or Minority applicants. Recruitment activities and vacancy announcements posted at universities and vocational schools are additional effective recruitment strategies hiring authorities should consider to recruit Female and Minority applicants in categories with a need.

Other strategies managers should consider in attempting to meet economic parity goals includes using internet web sites such as Monster.com and CareerBuilder.com.

The Department supports upward mobility and encourages managers to promote qualified employees, when possible, into EEO job categories where there is a need. Other employment strategies, such as the cooperative education and summer student programs, as well as the Professional Engineer (P.E.) and Right-of-Way Trainee programs, are excellent ways to identify and recruit employees to meet economic parity goals.

Achieving economic parity goals is one aspect of the Department's EEO/AA program. All managers and supervisors will take those actions necessary to ensure that the Department is an equal opportunity employer with respect to recruitment, merit, retention, promotion, training and all other terms and conditions of employment. All employment decisions will be made without consideration of race, color, national origin, sex, religion, disability, age or marital status, except as provided by law. To monitor and report compliance with equal employment opportunity policies, the Equal Opportunity Office will continue all necessary monitoring efforts, including the quality assurance review (QAR) program which incorporates reviewing state wide employment practices.

DISSEMINATION OF POLICY

1) Internal Dissemination

The Department is committed to ensuring that each employee is aware of his/her rights concerning affirmative action and discrimination policies. Supervisors and managers at all levels are responsible for being familiar with these policies and communicating them to their subordinates. Listed below is the manner in which the affirmative action plan and related policies will be disseminated within the Department.

- a) Copies of the Department Affirmative Action Plan will be disseminated to the office level.
- b) Copies of the Department's EEO/AA Policy Statement and the Secretary's EEO/AA Affirmation Statement will be posted in all District and Central Office facilities in prominent locations convenient to all employees. This policy statement, as well as procedure 275-010-001, which specifies the process for filing discrimination/sexual harassment complaints, is also available on the Department's "Intranet" and each District's website.
- c) The Employee Handbook includes an equal employment opportunity statement, which is distributed to and signed by all new employees.
- d) A copy of the Department's affirmative action plan will be made available to interested employees and applicants on the EEO's intranet site.
- e) EEO and Sexual Harassment training provides awareness of this policy and is required for all Department employees every three years.

2) External Dissemination

- a) The state employment application form and recruitment documents shall contain an equal employment opportunity statement.
- b) The Department's affirmative action plan and related policies will be made available to interested parties on the EEO's internet site.

SECTION TWO

Responsibility for the
EEO/AA Program

RESPONSIBILITIES FOR IMPLEMENTING THE AFFIRMATIVE ACTION PLAN

- 1) **Secretary/ District Secretaries:** In accordance with Section 110.112, Florida Statutes, the Secretary of Transportation (the Secretary) is responsible for the development and implementation of the Department's affirmative action plan. All District Secretaries and the Director of Turnpike Enterprise shall support the Secretary in implementing the Department's affirmative action plan.

- 2) **EEO/AA Officer:** The Equal Opportunity Office Manager is the EEO/AA Officer for the Department. The Equal Opportunity Office Manager reports to the Director of Transportation Support and has access to the Department's Secretary regarding matters relating to EEO/AA. The EEO/AA Officer's responsibilities include oversight of:
 - a) Development of EEO/AA goals, monitoring compliance, and providing consultation to District managers regarding progress, deficiencies, and appropriate corrective actions to achieve Departmental goals.
 - b) Maintenance of the Department's Affirmative Action Plan and policy statements, and publicizing their content.
 - c) Monitoring of hiring, recruitment, promotion, lay-off, termination, training and other conditions of employment to ensure compliance with EEO/AA goals and other Departmental policies.
 - d) Development of reports as required by the state and federal government in the administration of the Department's Affirmative Action Plan.
 - e) Investigations of employment discrimination complaints.
 - f) Compilation of the annual Equal Employment Opportunity Program Plan to reflect the Department's status in meeting its goals and objectives and advising management of the program's progress on any issue needing attention. The following processes are utilized in monitoring implementation:
 - Report areas of concern to senior management representatives for appropriate action.
 - Annually analyze the makeup of the Department's workforce by race and gender.
 - Review the effectiveness of programs designed to assist in obtaining goals and objectives.

g) Monitor compliance of EEO / Sexual Harassment training requirements.

3) Director of Human Resources: The Director of Human Resources oversees:

- a) Intake of employment discrimination complaints by Intake Officers in the Human Resources Office and notification of the EEO of all discrimination complaints received. This also includes assisting in the resolution of any complaints.
- b) The hiring processes to ensure compliance with Departmental policies and procedures in support of EEO/AA goals.
- c) Orientation of new employees where they are provided and read the EEO/AA policy during New Employee Orientation.

4) Regional Human Resources Managers: The Regional Human Resources Managers are the EEO/AA Officers for the Districts. The Regional Human Resources Managers report to the Director of Human Resources in Central Office and have access to the District Secretary regarding matters relating to EEO/AA. Their responsibilities include:

- a) Intake of employment discrimination complaints and notification of EEO of all discrimination complaints. This also includes assisting in the resolution of any complaints.
- b) Maintaining files on affirmative action-related materials in order to assure documentation of good faith efforts in this area.

5) Department Managers and Supervisors: It is the responsibility of all managers and supervisors to implement the following aspects of the Department's Affirmative Action Plan and related policies:

a) **Managers:**

- (1) Monitoring and ensuring compliance with affirmative action goals in all areas under their authority.
- (2) Ensuring that all subordinate managers and supervisors understand the Department's EEO/AA policies and soliciting their full support in achieving the Department's goals and objectives.
- (3) Monitoring all employment actions under their authority, such as hiring, promotion, training, and any other term or condition of employment. The goal is to ensure that no barriers preclude equal employment opportunity based on gender or race.

- (4) Ensuring that they, and all managers and supervisors under their supervision, have completed the EEO / Sexual Harassment Computer Based Training (CBT) which is mandatory training. In addition, that they have completed the Supervisory EEO CBT training.
- (5) Reporting immediately any complaint of sexual harassment, hostile work environment or discrimination to the Human Resources Office or the Equal Opportunity Office.

b) Supervisors:

- (1) Identifying barriers to equal employment opportunity and communicating these problem areas to the appropriate manager or authority.
- (2) Ensuring that all non-management employees are aware of the Department's policies and commitment to EEO/AA.
- (3) Ensuring that no barriers exist which preclude equal opportunity in hiring, promotion, training, or any other term or condition of employment with the Department.
- (4) Ensuring that they and all employees under their supervision have taken the EEO / Sexual Harassment CBT mandatory training.
- (5) Reporting immediately any complaint of sexual harassment or hostile work environment relating to discrimination.

SECTION THREE

Survey of Available Labor Market

FLORIDA LABOR AVAILABILITY ANALYSIS

Labor market information is useful when developing affirmative action plans. An available labor market analysis compares the demographic characteristics of a specific area's population and labor force in particular job groups to the characteristics of the employer's workforce in the same job groups.

For the purpose of this report, availability is defined as the percentage of Minorities and Females in the Florida available labor market based on the 2010 Census data, who are currently employed in a specific job; who have the skills necessary for entry into a specific job group; or who are capable of acquiring such skills. The purpose of the availability analysis is to determine the number of persons by race/ethnicity and gender that are employed or are available for employment within each of the job groups. The availability analysis provides the basis for determining whether or not Minorities and Females are underutilized in the Department's workforce.

The availability analysis involves three major steps:

- 1) Calculate the number of persons available by race/ethnicity and gender with requisite skills (within each specific job category) in the reasonable recruitment area (2010 U. S. Census for Florida)
- 2) Calculate the number of employees available by race/ethnicity and gender (within each specific job category) from Department's workforce; and
- 3) Compare the relative number of employees provided by each source.

For the purpose of this analysis the percentage of Minorities and Females having requisite skills in the reasonable recruitment area will be different for each job group. The source used to determine this percentage is the 2010 Census Data.

Table 3.1 (Available Labor Market) on the following page, reflects the 2010 census data for the Florida Available Labor Market(ALM) in terms of population makeup, skills and availability for employment in the EEO-4 job categories.

AVAILABLE LABOR MARKET IN FLORIDA BY EEO 4 CODES

Equal Employment Opportunity Job Category	MALES							FEMALES				
	TOTAL	WHITE	BLACK	HISPANIC	ASIAN	AMERICAN INDIAN	WHITE	BLACK	HISPANIC	ASIAN	AMERICAN INDIAN	
	01 Officials & Administrators	710255	328600	25300	72350	9303	933	184570	28825	47055	5425	470
02 Professionals	378555	164355	15105	35670	9775	330	99465	15770	27829	5644	389	
03 Technicians	50095	28180	3745	5910	2470	109	5710	965	1530	740	4	
06 Office / Clerical	72770	77995	12970	27704	2840	239	403065	61750	123095	8450	1080	
07 Skilled Craft	494205	293415	42580	131479	4040	1025	10650	1499	3969	170	25	
08 Service / Maintenance	476125	199150	71575	145735	5160	1245	23080	7825	14305	2450	175	

Table 3.1

ADVERSE IMPACT ANALYSIS

While the race/sex composition of the Department is one indicator of whether barriers exist to equal employment opportunity, it is not the only indicator. Another method commonly used in evaluating affirmative action programs is called “Adverse Impact Analysis”. Adverse Impact Analysis is a method to evaluate the selection rates for Females and Minorities for various employment opportunities (hiring, promotion, merit, training, discharges, etc.) in an effort to determine if Females and Minorities are being selected for employment opportunities at rates significantly less than their non-Minority counterparts.

An approved methodology to determine if adverse impact is occurring in the selection process is to evaluate the selection rate using the “80% Rule”. The 80% Rule states that evidence of possible adverse impact or disparate treatment exists if the selection rate for any sex or race group being evaluated is less than 80% of the selection rate of the comparative group having the highest selection rate. The Department’s Equal Opportunity Office annually conducts an Adverse Impact Analysis as part of normal reporting requirements to the Federal Highway Administration. This analysis is compiled in the annual Equal Employment Opportunity Program Report provided to the Federal Highway Administration. In addition, the Equal Opportunity Office will include an Adverse Impact Analysis of various employment actions in its quality assurance review program to the Districts.

On the following page in **Table 3.2** is the 80% Available Labor Market percentages in Florida utilizing the 80% rule. The analysis was conducted by the Department’s Office of Information Systems.

80% VALUES OF THE AVAILABLE JOB MARKET IN FLORIDA

Equal Employment Opportunity Job Categories	MALES						FEMALES					
	WHITE	BLACK	HISPANIC	ASIAN	AMERICAN INDIAN		WHITE	BLACK	HISPANIC	ASIAN	AMERICAN INDIAN	
01 Officials and Administrators	37%	2.9%	8.2%	1.1%	.11%		20.8%	3.3%	5.3%	.61%	.05%	
02 Professionals	34.8%	3.2%	7.5%	2.1%	.07%		21.0%	3.3%	5.9%	1.2%	.08%	
03 Technicians	45%	5.9%	9.4%	3.9%	.17%		9.1%	1.5%	2.4%	1.2%	.01%	
06 Clerical / Administrative	8.6%	1.4%	3.1%	.31%	.03%		44.3%	6.8%	13.5%	.93%	.12%	
07 Skilled Craft	47.5%	6.9%	21.3%	.65%	.17%		1.7%	.24%	.64%	.03%	.00%	
08 Service Maintenance	33.5%	12%	24.5%	.87%	.21%		3.9%	1.31%	2.4%	.41%	.03%	

Table 3.2

SECTION FOUR

Analysis of FDOT's Workforce

EEO-4 JOB GROUP CATEGORY DEFINITIONS

Officials/Administrators	Occupations requiring administrative personnel who set broad policies, exercise overall responsibility for execution of these policies, and direct individual departments or special phases of an agency's operations or provide specialized consultation on a state-wide or district basis.
Professionals	Occupations requiring specialized and theoretical knowledge which is usually acquired through college training or work experience and other training which provides comparable knowledge.
Technicians	Occupations requiring a combination of basic scientific or technical knowledge and manual skill which can be obtained through specialized, post secondary education offered in many technical institutions and junior colleges, or through equivalent on-the-job training.
Administrative Support	Occupations in which workers are responsible for internal and external communication, recording and retrieval of data and/or information and other paperwork required in an office. Paraprofessionals are included in this job category and include occupations in which workers perform some of the duties of a professional or technician in a supportive role, which usually requires less formal training and/or experience normally required for professional or technical status.
Skilled Craft	Occupations in which workers perform jobs requiring special manual skills and thorough and comprehensive knowledge of the processes involved in the work, which is acquired through on-the-job training and experience or through apprenticeship or other formal training programs.
Service Maintenance	Occupations in which workers perform duties which result in or contribute to the comfort, convenience, hygiene, or safety of the general public or which contribute to the upkeep or care of buildings, facilities or grounds on public property. Workers in this group may operate machinery.

FDOT WORKFORCE ANALYSIS

The following is a brief overview of FDOT's EEO-4 Employment report as of June 30, 2012.

Officials & Administrators

Males continued to have the largest representation in the Officials & Administrators job group, and totaled one hundred and forty-eight (148) employees. There were eighty eight (88) Females and fifty-four (54) Minority employees in this job group.

Professionals

Males continued to have the highest total of employees in the Professionals job group, totaling two thousand one hundred and fifty (2150) employees. There were one thousand four hundred and forty (1440) Females and nine hundred and seventy-one (971) Minority employees in this job group.

Technicians

Males had the highest total of employees in the Technicians job group totaling six hundred, ninety-three (693) employees. There were two hundred and sixty-seven (267) Females and two hundred and eighty-eight (288) Minority employees.

Office/Clerical

The Paraprofessional job group was combined with the Office/Clerical job group. This combined group continued to have Females as its highest total of employees with three hundred and twenty-four (324). There are forty-seven (47) Males in this category. Minorities also continue to have a significant representation with one hundred and forty-three (143) employees.

Skilled Craft

The Skilled Craft job group continued to have a large representation of Male employees with four hundred and forty two (442). There were one hundred and thirty nine (139) Minorities and eighteen (18) Female employees.

Service Maintenance

The Service Maintenance job group had a total of five hundred and one (501) employees. Of that number four hundred and fifty-five (455) were Males, forty-five (45) were Females, and two hundred and nine (209) were Minorities.

In summary, FDOT had a total of 6,136 employees in its permanent workforce as of June 31, 2012. This was a decrease of six hundred and twenty one employees (621) or 9.2% as compared to the total number of permanent employees of 6,757 in the workforce as of June 30, 2011. Minorities composed one thousand eight hundred and nineteen (1819) or 29.14%; while Females composed two thousand one hundred and ninety one (2,191) or 35.71%. The majority of employees continue to work in the Professional job group with a total of three thousand five hundred and ninety four (3,594) employees, with Blacks being the largest number of Minorities in this job group with four hundred and eighteen (418).

The information in **Table 4.1** (FDOT Workforce) on the following pages reflect the composition of FDOT employees as of June 30, 2012 in each of the EEO 4 Job Category by race and sex and workforce percentage.

FDOT WORKFORCE AS OF 6/30/2012

EQUAL EMPLOYMENT OPPORTUNITY JOB CATEGORIES	CURRENT EMPLOYEES	RACE	CURRENT MALES	WORKFORCE PERCENTAGE	CURRENT FEMALES	WORKFORCE PERCENTAGE
01 OFFICIALS AND ADMINISTRATORS	237	WHITE	118	49.8%	64	27%
		BLACK	10	4.2%	13	5.5%
		HISPANIC	12	5.1%	7	2.9%
		ASIAN	7	2.9%	3	1.3%
		AMERICAN INDIAN	1	.42%	1	.42%
02 PROFESSIONALS	3594	WHITE	1625	45.2%	994	27.7%
		BLACK	194	5.4%	224	6.2%
		HISPANIC	216	6.0%	149	4.2%
		ASIAN	90	2.5%	53	1.5%
		AMERICAN INDIAN	25	.69%	20	.56%
03 TECHNICIANS	962	WHITE	492	51.1%	180	18.7%
		BLACK	107	11.1%	51	5.3%
		HISPANIC	69	7.2%	24	2.5%
		ASIAN	14	1.6%	11	1.1%
		AMERICAN INDIAN	11	1.1%	1	.10%

FDOT WORKFORCE AS OF 6/30/2012							
EQUAL EMPLOYMENT OPPORTUNITY JOB CATEGORIES	CURRENT EMPLOYEES	RACE	CURRENT MALES	WORKFORCE PERCENTAGE	CURRENT FEMALES	WORKFORCE PERCENTAGE	
06 OFFICE/ CLERICAL	372	WHITE	22	5.9%	206	55.4%	
		BLACK	13	3.5%	73	19.6%	
		HISPANIC	10	2.7%	38	10.2%	
		ASIAN	2	.54%	4	1.1%	
		AMERICAN INDIAN	0	0%	3	.81%	
07 SKILLED CRAFT	460	WHITE	308	47.5%	13	1.7%	
		BLACK	91	6.9%	3	.24%	
		HISPANIC	33	21.3%	2	.64%	
		ASIAN	4	.65%	0	.03%	
		AMERICAN INDIAN	6	.17%	0	0%	
08 SERVICE MAINTENANCE	501	WHITE	267	53.3%	25	4.9%	
		BLACK	149	29.7%	13	2.6%	
		HISPANIC	32	6.4%	3	.6%	
		ASIAN	1	.19%	1	.2%	
		AMERICAN INDIAN	6	1.2%	3	.59%	

SECTION FIVE

Underutilization
Short and Long Term Goals

UTILIZATION ANALYSIS

The Department's current workforce should mirror the representation of Females and Minorities in the available labor market in Florida. The utilization analysis is the comparison of the Department's workforce to the available labor market, by job groups. The utilization analysis requires comparison of two sets of data: (1) Percentages of Females and Minorities in the Department's workforce in each job group; and (2) Percentages of Females and Minorities available in the Florida Labor market in each job group. Females and or Minorities are considered underutilized when their representation in a Department's job group falls below their labor market availability in the same job group

This analysis serves as the basis for setting minimum hiring goals to reduce the underutilization in each job group as well as establish specific timetables to achieve the goals. The tool the Department uses to monitor progress in reducing underutilization in the workforce is the monthly Department Wide Economic Parity Report. This report is prepared by the Equal Opportunity Office for the Executive Board and reflects: (1) The statewide hiring goals in each of the EEO job categories with underutilization, and (2) Progress made in hiring or promoting individuals into job groups recognized as having underutilization. **Appendix A** is the Economic Parity Report for the month of June 2012.

The Department and its managers should closely monitor all positions filled, with special attention focused on vacancies in the following EEO Job Categories with the listed underutilization:

- 1) Categories One (Officials and Administrators), Two (Professionals), Six (Office Clerical) and Eight (Service Maintenance) for Hispanic Females
- 2) Categories One (Officials and Administrators), Three (Technicians), Seven (Skilled Craft), and Eight (Service Maintenance) for Hispanic Males.
- 3) Categories Three (Technicians) and Eight (Service maintenance) for Asian Males.

With respect to Minorities, special attention should be focused on vacancies in EEO Job Categories Two (Professionals) and Three (Technicians). Although there is underutilization of Hispanics and Asians in Job Categories Seven (Skilled Craft) and Eight (Service Maintenance), pending privatization of the jobs in these two categories may impact hiring opportunities.

Managers filling vacancies in any EEO job category where underutilization has been determined should make a good faith effort to ensure that effective recruitment and advertisement strategies have been used to attract Female and Minority applicants. The Department's Human Resources Office should closely monitor vacancies in EEO job categories to ensure positions are advertised in publications or in such a way as to maximize the vacancy announcement to potential Female and/or Minority-applicants.

The 80 Percent Method

According to this method, underutilization exists if the representation of protected class members in a job group is less than 80 percent of their availability.

The formula involves a two-step process to calculate whether underutilization exists:

Steps

1. Calculate expected number based on percentage of availability in EEO Group

Total number Employees in FDOT Job Group x Percent of Availability in EEO Group

2. Calculate 80% of Availability

80% x # Expected in EEO Group (Result from Step 1)

Steps using current Department and Census data

1. Calculate expected number based on percentage of availability in EEO Group

Total number Employees in FDOT Job Group x ALM percentage in EEO Group

EXAMPLE

Officials and Administrators

237 (total employees) x 20.8% (White Females ALM %) = 49

237 (total employees) x 5.3% (Hispanic Females ALM %) = 12.56

2. Calculate 80% of Availability

80% x # Expected in EEO Group (**Result from Step 1**)

EXAMPLE

Number of White Females calculated in step 1

$$49 \times 80\% = 39.4 \text{ or } 39 \text{ rounded}$$

Number of Hispanic Females calculated in step 1

$$12.56 \times 80\% = 10.05 \text{ or } 10 \text{ rounded}$$

The 80% availability figure obtained in step two is compared to the number of employees utilized in the EEO group being examined. **If the 80% figure is greater** than current utilization in the EEO group, **underutilization exists**. Below is an example of this calculation method.

The current number of White Females in the Officials and Administrators group is 64 and the Utilization number is 39. The current number of White Females is higher than the utilization number so there are NO parity needs.

The current number of Hispanic Females in the Officials and Administrators group is 7 and the utilization number is 10. The current number of Hispanic Females is lower than the utilization number so there IS a parity need of 3.

Those categories with specific underutilization are reflected in the NEEDS column of Table 4.1 on the following pages.

UTILIZATION ANALYSIS												
	MALES					FEMALES					TOTAL	
	White	Black	Hispanic	Asian	American Indian	White	Black	Hispanic	Asian	American Indian		
Officials and Administrators												
Current Workforce	118	10	12	7	1	64	13	7	3	1		237
Availability (ALM %)	37%	2.9%	8.2%	1.1%	.11%	20.8%	3.3%	5.3%	.61%	.05%		
Utilization Number	70	6	16	2	.2	39	6	10	1	0		
Underutilized (Yes or No)	NO	NO	YES	NO	NO	NO	NO	YES	NO	NO		
# Needed for Parity			4					3				
Professionals												
Current Workforce	1625	194	216	90	25	994	224	149	53	20		3594
Availability (ALM %)	34.8%	3.2%	7.5%	2.1%	.07%	21%	3.3%	5.9%	1.2%	.08%		
Utilization Number	1001	92	216	60	2	603	95	169	35	2		
Underutilized (Yes or No)	NO	NO	NO	NO	NO	NO	NO	YES	NO	NO		
# Needed for Parity								20				

Table 5.1

UTILIZATION ANALYSIS

	MALES						FEMALES						TOTAL
	White	Black	Hispanic	Asian	American Indian		White	Black	Hispanic	Asian	American Indian		
	Technicians												
Current Workforce	492	107	69	14	11		180	51	24	11	1	962	
Availability (ALM %)	45%	5.9%	9.4%	3.9%	.17%		9.1%	1.5%	2.4%	1.2%	.01%		
Utilization Number Underutilized (Yes or No)	346	45	72	30	0		70	12	19	9	0		
# Needed for Parity	NO	NO	YES	YES	NO		NO	NO	NO	NO	NO		
			3	16									
Office/Clerical													
Current Workforce	22	13	10	2	0		206	73	38	4	3	372	
Availability (ALM %)	8.6%	1.4%	3.1%	.31%	.03%		44.3%	6.8%	13.5%	.93%	.12%		
Utilization Number Underutilized (Yes or No)	26	4	9	1	0		132	20	40	3	0		
# Needed for Parity	NO	NO	NO	NO	NO		NO	NO	YES	NO	NO		
									2				

Table 5.1

UTILIZATION ANALYSIS												
	MALES					FEMALES					TOTAL	
	White	Black	Hispanic	Asian	American Indian	White	Black	Hispanic	Asian	American Indian		
Skilled Craft												
Current Workforce	308	91	33	4	6	13	3	2	0	0		460
Availability (ALM %)	47.5%	6.9%	21.3%	.65%	.17%	1.7%	.24%	.64%	.03%	.00%		
Utilization Number	175	25	78	2	1	6	1	2	0	0		
Underutilized (Yes or No)	NO	NO	YES	NO	NO	NO	NO	NO	NO	NO		
# Needed for Parity			45									
Service Maintenance												
Current Workforce	267	149	32	1	6	25	13	3	1	3		501
Availability (ALM %)	33.5%	12%	24.5%	.87%	.21%	3.9%	1.3%	2.4%	.41%	.03%		
Utilization Number	134	48	98	4	1	16	5	10	2	0		
Underutilized (Yes or No)	NO	NO	YES	YES	NO	NO	NO	YES	YES	NO		
# Needed for Parity			66	3				7	1			

Table 5.1

IDENTIFICATION OF AREAS OF CONCERN

The economic parity reporting process has been an effective mechanism for monitoring and improving the Department's level of compliance with its affirmative action goals. Achieving economic parity is one area of concern to be monitored by the Department during the effective period of this affirmative action plan. Another area of concern includes ensuring that all employment opportunities offered by the Department are available to all employees without regard to race, color, national origin, sex, religion, disability, age or marital status, except as provided by law. While these areas of concern will continue to be monitored by the Equal Opportunity Office, each manager and supervisor within the Department will fulfill his/her responsibility to ensure that the Department is an Equal Employment Opportunity Employer, as required by state and federal law.

Currently, the areas of concern within the Department's workforce are:

- (1) Categories One (Officials and Administrators), Three (Technicians), Seven (Skilled Craft) and Eight (Service Maintenance) for Hispanic Males.
- (2) Categories One (Officials and Administrators), Two (Professionals), Six (Office/Clerical) and Eight (Service Maintenance) for Hispanic females
- (3) Categories Three (Technicians) and Eight (Service Maintenance) for Asian Males.
- (4) Eight (Service Maintenance) for Asian females.

The increase in the Hispanic population in Florida over the past ten years may account for this identified underutilization of Hispanics in the Department. All needs are of special concern and have received attention for recruitment. However, with the future privatization of jobs there will be fewer opportunities for reducing underutilization in Categories Seven (Skilled Craft) and Eight (Service Maintenance). . In recognition of this, good faith efforts will be used and documented in each position hire where a need exists.

As a matter of interest, the Department's employment parity goal based on the 2010 Census was 37.4% Female, and its Female workforce was 31.2%. The 2010 Census parity goal for Minorities was 21.9%, and the Department's Minority workforce was 22.7%. Based upon this analysis, there does appear to be a matter of concern regarding Female employment that should be given emphasis by the Department's management. However, there does not appear to be concern regarding employment parity for Minorities.

In order to develop attainable and realistic short and long term parity goals, an analysis of the Department's new hires for the past five years was conducted by EEO-4 Job Category, Race / Ethnicity and Gender. The data is reflected in Table 5.2. Table 5.3 is a five year average of Department's new hires by EEO-4 Job Category: Race / Ethnicity and Gender.

AFFIRMATIVE ACTION GOALS

A goal is a way to measure success in attracting and employing underrepresented groups. When we know a specific number in an equal employment opportunity category under represents a certain group, we can decide where to direct our recruitment effort. Once problem areas are identified, affirmative action in recruitment begins by advertising to find a satisfactory sized pool of qualified applicants in the underrepresented group. If, in the final phase of selection, two applicants are equally suited for the position and one is from a group with an affirmative action goal, we should extend employment to that candidate. Affirmative action does not mean hiring under qualified persons to meet quotas or giving preference to persons in underrepresented groups. However, Veterans' Preference will be granted regardless of affirmative action goals, in compliance with Chapter 295, Florida Statutes.

An affirmative action effort must be reasonable and take into consideration the extent of the underrepresentation, the availability of candidates, the number of vacancies, and the timeframe of the Affirmative Action Plan. It should not impose disproportionate harm on the interests of qualified individuals who are not members of underrepresented groups. If significant numbers of employees in an underrepresented group must be hired to come close to the labor market, yet the turnover rate is low, it will take time before the goal can be reached. The availability of candidates is dependent upon effective community outreach, Department recruitment, applicant flow, relevant qualifications, training and promotions. Problems and barriers to the employment of targeted groups should be identified and eliminated.

The overall affirmative action goal is to attract and employ qualified candidates in the Minority and Female groups for the equal employment opportunity categories identified as underrepresented in our Department. In establishing affirmative action goals, we strive to achieve a workforce which closely reflects the labor force. Because of various barriers in recruiting qualified applicants from the current labor market, goals may not be achievable within one year. However, managers and supervisors are encouraged to strive for equality in all equal employment opportunity groups over time.

FLORIDA DEPARTMENT OF TRANSPORTATION
OVERALL LABOR MARKET PARITY NEEDS FOR 2013-2018

Equal Employment Opportunity Job Categories	MALES					FEMALES				
	White	Black	Hispanic	Asian	American Indian	White	Black	Hispanic	Asian	American Indian
01 Officials and Administrators			4					3		
02 Professional								20		
03 Technicians			3	16						
06 Office/Clerical								2		
07 Skilled Craft			45							
08 Service Maintenance			66	3				7	1	

Table 5.2

DEVELOPMENT OF AFFIRMATIVE ACTION GOALS

In order to develop realistic hiring goals both short-term (yearly) and long-term (five year), FDOT hiring practices for the past five years were analyzed and averages in all EEO job categories were determined.

Based on the findings of the analysis, realistic hiring goals were set yearly and a five year plan established.

Each job category was analyzed by new hires based on Race / Ethnicity and Gender.

Tables 5.3 and 5.4 on the following pages contain the data related to the five year hiring analysis.

Table 5.5 is the Department's yearly hiring goals based on the five year hiring analysis depicted in Tables 5.3 and 5.4.

Table 5.6 is the Department's five year hiring goals also based on the five year hiring analysis depicted in Tables 5.3 and 5.4.

NEW HIRES BY FISCAL YEAR AND EEO JOB CATEGORY												
	MALES						FEMALES					
	White	Black	Hispanic	Asian	American Indian		White	Black	Hispanic	Asian	American Indian	
1												
Officials and Administrators												
2007-2008	5	0	0	0	0		3	0	1	0	0	0
2008-2009	5	1	0	0			1	0	0	0	0	2
2009-2010	15	1	2	1	0		6	0	1	0	0	0
2010-2011	9	1	2	0	0		3	1	0	0	0	0
2011-2012	34	2	1	1	0		11	1	0	1	0	0
AVERAGE	13.6	1	1	0.4	0		4.8	0.4	0.4	0.2	0.4	0.4
2												
Professionals												
2007-2008	117	19	12	5	1		89	20	12	6	0	0
2008-2009	118	10	15	4	0		57	13	7	4	0	0
2009-2010	143	10	14	10	0		84	19	20	1	0	0
2010-2011	85	5	12	6	2		47	8	7	1	0	0
2011-2012	163	12	33	8	0		84	32	12	5	0	0
AVERAGE	125.2	11.2	17.2	6.6	0.6		72.2	18.4	11.6	3.4	0	0

Table 5.3

NEW HIRES BY FISCAL YEAR AND EEO JOB CATEGORY										
MALES						FEMALES				
	White	Black	Hispanic	Asian	American Indian	White	Black	Hispanic	Asian	American Indian
Technicians										
2007-2008	118	10	10	1	0	20	5	2	4	1
2008-2009	64	4	13	1	0	11	4	1	0	0
2009-2010	46	7	6	1	0	9	6	1	0	0
2010-2011	40	4	3	3	0	4	5	1	0	0
2011-2012	44	6	5	3	0	9	2	1	1	0
AVERAGE	62.4	6.2	7.4	1.8	0	10.6	4.4	1.2	1	0.2
Office/Clerical										
2007-2008	2	1	5	0	0	51	20	5	0	0
2008-2009	4	1	5	0	0	40	9	2	1	0
2009-2010	1	0	1	0	0	15	6	4	0	0
2010-2011	1	0	1	1	0	11	2	2	0	0
2011-2012	0	0	1	0	0	4	6	5	0	0
AVERAGE	1.6	0.4	2.6	0.2	0	24.2	8.6	3.6	0.2	0

Table 5.3

NEW HIRES BY FISCAL YEAR AND EEO JOB CATEGORY

		MALES					FEMALES				
		White	Black	Hispanic	Asian	American Indian	White	Black	Hispanic	Asian	American Indian
7	Skilled Craft										
	2007-2008	26	1	2	0	0	0	0	0	0	0
	2008-2009	17	7	2	0	0	0	0	0	0	0
	2009-2010	12	1	2	0	0	0	1	0	0	0
	2010-2011	16	0	0	1	0	0	0	0	0	0
	2011-2012	12	2	1	0	0	2	0	0	0	0
	AVERAGE	16.6	2.2	1.4	0.2	0	0.4	0.2	0	0	0
8	Service Maintenance										
	2007-2008	95	34	12	0	0	6	1	1	0	1
	2008-2009	68	16	7	0	0	5	2	0	0	0
	2009-2010	40	12	3	1	0	1	1	0	0	0
	2010-2011	33	13	1	0	0	1	0	0	0	0
	2011-2012	35	6	4	0	0	0	1	0	0	0
	AVERAGE	54.2	16.2	5.4	0.2	0	2.6	1	0.2	0	0.2

Table 5.3

5 YR (2007-2012) NEW HIRES AVERAGES BY EEO JOB CATEGORY

		MALES					FEMALES				
		White	Black	Hispanic	Asian	American Indian	White	Black	Hispanic	Asian	American Indian
1	Officials and Administrators AVERAGE	13.6	1	1	0.4	0	4.8	0.4	0.4	0.2	0.4
2	Professionals AVERAGE	125.2	11.2	17.2	6.6	0.6	72.2	18.4	11.6	3.4	0
3	Technicians AVERAGE	62.4	6.2	7.4	1.8	0	10.6	4.4	1.2	1	0.2
6	Office/Clerical AVERAGE	1.6	0.4	2.6	0.2	0	24.2	8.6	3.6	0.2	0
7	Skilled Craft AVERAGE	16.6	2.2	1.4	0.2	0	0.4	0.2	0	0	0
8	Service Maintenance AVERAGE	54.2	16.2	5.4	0.2	0	2.6	1	0.2	0	0.2

Table 5.4

New Hire Five Year Average

YEARLY GOALS

Equal Employment Opportunity Job Categories	MALES					FEMALES				
	White	Black	Hispanic	Asian	American Indian	White	Black	Hispanic	Asian	American Indian
01 Officials and Administrators			1					1		
02 Professional								9		
03 Technicians			2	2						
06 Office/Clerical								1		
07 Skilled Craft			9							
08 Service Maintenance			13	1				1	1	

Table 5.5

Table 5.5 is the Department's yearly hiring goals based on the five year hiring analysis depicted in Tables 5.3 and 5.4.

5 YEAR GOALS

Equal Employment Opportunity Job Categories	MALES					FEMALES				
	White	Black	Hispanic	Asian	American Indian	White	Black	Hispanic	Asian	American Indian
01 Officials and Administrators			4					5		
02 Professional								35		
03 Technicians			3	10						
06 Office/Clerical								10		
07 Skilled Craft			45							
08 Service Maintenance			66	3				3	3	

Table 5.6

Table 5.6 is the Department's five year hiring goals also based on the five year hiring analysis depicted in Tables 5.3 and 5.4

SECTION SIX

How goals will be achieved

ACTION ORIENTED INITIATIVES and GOOD FAITH EFFORTS

As referenced throughout this Affirmative Action Plan, the EEO/AA initiatives and good faith efforts outlined below will be practiced by every manager and supervisor within the Department. The affirmative initiatives and good faith efforts outlined below express the commitment of the Department to achieving these goals. The Department's expectation of managers is that they will strive to make the Department a diverse and discrimination free workplace that expresses the highest values of equality. These initiatives include:

- 1) Ensuring that needs in achieving economic parity are reported to appointing authorities as vacancies occur.
- 2) Initiating active recruitment strategies to include attracting an applicant pool of qualified Female and Minority applicants.
- 3) Exercising good faith hiring practices and strategies as vacancies are filled.
- 4) When possible, mentoring, cross training and developing Female and Minority subordinates for promotional opportunities to assist in meeting economic parity goals.
- 5) Ensuring that all employment actions such as recruitment, merit, retention, promotions, training, and all other terms and conditions of employment, are available to all employees.
- 6) Ensuring that employees complete mandatory EEO and Sexual Harassment CBT training every three years.
- 7) Making a firm commitment to the Department's EEO/AA programs.
- 8) Supporting events celebrating diversity and differences within the workforce.
- 9) Contacting the following Minority agencies to notify them of job availabilities:
 - a) Florida Hispanic Construction Association
14395 SW 139th Court, Suite 101
Miami, Florida 33186
Phone: (305) 791-8848
Fax: (305) 378-1616
info@flhca.org

- b) Latin Builders Association
7955 NW 12th Street
Suite 415
Doral, FL 33126
Tel. 305.446.5989
Fax 305.446.0901

- c) Florida League of Cities, Inc.
301 S Bronough Street, Suite 300, Tallahassee, Florida 32301
P.O. Box 1757 Tallahassee, Florida 32302-1757
Phone: (850) 222-9684 | Toll Free: 1800-342-8112 | Fax: (850) 222-3806
Executive@flcities.com

- d) United Minority Contractors Association Inc.
925 Anchor Rd.
Casselberry, Florida 32707
Phone: 877-849-6701 Arlen Best, President

- e) National Association of Minority Contractors
1470 N Congress Avenue Suite 119
West Palm Beach, Florida 33409
Phone: 561-688-2295 Manny Sanchez, Pre.

ACTION ORIENTED PROGRAMS

A) Professional Development Programs

The Department sponsors a variety of professional development programs to enhance employee skills in current positions and/or to prepare employees for promotional opportunities Department-wide. The Department also provides tuition payment for education courses and educational leave with pay under certain circumstances where there is a specific and direct benefit to the Department.

B) Mandatory Training

Managers and employees are required to complete the Equal Employment Opportunity (Discrimination and Harassment Awareness and Prevention) CBT within the first 30 days of their start date. Employees are required to take this CBT every three years. Supervisors will also be required to complete the supervisory CBT once it is implemented.

The Equal Employment Opportunity CBT outlines different forms of harassment including national origin, religion, race, disability, age and other protected class characteristics, as well as sexual and workplace harassment. This training teaches employees how to recognize forms of harassment, how to avoid behaviors that may be considered harassment, how to respond to a co-worker or third party who is participating in inappropriate behavior and how to report the situation to their managers, an Intake Officer, the Employee Relations Manager or a Civil Rights Analyst in the Equal Opportunity Office.

C) Career Fairs

As part of a proactive effort to recruit Minorities, Females and other qualified applicants, the Department participates in career fairs and community events sponsored by universities or Minority university programs and others. The Department anticipates continued involvement, whenever possible, in career fairs and other community events to reach targeted groups.

1. National Summer Transportation Institute (NSTI)

The Florida Department of Transportation partnered with the Federal Highway Administration (FHWA) and both Florida Agricultural and Mechanical University (FAMU) and Florida International University to host a yearly National Summer Transportation Institute (NSTI) Program. This program provides an active, experiential opportunity for middle and secondary school students to explore transportation careers along with the complex transportation system upon which we rely. Throughout the program students explore the many modes of transportation (air, water, highway, rail, transit), examine how the system is designed, built and maintained through field trips, interactive labs and activities presented by guest speakers on the subject of transportation. The goal of the program is to encourage them to pursue transportation related courses of study at the college/university level.

2. Construction Career Days

Construction Career Days is geared toward high school and technical school students to provide information regarding future careers in construction. Participants are given practical and interactive learning lab opportunities that highlight the Department's On-the-job-training (OJT) program.

D) Recruitment Strategies

It is the Department's strategic objective to increase diversity and the vision of equality within our organization. The Department will continue to make a concerted effort to target recruitment resources toward under-utilized groups as identified in the Affirmative Action Plan. An integral part of any affirmative action program is an effective recruitment strategy. To ensure an active recruitment program, the Department:

- a) Makes job announcements accessible to those with disabilities.
- b) Advertises positions via the People First system that enables candidates in various geographic locations to learn of, and apply for, the vacancies electronically.
- c) When applicable, attends career fairs and recruiting activities offered by high schools, colleges, and universities and other organizations that reach Females and Minorities in targeted categories.
- d) Advertises in newspapers, periodicals, and magazines that have a large Minority and/or Female audiences.
- e) Advises organizations and agencies involved in the recruitment process of the Department's policy on equal employment opportunity and affirmative action.
- f) Periodically reviews assessment tools to reduce the potential for a cultural employment bias.
- g) Maintains information on Minority professional organizations and trade groups in order to contact those that may be able to assist the Department in recruiting applicants in targeted categories.
- h) Recognizes internships as a means to recruit Females and Minorities into entry-level positions as well as difficult-to-fill positions

SECTION SEVEN

Upward mobility training, internships and
other programs to help meet goals

UPWARD MOBILITY

Although not directed solely at Females and Minorities, the primary goal of the programs listed below is career development for Department employees. As an example, until recently, Supervisor Academy training was offered to only mid-level supervisors and above. In an attempt to provide career development and advancement opportunities mandatory attendance was extended to all supervisory level employees. The opportunity to attend was also offered to non-supervisory employees interested in pursuing managerial positions. Programs such as the ones listed in this plan encourage and facilitate the entrance of Females and Minorities into the management career track. This in turn creates formal and informal network systems that offer Females and Minorities the opportunities to share experiences, mentor each other and learn about the unwritten rule to advancement.

1) Professional Engineer (P.E.) Trainee Program

The primary purpose of the P.E. Training Program is to provide graduate civil engineers with broad, practical experience in the field of transportation engineering, leading to licensure as a Professional Engineer in Florida. Additionally, the program provides training in management and supervisory techniques in order to prepare the Trainee for management and administrative functions within the Department. This includes exposure to the Department's application of business planning, with an emphasis on the process improvement component of the business plan template.

The P.E. Training Program is a four-year program divided into two components. The first component is the Engineer in Training (EIT): a 24-month rotational assignment encompassing most phases of the Department's work. The second component is the Senior Engineer in Training (SET): a 24-month internship combining on-the-job training in both the technical and managerial functions of a specific work area in the Department.

Candidates from accredited universities and employed within the Department may apply to any District or the Central Office for consideration to enter the Program. The final authority for candidate selection remains with each District or appropriate Central Office Manager in cases where the trainee position is in Central Office. EIT positions must be advertised statewide and filled in accordance with *DOT Procedure 250-015-005, Recruitment and Selection for Career Service Positions*.

Additional information can be found at the following link.

<http://www.dot.state.fl.us/projectmanagementoffice/PETTraining/default.shtm>

2) Right of Way Training Program

In conjunction with the Department's overall policy to increase its internal professional standards and improve its operating practices and procedures, formalized training programs have been developed for Right of Way Specialist I employees and selected Right of Way Specialist II employees.

The Training Program is designed as an internship where the trainee works with real world situations using knowledge and skills introduced in a specially designed series of courses. A mentoring program at the District level shall be developed for each trainee prior to the first training segment. Success in the program is based on passing courses, completing the required work units, and receiving satisfactory trainee performance ratings from the supervisor. Trainees are expected to be productive employees, apart from their participation in the Training Program.

Additional information can be found at the following address:

Right of Way Office
605 Suwannee Street, MS 22
Tallahassee, FL, 32399-0450
Phone: (850) 414-4545

3) Supervisors Academy

The Supervisors Academy is designated by the Executive Team as a required training. Employees appointed into supervisory positions must complete this training within a year of the appointment. The Supervisors Academy focuses on the one-to-one relationship skills a supervisor uses to successfully hire, train, develop and influence the performance of an employee. This academy also includes the legal aspects of supervision. Some of the topics covered in this program include: recruitment and selection, attendance and leave, performance planning and evaluation, conduct standards and disciplinary actions, employee development, supervisory styles, communication skills, and coaching and counseling.

Additional information can be found at the following link.

<http://cosharepoint.dot.state.fl.us/sites/performancegmt/Training/Lists/Academies/AllItems.aspx>

4) Management Academy

The Management Academy is an Executive Team-approved program focusing on those who coordinate a program across several work units or manage a work unit team and must influence this team's performance, as well as an individual employee's performance. Approval by an Assistant Secretary, District Secretary or the Executive Director of the Turnpike Enterprise is required to register for, or withdraw from, this program. Some of the topics covered in this program include: teamwork, communication and listening skills, FDOT business model, recognition, budget and rate, management styles, emotional

intelligence, conflict management, generational issues, and working with elected officials and staff.

Additional information can be found at the following link:

<http://cosharepoint.dot.state.fl.us/sites/performancegmt/Training/Lists/Academies/AllItems.aspx>

5) Leadership Academy

The Leadership Academy is a two-week (10 day) program focusing on Senior Management Service (SMS) or Selected Exempt Service (SES) managers. The content encourages a broader strategic vision and perspective, builds cross-functional competencies, and influences the development of executive problem-solving and leadership skills. Some of the topics covered in the program include: leadership style, building high performance teams, how to be a "star performing leader", listening skills, working with a multigenerational workforce, motivation, change leadership and communicating change, putting the Secretary's Step Up Plan into action, and using focus groups.

Additional information can be found at the following link.

<http://cosharepoint.dot.state.fl.us/sites/performancegmt/Training/Lists/Academies/AllItems.aspx>

6) Certified Public Manager (CPM)

The Certified Public Manager (CPM) training program augments the management and leadership training offered by the department. The CPM program is a nationally-recognized, comprehensive program for training and developing public managers and supervisors. It is currently offered in 38 states and by the federal government. The primary goals are to professionalize public management and improve organizational efficiency and effectiveness.

Additional information can be found at the following link.

<http://cosharepoint.dot.state.fl.us/sites/performancegmt/Training/Lists/Academies/AllItems.aspx>

7) Volunteer/Internship Program

The Florida Department of Transportation's Volunteer/Internship Program provides a strong link to our communities through volunteers and allows interns to benefit from "real-world" experience. Our volunteer and intern resources enable Department staff to provide even better service to our many customers. Those interested in participating in either the Volunteer/ Internship program may do so by contacting the District or Central Office Human Resources Office.

Additional information can be found at the following link.

<http://www.dot.state.fl.us/personnel/Volunteer/>

SECTION EIGHT

Explanations of How Managers are
Advised of Responsibilities to Meet Goals

PERFORMANCE EVALUATIONS

Compliance with the Department's EEO/AA goals and objectives as expressed in this Affirmative Action Plan is the responsibility of all managers and supervisors.

For Manager and Supervisory personnel, the Employee Performance System (EPS) will be used to reflect compliance with the goals and objectives of this Affirmative Action Plan.

The tool the Department uses to compare the Department's workforce to the available labor market is the monthly Department Wide Economic Parity Report prepared by the Equal Opportunity Office for the executive management. This information is presented at the monthly Performance Review Meeting and is disseminated by e-mail to allow for distribution to both Central Office and District managers.

SECTION NINE

Systems in Place to
Monitor Affirmative Action Progress

PROGRAM EVALUATION

The EEO/AA Officer has the task of monitoring and reporting FDOT's progress towards equal employment opportunity in the workforce.

INTERNAL PROGRAM EVALUATION

On a monthly basis the Department Wide Economic Parity Report, which includes employment activity information is prepared and presented to the executive management at the Performance Review Meeting. The report includes the current workforce profile which provides information for an analysis of FDOT's progress toward achieving its affirmative action goals. The information is presented to encourage the hiring/promoting of individuals in underutilized job groups if opportunities were to occur and to promote the importance of EEO/AA efforts in the Department. A copy of the Economic Parity Report for the month of June 2012, reflecting statewide goals in each of the EEO job categories is located at Appendix A.

An annual Equal Employment Opportunity Program Plan is prepared and submitted to the Federal Highway Administration's Division Administrator with the following information:

1. Efforts toward implementing recommendations;
2. Progress towards achievement of agency AA goals;
3. Progress towards the correction of problem areas, and;
4. General comments about the agency's EEO/AA program.

SECTION TEN

Discrimination Complaint Process

INTERNAL COMPLAINT PROCEDURE

Any employee or applicant for a Departmental position who feels he/she has been denied equal treatment or employment opportunities because of their race, color, national origin, sex, religion, disability, age or marital status may file an employment discrimination complaint. Employees are also protected from unwelcome sexual advances or conduct of a sexual nature that they find offensive or intimidating.

Procedure 275-010-001, "Employment Discrimination Complaints" (Appendix A), as well as Chapter 60L-33.007, Florida Administrative Code, outlines the procedure for resolving discrimination charges. Persons wishing to file a discrimination charge may file a complaint with the Equal Opportunity Office. Persons who wish to file a complaint with the Florida Commission on Human Relations (FCHR) may do so within 365 days of the alleged occurrence and those who wish to file a complaint with the U.S. Equal Employment Opportunity Commission (EEOC) may do so within 300 days of the alleged occurrence. In addition, Intake Officers have been designated within the District to assist employees with filing complaints.

SEXUAL HARASSMENT POLICY

Under federal law, sexual harassment is a prohibited practice that violates the sex discrimination provisions of Title VII of the Civil Rights Act of 1964. The Department charges each and every manager and supervisor with the responsibility of taking preventive measures to ensure that the workplace is free of sexually inappropriate, intimidating, or threatening conduct which infringes upon an employee's right to work in an environment free of such conduct.

Sexual harassment, as well as any other form of employment discrimination, is a violation of Rule 60L-36.004, Florida Administrative Code (F.A.C.). This rule provides for disciplinary action for violations of the Department's sexual harassment policy, as well as for supervisors who fail to report its occurrence. Disciplinary action, up to and including dismissal, may be appropriate for violations of the Department's sexual harassment or employment discrimination policies. Allegations of sexual harassment will also be investigated in accordance with Department procedure 275-010-001.

RETALIATION

Any employee who files an employment discrimination complaint, participates in an employment discrimination proceeding or otherwise opposes employment discrimination is protected under Federal and State law from retaliation. Any person who fires, demotes, harasses, or otherwise takes an unlawful employment action toward such an employee is subject to disciplinary action up to and including dismissal.

A copy of the Employment Discrimination Complaints Procedure is located at Appendix B.